

Animal Weights:

A Decade of Sustained GROWTH

Bigger isn't always better. Animals raised for food have been engineered, through a combination of diet and supplements, to grow at a rapid rate and to weights never before realized. In the last decade alone, hogs have gained 8.06%, cattle 9.26%, and chicken 11.09%.

This growth affects vertical and non-vertical industries in different ways. A vertical industry, like poultry, is compelled

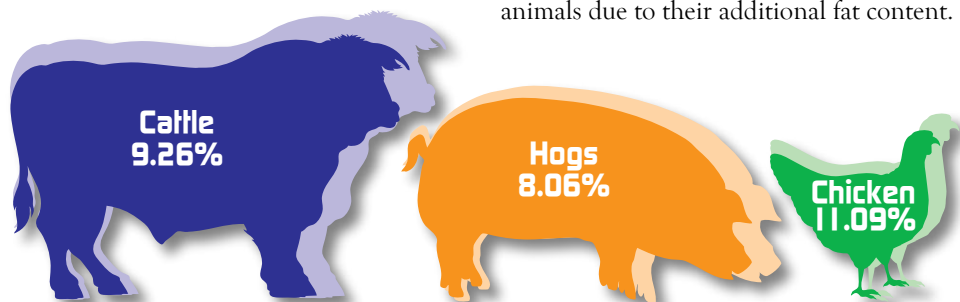
to raise a heavier bird because of their lower fixed costs per pound of bird weight. Meanwhile, in a more horizontal industry like red meat, livestock dealers and meat packers are sometimes motivated by different series of events. Beef and pork packers will penalize livestock dealers that deliver animals that are outside the optimal weight range for their particular plant. Packers will also pass along a penalty for lightweight animals due to their higher fixed costs and heavyweight animals due to their additional fat content.

"Packaging and boxes have been taken to their limit"

All industries, regardless of integration, have to deal with the consequences of the growth rate. The resulting cut size from the heavier weight animals has caused a number of problems. The amount of meat available for sale has soared. It has become increasingly difficult for packers/processors to produce to the specifications required by their customers. Packaging and boxes have been taken to their limit, and equipment is being tested, forcing a wave of reengineering.

The growth rate has pit production executives versus marketing executives. Somewhere in the middle must lay a satisfactory balance.

% Increase of average animal weight 1996-2005



Educational tools -

Center-of-the-plate classes and resources are readily available

There is much to learn about the meat, poultry, egg and seafood businesses. Below are some great classes and resources that will provide information that every person dealing with center-of-the-plate proteins should know.

Beef 101

Who: Texas A & M University (979) 845-3934
Where: Rosenthal Meat Science and Technology Center TAMU
Why: To yield grade, quality grade, slaughter and butcher a carcass
Commitment: 2 ½ days, \$395 per person

Center-of-the-Plate Training

Who: North American Meat Processors (703) 758-1900
Where: Different locations throughout the US
Why: Classroom and cutting demonstrations to learn about all center-of-the-plate proteins.
Commitment: 3 days \$799 per person.

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A NOTE from the publisher

Thanks for picking up the Premier Issue of *Urnery Barry's Reporter*. *UB Reporter* is a quarterly newsmagazine for people who want to learn more about red meat, eggs, poultry and seafood as well as the tools available to the trade.

For the past several years, the food business has gotten more and more productive (see our story on cover) for most of you, this means that your day has gotten busier. To help strike a balance between your need for meaningful industry information while still getting your work done, we've designed all of the articles in *UB Reporter* to be a quick read.

PAUL B. BROWN, JR.
PUBLISHER



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Center-of-the-plate resources Continued from page 1

Outlook and Strategies

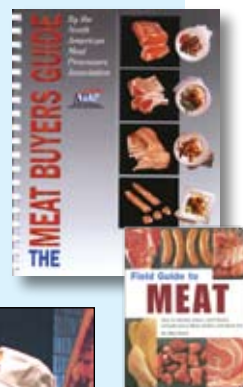
Who: Cattle • Fax (800) 825-7525
Where: Denver, CO
Why: To learn economics and outlook of/for the cattle/beef business
Commitment: 1 day, \$300 per person.

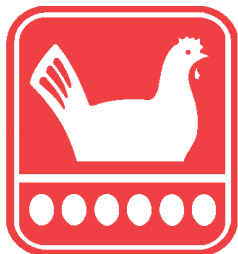
In addition to this training, there are several other resources that no meat traders should be without. Following is a listing of some of them:

- NAMP Meat Buyers Guide
- Field Guide to Meat
- The Commercial Guide to Fish and Shellfish

Find out more about these resources at <http://shop.urnerbarry.com>

**Instructor
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Eggs and Choline -

What's Choline and why is it important?

