



CARMAN RANCH

ESTD  1913

# Local Meat to Local Institutions: Challenges and Opportunities

# Institutional Sales

- Business is 15 years old, volume and growth has increased significantly in the last 2 years.
- CRP sells approx. 2000 head of beef a year from 6 partner ranches.
- ~ \$5 mil. in sales/yr. Institutions are about 10% of our annual sales. This includes hospitals, corporate cafeterias, universities, K-12 schools.

**Relationships**

**Capacity and Vision**

**Commitment**



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# Relationships:

Our job is to sell the whole carcass. To do so we need:

Flexibility in which cuts you'll take

*OR*

Flexibility in fresh vs. frozen

*OR*

Being **so** consistent that we can count on your order well in advance.

At CRP we allocate the carcass *across* the customer base.



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# Requirements:

- Insurance: \$1 - \$5 mil., depending on customer
- 3rd party certifications: Animal welfare (GAP4)
- Product Specs: high quality, CONSISTENT cutting and size. Value-added: grind, patties, strips, diced, etc. Fresh and frozen.
- Delivery: weekly, some want you to work with their preferred vendors.





# Things that have worked, things that haven't...

WINNER: Stacking processing projects across customers.

- *Example:* Bulk packed steak strips (fajitas, stir-fry). Allowed us to make a value-added product out of trim from portion cutting. Institutional + retailer customers.

NOT SO MUCH: Solving the wrong problems... perceived vs. actual challenges.

- *Example:* Mushroom blended burger. Cost wasn't actually the problem.



# Outcomes:

Provides stability for the business.

Helps us move rounds and grind.

Impact in places that matter: schools, hospitals, universities.

Marketing and outreach: gets our message and values out there!





# Longevity:

We see stable, long-term commitment with our institutional partners. Not the highest margin; but good, steady customers.

Have seen growth in recent years in corporate cafeterias, particularly in the Seattle market (tech heavy). Using “good food” as a selling point to attract talent?

