

Marketing Proposal for

TJADEN



RANCH^{LLC}

BORN HERE. RAISED HERE.

TACC

Nebraska
Perkins County FFA
NE0046
2024

Marketing



PRODUCT DESCRIPTION

Tjaden Ranch is a fourth-generation ranch which focuses on grass fed, grain finished, aged beef that is sold direct to the consumer. Located in southwest Nebraska, the ranch has quick access to I-80, Kansas, and Colorado. Tjaden Ranch beef is raised 100% on their family farm; this includes not only their cattle but also the feed. They began selling to individual customers after getting requests for their meat from out of state. For the past eight years, they have been focused on selling 1/4, 1/2, and whole beef to individual customers. After realizing that not all customers have large freezers, they began adding bundles and individual cuts. By attending area farmers markets, Tjaden Ranch has realized the increased potential of beef they can supply and now feel they are ready for the next step.

In recent years, the demand for locally grown, ranch-raised beef has continued to grow. This will be very beneficial to Tjaden Ranch as they have many loyal local customers. The number of customers they have, and the geographical positioning of those customers will allow Tjaden Ranch to expand with ease. Although the inflationary state of the United States economy poses a threat for Tjaden Ranch, their customers are willing to remain loyal, which will make them competitive in the coming years.

Previously Tjaden Ranch began selling to individual buyers and is now ready to expand further by selling to local restaurants. Tjaden Ranch's key competition in the retail space include other local small independent beef producers, local grocery stores, and national supercenter grocery chains. Restaurant competition for Tjaden Ranch is large distributing wholesalers such as Cash-Wa, Sysco, and US Foods. Tjaden Ranch enlisted the help of TACC Marketing, who suggest the changes listed throughout this marketing plan.

MARKET ANALYSIS

Client's Status in the Current Market

After several friends and family requested their beef for consumption, the Tjaden family recognized an opportunity. They organized their own beef company called Tjaden Ranch and located a USDA-certified processing plant they could work with in Elwood, Nebraska. Tjaden Ranch began visiting small local farmers markets selling individual cuts, box bundles, and their most popular selection, bulk beef. As interest in their product grew, they expanded into larger markets farther from home. Tjaden Ranch has a 40' X 60' building with custom coolers. Tjaden Ranch purchased an 8' X 24' refrigerated trailer to ensure their deliveries were kept refrigerated properly. As Tjaden Ranch grew their customer base, they began to pride themselves on educating customers on how their beef is raised and what makes it taste so good. As a result, they have grown a large repeat customer base that is proud to promote Tjaden Ranch beef. Tjaden Ranch currently does not sell to local restaurants, but TACC Marketing considers that the next step for the business.

Tjaden Ranch's current website and Facebook page allows them to stay connected with their current client base. The website allows for online ordering, making it convenient for both new and established customers to purchase their beef. Regular specials and occasional recipes are shared on both sites along with testimonials from satisfied customers.

TACC Marketing did a survey of both potential and current customers of Tjaden Ranch. The majority of those who responded had a household of three to four members. Most of the respondents say they buy their beef in bulk. Of these, 45.8% felt that by buying in bulk they received a better price and had freezer space available to store that amount of meat. Most customers prefer to buy Prime grade beef, but 34.7% said they were willing to buy Choice grade beef.

TACC Marketing's restaurant survey showed that most of the restaurants buy their beef from either Cash-Wa, Sysco, US Foods, or Tyson. Some used a combination of the four. Smaller restaurants work with their local grocery store to purchase their beef.

Industry Trends

Beef Industry Trends

Boxed beef prices are at record highs, according to Farm Progress in their September 2023 article (Martinez, 2023). The value for 2023 is higher than the average for 2017-2021 and higher than 2022 values in the same period. Depending on the number of herd replacements, experts are expecting box beef values to be higher than the five-year average in 2024.

There have also been studies done to show predictions of what future beef production will look like. A research study done by Directions Research showed what they believe future beef consumption will look like (Release, 2023). They believe that 64% of people will eat the same amount of boxed beef in the coming years. Only 14% of people said that they would eat more beef in the future. Coincidentally, 15% of people said they will eat less beef than they have in the past.

Restaurant Trends

With the recent inflation rates, there have been concerns about the prices of food increasing, not just in grocery stores, but in restaurants as well. A research study done by the State of Consumer Survey found that the largest price increase in grocery stores would be around 31% (Release, 2023). That is a large increase. Fortunately, the largest price increase in restaurants was only 4%. That will not have a large impact on consumers.