Here's some information that we've gathered about choline and why it's important.

Choline, part of the vitamin B family, is a vital nutrient found in such foods as cauliflower, soybeans, peanuts, and EGGS! Choline is an important part of a healthy diet and is "essential for normal functioning cells." Choline is responsible for structure and function within your cell's outer layer, the cell membrane. Here, choline can help create larger nerve endings that can speed up signaling in between cells. This plays a crucial role in memory development and transfer of resources from cell to cell. In addition to the benefits to adults, developing newborns are another group for whom choline is essential. Studies have shown that pregnant women who breast feed their babies are people who are in the greatest need of choline.



Availability of choline to the mother's baby is critical in brain development. In fact, experimental rats whose young received choline supplements showed enhanced brain functioning and greater memory capabilities. According to Dr. Steven Zeisel, head of a study at University of North Carolina's School of Public Health and School of Medicine, "The mother's dietary choline during a critical period in brain developments of her infant influences the rate of birth and death of nerve cells...

the changes are so important, that we can pick out the groups of animals whose mothers had extra choline even when the animals are elderly." In essence, pregnant women who eat eggs during and after pregnancy can lead to brainier babies and possibly more intelligent adults! So, if all holds true for humans and their young, everyone should be rushing to eat the incredible, edible EGG!

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Urner Barry Sponsors "Night at the Races"

Celebrating the 25th year at the track

For the last 24 years, the industry has been gathering at the Pegasus Restaurant at Meadowlands Race Track in Rutherford, New Jersey, for the annual Night at the Races event.

The event, which is sponsored by Urner Barry, draws over 900 buyers and sellers in the red meat, poultry, seafood and related industries. It's a great time to gather with your business associates, meet new

contacts, see old friends and place a few bets. This year's Night at the Races will be held on March 3.

For more information, or to get tickets, which always sell out, contact MaryAnn Zicarelli, Mike O'Shaughnessy or Joe Muldowney at 800-932-0617, 732-240-5330 or email us at sales@urnerbarry.com



Mike O'Shaughnessy, Bob Miller and Paul Insigna (far right) present the winning trophy to Westland Sun N at last year's Night at the Races. Photo by Lisa Photo, Inc.

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Civil War Tokens -

a link to the meat industry past

It started out as a hobby but has grown into much more than that—one of the larger collections of Civil War Tokens and a link to the past for the meat and poultry industries.

Bob Miller, National Wholesale Merchandise Manager, Perdue Farms, took up collecting coins as a kid during his days delivering papers and working the register at a grocery store but found an interesting niche in 1996. Still into collecting but “frustrated over the grading services,” where he saw a widespread range of quotes on coins due to the subjectivity of the grader, Bob seized the opportunity to collect rare types of coins called Civil War Tokens.

Not only were they significant historically, but many coin collectors and shops knew very little about them, so the coins could often be found at a value. This was before their popularity grew. Now prices range from a few dollars for the more common, low-condition ones to upwards of thirteen thousand dollars for the most limited tokens.

According to the Civil War Token Society, the tokens are “non-government, privately-issued quasi-money metallic and composition devices” that were used during a 24-month period, ending in 1864, as a means of exchange for the value, which was usually one cent. Uncertainty over the circulation of money during the Civil War, and the belief that certain metals would be valuable moving forward, people started

hoarding metal money. This tightened the supply of metal coins and forced many merchants to use the new tokens.

Many shops throughout the Union, including abattoirs, grocery stores, and meat markets, used the tokens as a means of trade.

Store cards were easily identified with the name and address of the merchant at which it could be redeemed.

The tokens were separated into three categories: Store Cards, Sutler Tokens, and Patriotic Civil War Tokens, each with a different purpose. The Store Cards were used for individual business and were identified with the name and address of the business at

which that token could be redeemed. Sutler tokens were issued by sutlers—vendors who followed the army and sold goods to the soldiers. The final category was called Patriotics which had different patriotic themes placed on them and were not issued by a specific merchant.

The most common token groups had slightly more than 5,000 made while other groups were limited to only a handful.

To put this into perspective, compare the 5,000 circulation to the 1909 S, VDB

Lincoln penny made which is considered scarce with a mint of 484,000. It is easy to see the rarity of such coins. There is believed to be only 25 million Civil War Tokens made and only about one million left.

