



M O R R I S O N & C O M P A N Y

IN THIS ISSUE:

Pacific Coast Producers

A look at the largest producer of private-label canned fruit and tomato products in the United States.

Who Does That?

Some projects don't fit a neat description. Chances are that our industry-tested professionals can help.

Morrison Snapshots



The Morrison team celebrated a wedding this summer! In addition to other happenings, Consultant Toni Scott tied the knot. Here she is pictured with husband Nick Wilson.



Cooperative Stands for Quality and Commitment

Morrison & Company's Managing Principal Brent Morrison met Pacific Coast Producers CFO Matt Strong when Brent was short of cash at a city parking lot and Matt, noticing the problem, chipped in \$4 to cover the fee. Not knowing each other, they later found they were attending the same conference and struck up a conversation and a friendship. We have since learned that Matt's actions were typical of the PCP way: care, commitment, and service beyond the call.

Most consumers don't know the name, but if you've shopped for groceries anywhere in the United States you've probably put Pacific Coast Producers' fine products in your cart. Founded in 1971, Pacific Coast Producers is the largest producer of private label canned fruit and tomato products in the United States. When you see private label canned fruit, canned tomato products, or fruit cups at any supermarket, big box, or club store, odds are it was "canned fresh" by PCP.



Headquartered in the heart of California's fertile Central Valley, PCP is proud of its grower-backed, customer-focused business philosophy. As a grower-owned cooperative, hundreds of third- and fourth-generation family farmers partner to provide the ripest tomatoes, sweetest peaches, and the most flavorful apricots and pears of every harvest. In addition to offering a wide variety of canned items, including apricots, fruit cocktail, fruit mix, peaches, and pears, the company also specializes in cherries, tomatoes, organic fruits and tomatoes, plums, plastic fruit bowls, mandarin oranges, sun-dried tomatoes, tropical fruits, pineapple, and fire-roasted tomatoes.

Continued on next page >

> Continued from front page

Along with a commitment to superior flavor and quality, PCP keeps abreast of innovation and new technologies, continually exploring avenues to enhance its production facilities. The company also takes seriously its obligations to sustainable operations. They have reduced water usage at their peach and apricot plant by almost 3 million gallons annually, reduced nitrous oxide emissions to less than 9 parts per million, achieved a 15 percent reduction in the use of shipping materials, and significant reductions in steel used per can (more than a 25 percent reduction in 8-ounce cans alone). Perhaps most notably, PCP moved its tomato processing plant from 65 miles to within 16 miles of all its tomato crops in 2002. This \$58 million project resulted in a reduction in transportation fuel (for both trucks and employees) and the related automotive emissions.

PCP is an important member and supporter of The Canned Food Alliance, which has done extensive consumer-focused research on the cost-per-nutrient provided by different forms of food. Published in the peer-reviewed Journal of Nutrition and Food Sciences (May 2012), the research shows that consumers often get more nutrients for their money when choosing canned foods compared to fresh, frozen, or dried.

Morrison & Company is proud to have assisted Pacific Coast Producers in important executive recruitment projects, seeking capable people to join a talented and accomplished team. We look forward to seeing what further innovations and advances PCP spearheads in the future.

WHO DOES THAT?

UNIQUE NEEDS REQUIRE A UNIQUE APPROACH

If you get a letter from the IRS, you call your accountant. Got a workers comp claim that doesn't smell right? Call your attorney. Working late again? Order a pizza.

But what if you want to research acquisition targets discretely or figure out exactly what fixed assets are in your 25-acre facility? What if customers are claiming dozens (or hundreds) of discounts you can't verify, you have a software product you'd like to market to a different industry, you get a chance to buy a shut-down processing plant, or you need to get a handle on cash flow? What if you want to know how satisfied and engaged your employees are or if your customers see your company the same way you do?

Every business has them: needs and projects that aren't easy to classify. Morrison & Company's "Special Projects" services are designed to help businesses find answers to out-of-the-ordinary questions. Along with the experienced professionals on our staff, we have access to a variety of specialists that allow us to effectively handle many challenges involving business research and analysis.

Welcome New Clients!



For example, Crystal Creamery (formerly known as Foster Farms Dairy) has consolidated operations, acquired and disposed of facilities and equipment, and retired equipment over the years. Fixed assets had been recorded in several systems and tagged by varying conventions. Much of the equipment movement between facilities, disposals, and additions from business acquisitions had not been verified against fixed asset records. With 25 acres of equipment under roof at their main facility, Crystal called Morrison to develop a solution. Aside from straightening out the records, refunds of past property taxes more than paid for the project.



The California Cut Flower Commission represents the state's flower growers, who have lost significant market share to South American competitors. The growers had theories as to their strengths and weaknesses compared to the importers but weren't sure. Morrison was asked to see how the perceptions of growers compared to those of major buyers; the results held some enlightening surprises.



Lundberg Family Farms is the largest US producer of organic and sustainably grown rice products. Customers often claim significant deductions off invoice with little or no support, causing significant work by the staff and write-offs of receivables. Asked to find solutions, Morrison reviewed Lundberg's processes, practices of major buyers, and potential software tools. We received permission to benchmark the company's processes against another Morrison client, an internationally known food processor and distributor. The results led to major updates to the company's deduction management process and the development of a system that resulted in significant reductions in uncleared deductions.



"The Hignell Companies" have diverse operations that require several classifications of operating and support personnel, different management levels and skillsets, and a variety of educational and professional backgrounds across several fields. The company wished to gauge employee satisfaction and engagement and determine how their wages compared to the marketplace. Morrison conducted anonymous employee surveys, benchmarked results and compensation against national and local data, and developed recommendations that led to improved practices for the mutual benefit of the company and an engaged workforce.

To learn more about our Special Projects and for full case studies on Crystal Creamery, California Cut Flower Commission, Lundberg Family Farms, The Hignell Companies, and others, visit the Special Projects page at Morrisonco.net.

Morrison & Company
10 Landing Circle, Suite 5
Chico, CA 95973
(530) 893-4764



Morrison & Company Snapshots



Morrison & Company Consultant Toni Scott married Nick Wilson in June in Trinity Center, California. Brent Morrison, Geoff Chinnock, and Colleen Souza from the Morrison team were able to celebrate with the couple and got a quick picture with Toni.

In May, the Morrison Team celebrated with Springboard Biodiesel during the grand opening of their Chico biodiesel facility, the first commercial small-scale, closed-loop biodiesel production and fueling facility in the state of California. In collaboration with Chabin Concepts, Morrison & Company assisted Springboard Biodiesel with a successful grant application to support the facility and operations, which resulted in a \$758,200 award.



Principal Geoff Chinnock had the chance to leave the office and get in some quality client bonding time at the shooting range with Girls with Guns founders and owners Jen Adams and Norissa Harman.

As a member of the Chico Rotary Club, Managing Principal Brent Morrison has been busy attending weekly meetings and volunteering in the community. Here is a shot of Brent serving breakfast on the Fourth of July.



Morrison & Company specializes in planning and feasibility, interm/outsourc assistance, recruitment, special projects, and grants.