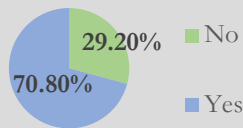
In conclusion, Tjaden Ranch is in a unique position. They can sell directly to consumers and local restaurants.

Direct to Consumer Trends

During the COVID-19 pandemic, trends show that consumers began to favor online grocery shopping, including beef. By the end of 2023, online grocery sales have decreased while consumers return to pre-COVID shopping behaviors; however, online beef sales remain a strong option for customer convenience. According to The National Provisioner, beef processing has returned to a more normal state following the pandemic slow down. (Bredar, 2023). The article also states that beef prices have increased in recent years due to the pandemic and the inflationary state of the economy.

Prior to COVID-19, farmers' markets were a popular way for local farmers/gardeners to sell direct to consumers. During the pandemic, farmers' markets came to a halt. After the pandemic, the popularity of farmers' markets has returned.

Significance of Beef Origination



TACC Marketing created a survey that was used to analyze past customers and potential future customers. Our survey showed that 70.8% said it is important for them to know where their beef comes from. This is shown in the graph at the left. Most of the Tjaden Ranch household customers have a family size of 3-4 people with respondents ranging in ages from 41-50. Of the respondents surveyed, 56.9 % of the respondents said that they buy their beef in bulk. Meaning they either buy 1/4, 1/2, or a whole beef at one time. Currently, Tjaden Ranch serves 300 individual households. Tjaden Ranch customers are primarily located between Omaha, Nebraska and Denver, Colorado.

Tjaden Ranch SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
4th generation family ranch - Control of genetics and feed - Strong brand integrity - Supported by loyal and local customers - Social media presence	- Local grocery store competition primarily for individual sales - Fewer financial resources - Employee shortage	- Return to farmers markets - Selling to restaurants that will promote Tjaden Ranch - Nebraska Beef Passport Program - Meat cooking competitions - Food truck	- Loss of cattle due to weather - Inflation - New regulations from USDA and other governmental agencies - Meat not cooked properly by restaurants