A store card from Thomas White an abattoir in New York City



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Testing your foodservice knowledge

There are many new names and acronyms being created to describe new (and old) sectors in the foodservice business. Give this a quick read to make sure you're up with the latest terms.



QSR - Stands for quick service restaurant- In this format, food is supplied quickly after ordering, and by minimal service. In most instances, the customer orders at a counter and/or drive-through. This is also commonly known as a fast food restaurant. (Examples include McDonald's Burger King, Wendy's etc.)

Fast Casual - Like QSRs, this format does not offer full table service. It does, however, promise a somewhat higher quality of food and atmosphere. Although, similar to a QSR, the limited service still requires a customer to order and pay at the counter, but some, however, are table served. Many use real silver and flatware instead of disposable ones and possess a more "upscale" décor. Fast casual restaurants have been taking market share from fast food restaurants in the United States since the 1990s. (Examples include Culvers, Atlanta Bread Company, Panera Bread, Baja Fresh)

Casual Dining - As the name implies, these restaurants offer a casual atmosphere and moderately-priced food. The bill at a casual dining restaurant averages between

\$10 - \$30 for an evening meal and slightly less for lunch. (Examples include Friday's, Olive Garden, Red Lobster)

Fine Dining White Tablecloth - The interior of the restaurant is often quite elegant, often designed according to the restaurant's concept. Service is usually impeccable with chefs and service crews typically from the best culinary schools. (Examples include The Palm, Tavern on the Green)

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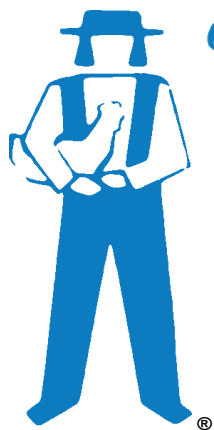
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timeline:

Avian

Here are some of the worldwide events associated with Avian Influenza that are shaping trade policy and affecting consumer demand:

December 19, 2005

- FAS unveils bird flu Web site to track affects of bird flu on international food trade

December 12, 2005

- Poultry industry launches new educational web site on avian influenza

December 7, 2005

- "U.S. not ready for bird flu outbreak" - Secretary of Health and Human Services Michael Leavitt

December 6, 2005

- No bird flu risk for properly cooked poultry, eggs, says World Health Organization

November 21, 2005

- Hong Kong bans poultry imports in face of bird flu
- Vietnam reports 5 human bird flu cases
- U.K. begins bird flu testing

November 16, 2005

- China confirms first human bird flu case; 1 dead

November 15, 2005

- China announces it will vaccinate all poultry for bird flu
- Bird flu H7N3 virus found in bird droppings from a migratory bird in Taiwan

November 14, 2005

- An 18-month old boy in, Thailand, dies of bird flu becoming Bangkok's first confirmed bird-flu victim
- Bird flu spreads to 10 of Vietnam's 64 provinces and cities

November 7, 2005

- Indonesia begins massive chicken cull
- Death of 19-year old woman brings human infections to nine

November 4, 2005:

- Ukraine bans all wild bird imports
- 9,000 Chinese chickens die of HPAI in the fourth outbreak of bird flu to hit China in just over 2 weeks

November 1, 2005

- President Bush announces U.S. bird flu plan
- Canada announces H5 bird flu found in wild birds but not necessarily the dangerous H5N1

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Influenza

October 31, 2005

- Japan kills 82,000 chickens after discovering the country's latest case of bird flu on a farm in the east
- Thailand enlists 900,000 volunteers to fight bird flu

October 21, 2005

- Bird flu fears slow EU chicken sales by up to 70%

October 19, 2005

- China reports a fresh outbreak of HPAI bringing the number of its known occurrences of the disease to four so far this year

October 18, 2005

- Bird flu breaches EU with Greek infection

September 27, 2005

- Bird flu spreads to Russia and Siberia

September 26, 2005

- Indonesia confirms 6th human bird-flu death

August 2005

- First Russian reports of bird flu that can infect humans

July 2005

- Indonesia announces first human bird flu deaths – intends to destroy poultry and pigs on affected farms

March 2005

- North Korea admits it has HPAI after suspected outbreak at chicken factory in Pyongyang

January 2005

- Cambodia reports first human bird flu death

August 2004

- Vietnam confirms three bird flu deaths including 2 children
- Malaysia reports bird flu outbreak

February 2004

- HPAI kills birds in U.S., Canada

January 2004

- Vietnam announces 13 bird flu deaths as virus spreads across whole of SE Asia

February 2003

- Hong Kong boy dies of bird flu

May 1997

- Six people in Hong Kong die of H5N1, the first human report of the bird flu virus

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Chicken industry counting on retail ads to weather the winter months

With demand from overseas export markets on the decline and production figures continually moving forward, the chicken industry will be relying heavily on retail movement and fast food demand to carry the winter months.

Despite market conditions that were favorable for much of the year, AI-related declines in consumer demand overseas, along with steadily advancing production figures, are putting sellers under considerable pressure. The urgency to clear inventories has forced sometimes drastic price cuts, and overall value has suffered as a result. With little else to turn to during the early winter months, attractive retail ads have historically been used to offset demand and production-related challenges.

Early 2006 saw considerable exposure for the chicken industry in both retail and

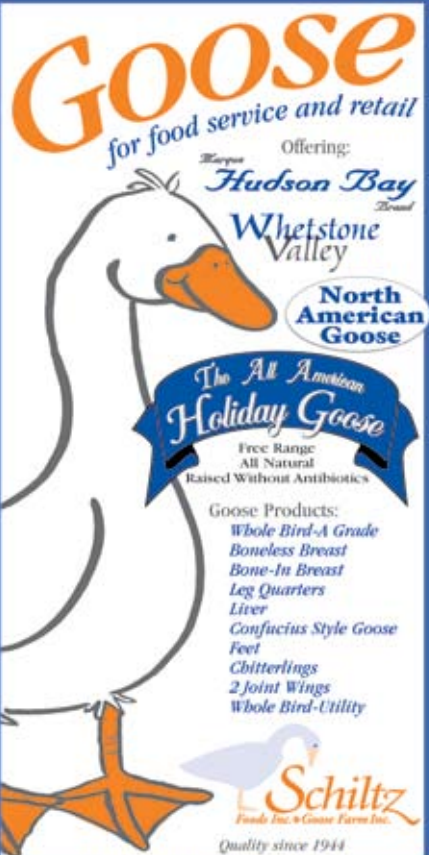
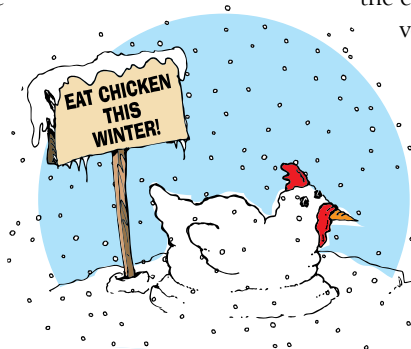
fast food ads. In fact, a glance at *Uner Barry's National Feature Activity Report**

will confirm that chicken ads during the earliest part of 2005 were

very visible and helped lead cutlet prices to equal five-year averages for the first quarter, values that resulted in profitable returns at the plant level. Since that time, cutlet performance has suffered with the fourth quarter 2005 average at \$1.14 well below that of any in the

last decade. With a new year unfolding, the chicken industry is hopeful for a return to stronger prices and more consistent movement through consumer channels.

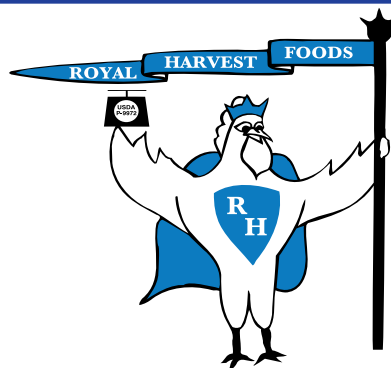
**Chicken retail features, as well as features for turkey, beef, pork, and seafood, can be tracked across 12 cities nationwide on Uner Barry's COMTELL instant news service or for select cities on Foodmarket.com.*



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Brazil's unit of currency, the Real