Competitor SWOT Analysis

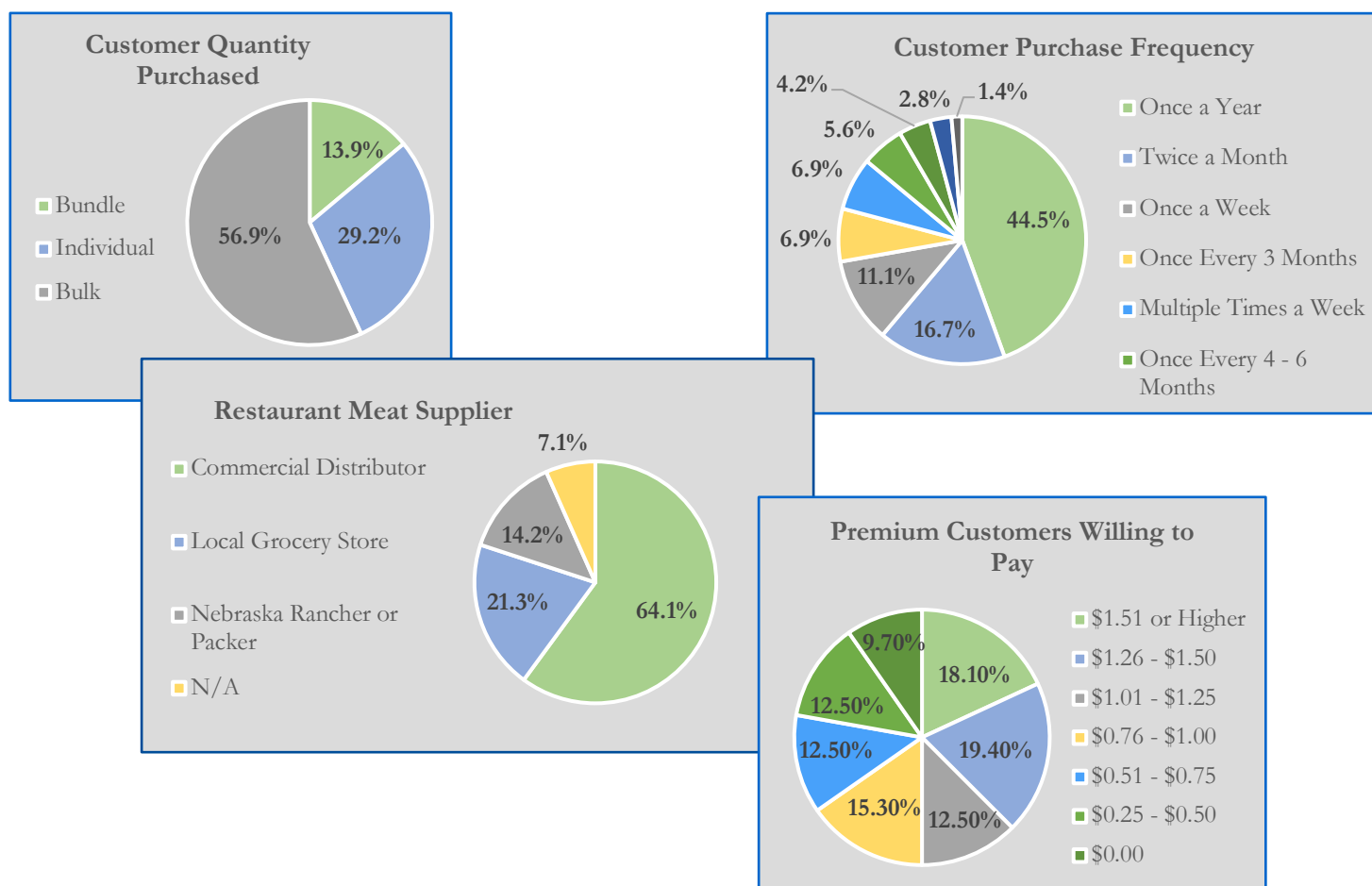
SWOT			
Strengths	18th largest broadline food service distributor - Local representative for the region - Regional pickup center for SW Nebraska	- Vast distribution network - Strong brand recognition - Local representative for the region	- Brand recognition - Diversified product recognition - Local representative for the region
Weaknesses	- Multiple beef suppliers - Smaller compared to competitors - Do not operate internationally - Lack of distribution centers - Account required to make an order	- Multiple beef suppliers - No regional pickup centers - The company lacks efficiency at product demand forecasting - Account required to make an order	- Multiple beef suppliers - Rely on only a few larger customers - Inefficient supply chain - No regional pickup centers - Account required to make an order
Opportunities	- Become more involved in other states - Sell more food items and categories - More regional centers in other major towns/cities - Increased demand for organic and natural foods	- Growth in its management consultancy business to its clients - Establish regional pickup centers - Increased demand for organic and natural foods	- Expansion to international markets - Increased demand for organic and natural foods - Catering to changing needs of customers - Establish regional pickup centers
Threats	- Distributors are not timely - Rising labor and fuel cost - Farm-to-table movement - Potential for recalls	- High sales force turnover experienced in US and Canada - Rising labor and fuel cost (US) - Farm-to-table movement - Potential for recalls	- Changing regulation - Supply chain disruptions - Farm-to-table movement - Rising labor and fuel cost - Potential for recalls

Primary Research

TACC Marketing conducted primary research for this market plan using two different surveys. The first survey was conducted by phone interview of restaurants located within two hours driving distance of Tjaden Ranch. These restaurants were locally owned and focused on providing customers with flavorful, premium, beef menu options. The second survey was sent to Tjaden Ranch current customers, shared on Tjaden Ranch Facebook page, and shared to potential first-time customers located in Perkins County, Nebraska.

The restaurant survey included questions such as the average number of customers served in a week, hours of their establishment, what a typical meat delivery would look like for that restaurant, how often they received meat deliveries, who their current beef supplier was, if they would be willing to buy from a local ranch, and if their customers would be

willing to pay more to support a local ranch and enjoy locally raised beef. Individual customer surveys included questions such as number in household, age of the respondent, how much beef they typically purchase at one time, why they purchase the quantity they do, how often they purchase beef, if it was important to know where their beef came from and if they have previously purchased from Tjaden Ranch or would be willing to purchase from them.



BUSINESS PROPOSAL

Mission Statement

Provide our customers with access to the best all-natural, grass-fed, grain-finished beef in the Midwest.