Brazil / US comparison



AREA	8,511,965 km	9,631,418 km
POPULATION	186,112,794	295,734,134
GDP	\$1.49 trillion	\$11.75 trillion
GDP (per capita)	\$8,100	\$40,100
AGRICULTURAL PRODUCTS	coffee, soybeans, wheat, corn, sugarcane, meat, poultry	wheat, corn, grains, fruits, meat poultry, vegetables
LABOR FORCE	89 million	147.4 million
UNEMPLOYMENT RATE	11.5%	5.5%
OIL PRODUCTION / CONSUMPTION (million bbl/day)	1.788 / 2.199	7.8 / 19.65
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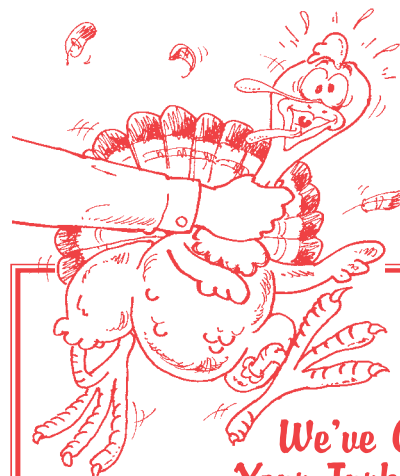
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On May 10, 2005, Egg Clearinghouse entered into its 35th year of providing a trading exchange for the egg industry. From the very beginning, ECI has relied upon industry leaders to serve on the board of directors who give generously and selflessly of their time, energies, experience, and resources. We extend our sincere appreciation to all those who have served or currently serve as members on the Board of Directors and Executive Committee. Your guidance has helped ensure ECI's success in the egg industry.

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CRM Software Learning from your Peers

The tools available to organize your contacts have become more sophisticated over the past decade. Rolodexes have been replaced by contact management software. The newer generation of contact management is called CRM or Customer Relationship Management programs. *UB Reporter* has interviewed two companies in the industry that use CRM so that you may learn from their experience.

TERMS TO KNOW:

Contact management – Focuses on information that would be on a business card. Less expensive than CRM

CRM – More encompassing than contact management – integrates marketing, customer service, accounting and other function areas

Hosted solution – Like renting a house versus buying. Commonly pay per month. Software commonly resides off site in a “hosted site”

- **USER:** Supplier to Meat Business
- **CRM PROGRAM USED:** Saleslogix
- **IMPLEMENTATION SO FAR:**
No customizations out of the box
- **PEOPLE USING:** 30

UBR: How long have you been using Saleslogix?

MATT: About 3 years now—prior to that, we had Goldmine, Act and some others.

UBR: How do you use it?

MATT: Right now we use it for sales and some marketing work. The big benefit starts when we can combine it into our accounting and operational databases. Then we won't have to enter the same information 3 and 4 times. We're moving slowly toward that goal.

UBR: Why did you choose it?

MATT: It's very powerful, can handle huge amounts of information and we can customize it any way we want.

UBR: What would you do differently?

MATT: Our initial partner did not

TIPS FOR IMPLEMENTING CRM:

- Clearly define your goals. (What do you expect CRM will do for you)
- Don't underestimate the resources it takes to implement the program.
- Get commitment.
- Users commonly say “CRM won't give me the information I want, so I don't use it.” If you don't use CRM, it will never give you the information you want. Successful implementations require commitment from all levels within the organization.
- If you don't know what you're doing, get someone who does know.
- Get several referrals.

have the resources or people to properly install and maintain the software. I would have chosen someone different from the start. It's also not a do-it-yourself program, so we have our vendor do upgrades, improvements and customizations. You have to factor that into your budget.

Continued on back page



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Focus Groups | O |

Over the past ten years or more, the popularity and utilization of focus groups has grown in leaps and bounds. The food industry is no stranger to these highly informative discussion sessions and will have a first-hand opportunity to experience and learn from one at Urner Barry's 2006 Executive Conference & Marketing Seminar, "Charting the Course." But just what is a focus group, and why are they so beneficial to today's product development, advertising and marketing efforts? Urner Barry asked Joyce Ng of Springboard Marketing to give *Reporter* readers a quick education on just what a focus group is and its importance in our business lives.

By Joyce Ng, Springboard Marketing

What is a focus group? Basically, it's a small structured group discussion, led by a trained moderator, to explore one or more topics of interest. Over the past decade, focus groups have become an integral

part of American culture and commerce. Focus groups help guide new product and packaging development, advertising, and marketing strategies. Topics on which focus groups are conducted can range from the innocuous—crafting a breakfast cereal slogan—to the weighty—selling a presidential candidate or convincing teenagers to practice safe sex.

Focus groups got their start in England, where the first groups met in the parlors of private homes.

Focus groups, with their relatively small sampling of target consumers, lack the statistical rigor and predictive strength of large scale surveys. Surveys are a great tool for measuring consumer attitudes and behaviors. Surveys are more limited, however, when it comes to understanding why 45.7% of consumers preferred Brand X to Brand Y. Surveys, which typically don't allow for much open-ended, flexible questioning, often cannot uncover the underlying reasons for

Over the past decade, focus groups have become an integral part of American culture and commerce.

consumer preferences. And marketers need to understand those reasons in order to get new or better ideas for how Brand X might build its market share.

Focus group research offers several unique advantages that help generate rich, insightful research results:

- The dynamic, flexible nature of a group discussion engages research participants more than a highly-structured, short-answer format survey.

- Focus group participants' non-verbal communication—body language, tone of voice, facial expressions—can be observed and recorded. This richer,


multi-dimensional feedback provides additional information for analysis and interpretation, both during and after the focus group.

- The opportunity for the moderator/researcher to ask probing questions ('Help me understand why you feel that way') enables

the researcher to explore the research topic in greater depth. The moderator also can modify the discussion in response to unexpected, but highly relevant, comments.

Continued on page 22

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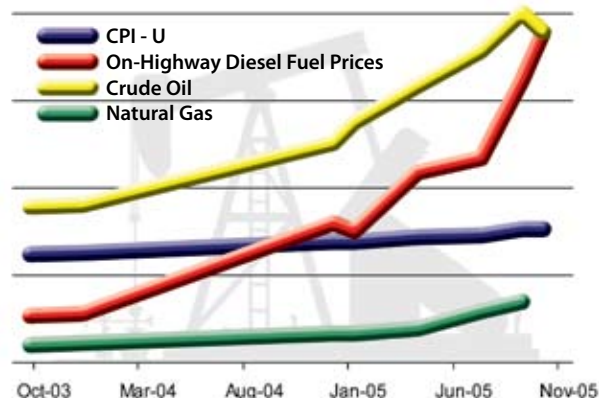
Steve McDaniel • Beth Colmans • Pete Bates
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The impact of higher energy prices on the food business

When talk of increased crude oil prices makes its way into conversations, it is usually in the form of higher gasoline costs. That's when most consumers see the immediate impact on their wallet—each time they look up at the big signs showing what they're paying at the pump. However, many other products depend on a consistent supply of oil at a moderate price. That's because just about 90 percent of goods bought and sold in the United States are shipped by truck, and higher on-highway prices equal higher shipping rates. The two main components of the cost are labor and fuel, respectively. So, at some point, the increases are going to be passed on to the consumer.

The biggest cause of increased crude oil prices this year were Hurricanes Katrina and Rita that ravaged the Gulf Coast area and shut down operations, thus cutting off a major supply area. About 10 percent of U.S. daily consumption is either produced in or shipped through the Gulf.

Shrimp and oyster production were shut down, and shipping via the Port of New Orleans was halted which hurt many economic areas. Other commodity items were affected as well. So the next time you walk through your grocery store and wonder why prices on many items are up, just remember the entangled web of crude oil.



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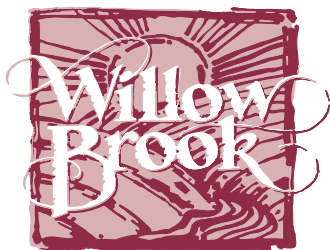
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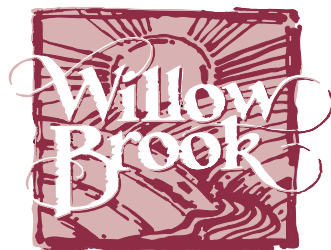
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Focus groups

Continued from page 18

• Real-time observers can actively participate in the research as it happens, sending in additional questions to the moderator at appropriate points during the discussion, or even modifying the remainder of the discussion in response to what they have observed.

In summary, focus groups are a powerful and dynamic tool for exploring consumer beliefs and behavior.

For questions regarding this article, contact:
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CRM Software

Continued from page 16

- **USER PROFILE:** Importing and Exporting Meat and Poultry
- **CRM PROGRAM USED:** Microsoft CRM
- **IMPLEMENTATION SO FAR:**
Moderately customized,
used for sales and marketing
- **PEOPLE USING:** 6

UBR: How long have you been using?

JOHN: One year.

UBR: How do you use it?

JOHN: To contact customers and keep track of accounts.

UBR: Why did you choose it?

JOHN: We've been using the same tools to contact our clients that we used in the 1940's. We wanted to take advantage of what technology offered to become better salespeople and marketers. Microsoft was similar to others available (5 seats of Oracle's Siebel CRM were quoted at \$100,000 only a few years ago) at a fraction of the price (about \$5,000 per license with some minor customizations and training).

UBR: What would you do differently?

JOHN: I would get a little more training and have a plan to help the organization embrace the technology.

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