Key Planning Assumption

- 🐮 Local restaurants serving Tjaden Ranch beef give customers the opportunity to taste quality ranch-raised beef.
 - Validation: 53.8% of restaurants who are not already serving Nebraska ranch raised beef said they would be willing to make the switch.
 - Validation: During the phone interview with one restaurant, the owner stated, "Nebraska family ranch beef cooks better."
- 🐮 Seeing the Tjaden Ranch logo on the menu will provide customers with the contact information to purchase the same quality ranch-raised beef they enjoyed in their local restaurant.
 - Validation: 100% of restaurants surveyed are willing to place Tjaden Ranch's logo on their menu.
 - Validation: 71.4% of the restaurants felt their customers would return more often if they knew they were eating Nebraska ranch raised beef.
 - Validation: 71.4% of the restaurants surveyed said they serve more than 60 customers everyday.
- 🐮 Customers will continue to be more willing to purchase bulk beef because of cost savings.
 - Validation: Currently 56.9% of respondents say they already purchase their beef in bulk.
 - Validation: Survey showed that the majority which is 45.8% purchase in bulk because of cost savings and available freezer space.

Short Term Goals

- 🐮 Develop a delivery schedule that accommodates the needs of the restaurants and optimizes efficiency of time and fuel.
 - Set up by the end of the first week of 2025.
- 🐮 Begin sales with the first restaurant.
 - Set up by the end of the first week of 2025.
- 🐮 Start a monthly newsletter to share with customers any specials, recipes, or news.
 - By the end of June 2025.
- 🐮 Hire one full-time employee to assist in sales, deliveries, marketing, and other required duties.
 - By the end of January 2025.
- 🐮 Start a seasonal radio advertisement.
 - Set up by the end of the first week of 2025

Long Term Goals

- 🐮 Add at least one new restaurant each year for the next three years. These restaurants will have weekly orders that will be added to the weekly delivery schedule.
- 🐮 Expand Tjaden Ranch ROI by 2% every year for the next 3 years with increased sales to restaurants, current customers, and new individual customers.
- 🐮 Become a Nebraska Beef Passport destination for 2026.
- 🐮 Partner with at least one local food truck beginning in 2026.
- 🐮 Return to larger area farmers markets in 2027.

Target Market

Primary Target Market: The primary target market for Tjaden Ranch is restaurants that focus on providing their customers locally raised, tender, flavorful, cuts of meat. Restaurants were chosen because they were within two hours driving time from Tjaden Ranch. The initial restaurants were selected because they focus on both a great hamburger and a flavorful steak. The last two years the focus was switched to restaurants that focus on serving prime cut steaks. The map located between the “Place”, and “Price” sections of our plan shows the initial restaurants and meat processing company in relation to Tjaden Ranch’s location in Grant, Nebraska.

Secondary Target Market: The secondary target market for Tjaden Ranch is married adults ages 30-60, with a household of 4+ people, and willing to pay slightly more for a premium product. These customers have larger freezers that allow them to save money by buying their beef in bulk quantity. These consumers are also willing to drive up to an hour to purchase quality ranch raised beef.

STRATEGIES AND ACTION PLAN

Product

Tjaden Ranch cattle are grass-fed, grain-finished to provide the best meat marbling. Their meat is aged for a better taste and culinary experience with good beef. This is why Tjaden Ranch pays for the third week of hanging at the processing plant for their customers.

Currently, Tjaden Ranch provides Angus bred beef to individual customers. These customers can choose from individual cuts, preselected bundles or bulk. This same quality meat selection will be made available to family owned, local restaurants. Restaurants can customize their bulk orders by having meat cut to fit their needs. If the restaurants prefer, they can order their meat uncut and they can cut the meat themselves. Tjaden Ranch will develop a delivery schedule that best fits each of their restaurants and will deliver to those restaurants in a timely fashion to fulfill the restaurant orders.

Tjaden Ranch has one refrigerated trailer that is utilized in making deliveries to customers and sales at farmers markets.



Price

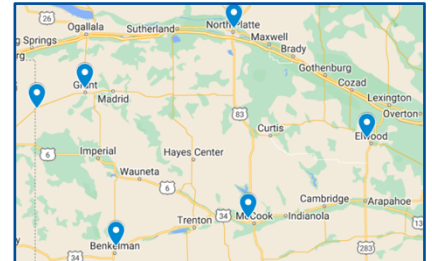
Tjaden Ranch will have a twelve-month contract with each of their restaurant clients. The contract will have an act of God clause which could be used if there is a restaurant fire or some disaster causing total herd loss. After the end of each quarter, throughout the length of the contract, the cost of the beef will be reevaluated and updated. The price will be determined by the average closing costs of USDA boxed beef every Monday. On top of the average, there will be a \$1.25 per pound premium added to the cost. Our primary research indicated that most customers were willing to pay this premium. This will help ensure profitability in a daily changing market.

Individual customer sales will continue as in the past. The only change is that instead of changing the price once a year, the price will change just as it does for the restaurants, every quarter. No contracts will be needed for individual sales. Customers can still purchase in bulk, individual cuts, or by bundle. If there are larger quantities of individual cuts not being sold to either restaurants or customers, TACC Marketing suggests that those cuts are put on sale and advertised on both the Tjaden Ranch website and Facebook page to help reduce inventory.

Tjaden Ranch currently prices its bulk meat sales at \$4.32 per pound. In the budget, a 5.75% rate of inflation, the current four-year average for food, was used to determine the price of beef from one year to the next (Statistics, 2024). The sales for the plan are based on the typical order placed by each restaurant that participated in the TACC Marketing survey.

Place

Tjaden Ranch's target market is restaurants within two hours of Tjaden Ranch. This allows Tjaden's to get meat from their ranch to the restaurants in a timely fashion. This is the same travel time to reach the processing facility in Elwood, Nebraska. This helps facilitate timely pick-up and delivery at the processing facility and all Tjaden Ranch customers. Focusing on customers within this radius also allows the Tjadens to build strong relationships with their customers. By constructing a building with walk in coolers the first year, Tjaden Ranch will be able to store beef to deliver to restaurants and to individual customers. The building will allow Tjaden Ranch to have a central location for storing meat and a more inviting place for customers to pick-up their order.



Along with the shipping option for individual customers, Tjaden Ranch offers multiple pick-up points along Interstate 80 between Omaha, Nebraska and Denver, Colorado as of 2024. They also conveniently deliver directly to homes within 60 miles of their facility at no additional charge.

Promotion

Based on both surveys from the TACC Marketing primary research, there are potential customers who have not yet experienced Tjaden Ranch beef or premium quality locally raised Nebraska ranch beef. Tjaden Ranch has occasional discounts on Facebook and their website for individual customers but does not have any discount options for restaurants. Tjaden Ranch brand awareness needs to be expanded in the local area to expand the customer base. Restaurants will be promoting Tjaden Ranch beef by placing a small logo on their menus. This will tell customers that the participating restaurant is sourcing their beef locally. Publicities were selected to help Tjaden Ranch stand out from the other twenty ranches selling their beef in Nebraska. New promotions will be conducted in the following ways:

- 🐮 Provide ribs for the annual Perkins County Chamber of Commerce rib cook-off in Grant on the 4th of July.
- 🐮 Advertise restaurants that use Tjaden Ranch beef on Tjaden Ranch Facebook page and Tjaden Ranch website.



- 🐮 Start a seasonal radio advertisement of local stations to promote Tjaden Ranch Beef.
- 🐮 Continue to post past and current customer testimonials and recipes on Tjaden Ranch website and Facebook page.
- 🐮 Return to larger area farmer's markets with the goal of increasing individual customer sales.
- 🐮 Start sending newsletters to the restaurants and individual customers.
- 🐮 Locate and work with food trucks that can promote Tjaden Beef through local expos.
- 🐮 Participate in the Nebraska Beef Passport program to showcase Tjaden Ranch beef for both individual customer sales and restaurants that are currently serving Tjaden Ranch beef.

Position

Tjaden Ranch is known to their customers for providing tender, flavorful beef. A quote from a previous customer in Highlands Ranch, Colorado, "...last night I made some burgers with the Tjaden Ranch ground sirloin, and it may have been the best burger I have had in 64 years." Another testimonial from a previous customer in Bellevue, Nebraska, "Dealing with the Tjadens is like dealing with your own family. The meat is absolutely amazing." One final testimonial from a customer in Lincoln, Nebraska, "I know [the money] is going straight back to the producer and will be spent in the community they live in." These are all reasons why Tjaden Ranch believes that grass-fed, corn finished cattle produce the best marbling of their meat. When combined with three weeks of aging, the meat quality from Tjaden Ranch is unmatched.

Tjaden Ranch can continue that tradition by expanding sales to local restaurants who focus on selling a juicy, flavorful, cut of meat. A positive restaurant experience will encourage consumers to purchase quality ranch raised beef they can enjoy at home. Tjaden Ranch customers will want to have their beef be the focal point of every meal.

BUDGET

Income	2025	2026	2027	2028
DJ's Restaurant	\$40,435.20	\$42,760.22	\$45,085.25	\$47,410.27
Western Keg		\$83,144.88	\$87,665.76	\$92,186.64
Middle of Nowhere		\$28,506.82	\$30,056.83	\$31,606.85
North 40 Chophouse			\$37,571.04	\$39,508.56
Copper Mill				\$105,356.16
Total Restaurant Sales	\$40,435.20	\$154,411.92	\$200,378.88	\$316,068.48
Individual Customer Sales	\$433,900.80	\$458,850.10	\$483,799.39	\$508,748.69
Individual Customer Growth				
Marketing		\$8,678.02	\$9,177.00	\$9,675.99
Sales Income	\$474,336.00	\$613,262.02	\$684,178.27	\$824,817.17
Expenses	2025	2026	2027	2028
Operating Expenses				
Cattle Cost	\$253,464.00	\$311,460.00	\$330,792.00	\$380,196.00
Finishing Program	\$20,178.00	\$24,795.00	\$26,334.00	\$30,267.00
Processing	\$129,800.00	\$159,500.00	\$169,400.00	\$194,700.00
Van License	\$2,268.00	\$2,268.00	\$2,268.00	\$2,268.00
Fuel	\$3,430.08	\$8,003.52	\$12,200.16	\$16,773.60
Licenses and Permits	\$660.00	\$660.00	\$660.00	\$660.00
Utilities	\$9,188.04	\$9,601.50	\$10,033.57	\$10,485.08
Insurance	\$10,187.00	\$10,645.42	\$11,124.46	\$11,625.06
Online Transaction Fees	\$50.00	\$74.00	\$98.00	\$122.00
Website Domain	\$350.00	\$350.00	\$350.00	\$350.00
Total Operating Expenses	\$429,175.12	\$526,933.44	\$562,812.19	\$646,974.74
New Marketing Expenses				
Newsletter	\$2,928.00	\$3,059.76	\$3,197.45	\$3,341.33
Rib Cook-Off Donation	\$337.50	\$352.69	\$368.56	\$385.14
Radio Advertising	\$2,716.00	\$2,838.22	\$2,965.94	\$3,099.41
Marketing Employee Salary	\$41,600.00	\$43,077.01	\$44,554.02	\$46,031.02
Total Marketing Expenses	\$47,581.50	\$49,327.68	\$51,085.96	\$52,856.91
Total Expenses	\$476,756.62	\$576,261.11	\$613,898.15	\$699,831.65
Net Income Before Taxes	-\$2,420.62	\$37,000.90	\$70,280.12	\$124,985.52
Marketing ROI	-15.02%	230.63%	292.24%	497.97%
ROI	-0.51%	6.03%	10.27%	15.15%

The budget does include a 5.75% rate of inflation for food items and a 4.5% rate of inflation for non-food items. The cost of cattle is based on a one-year average of February 2024 Chicago Live Cattle. TACC Marketing anticipates individual customer sales to increase by 3% each year because of selling to restaurants and returning to larger farmers markets.

EVALUATION

Benchmarks

<u>Goal</u>	<u>Measurement Tool</u>	<u>If Goal Is Exceeded</u>	<u>If Goal Is Not Met</u>
Increase ROI 2% Each Year	Use QuickBooks to compare financial records monthly	Determine if offering a % discount to restaurants is financially possible	Determine if it is because of price or quantity sold and adjust accordingly
Restaurant Sales Goals	Use QuickBooks to compare weekly sales to projected sales	Ensure sales are sustainable for the herd and restaurant	Meet with restaurant to determine possible causes and ways to increase sales
Individual Sales	Use QuickBooks to compare monthly sales and compare to previous years	Ensure sales are sustainable for the herd; if so, increase advertising to a new target market	Analyze sales to determine which type of sales have decreased and evaluate the marketing strategy for individual customers

-  Tjaden Ranch website and Facebook will be continually monitored to ensure that comments shed positive light on Tjaden Ranch. Testimonials from Facebook or from individual customer sales will continue to be added to the testimonials on the Tjaden Ranch website.

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