BARNARD BEEF CATTLE CO.

FEB. 20, 2023

Research Report

Prepared by Jourdyn Adams, Chloe Floyd, Ashley Kim and Makayla Smith

Location

P.O. Box 32 Crawford, Texas 76638

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EXECUTIVE SUMMARY

THE OBJECTIVE

The purpose of researching Barnard Beef Cattle Co. internally and externally was to asses its strengths and weaknesses to highlight BBC's advantages and build upon their disadvantages.

THE MISSION

The mission of Barnard Beef Cattle Co. is to break into the bulk beef market in Austin and Dallas in order to increase their sales and attract more customers.

THE PROBLEM

Barnard Beef Cattle Co. faces challenges such as high competition, a saturated market, as well as low staff, and difficulty in meeting the demand that large cities require.

MARKET DESCRIPTION

The current leading market is the area of Gatesville, with consumers making over $100,000 purchasing the most.

COMPETITIVE LANDSCAPE

BBC's custom cuts combined with their grass-finished product, and their family values including transparency and honesty, their competitive edge, puts them as leaders in the bulk beef industry

ISSUES/CHALLENGES

The issues that BBC will face are difficulty breaking into already well-established areas, the challenge of meeting the demand and breaking through the saturated competition.

THE OPPURTUNITY

The opportunity with the increase in advertising is to make the Barnard Beef Cattle Co. an obvious choice when shopping for bulk beef

THE SOLUTION

To break into the bulk beef markets of Austin and Dallas, BBC will increase their advertising and social media presence making themselves accessible from multiple sources, as well as narrow in on a target market to increase the effectiveness of messaging

SITUATION ANALYSIS

COMPANY ANALYSIS (INTERNAL)

MISSION

Make great steak. Raise hard-working kids. Have fun. Make money and share.

CULTURE

- Relaxed, informal, but still efficient and hard-working
- Importance of good communication and transparency
- Prioritization of accessibility and affordability
- Family-oriented
- Unique Western style
- Importance of selling value to customers, creating loyal, returning customers
- Importance of helping community through allowing customers to use food stamps

AMBITION

- Willingness to venture into new growth by expanding with beef jerky, bulk beef or looking into new processing plants
- Experimental mindset with marketing practices such as incorporating influencers
- Consideration of new products such as selling cattle bones
- Ownership of 11,000 heads of cattle on 17,000 acres of land

PROFITABILITY

- If profitability is based on pricing, current level of customer loyalty and frequency of product use, then the company has been successfully profitable
- Using the same assumptions as above, then there is also room to grow profitability of bulk beef sales in Austin and Dallas

WILLINGNESS TO INCUR RISK

- If the willingness of incurring risk is based on products for sale and the profitability of those products, then BBC is likely willing to incur risk. This risk would be incurred most likely in the innovation of novel products with already existing minor products.
- If the willingness of incurring risk is based on the current financial health of the company (that health is based on the price of the product and amount of customers), then BBC would be willing to incur risk to a certain degree and could do so effectively without much harm.

COMPANY ANALYSIS (INTERNAL)

STATE OF RESOURCES

FINANCIAL

- If the state of the financial resources is based on loyal customers and perceived profit margin, then the company is financially successful and the business model is effective
- Using the same assumptions above, then there is also a need in Austin and Dallas to help the profit margin from a delivery standpoint
- Financial resources spent on marketing and advertising on Facebook and Google have been the most successful, with the most resources going toward Facebook advertising

MANAGERIAL

- Loyal employees
- Currently understaffed but getting seasonal workers back in March
- BBC currently employs 4 workers
- One current employee helps with deliveries
- BBC has built relationships with local small business owners by offering help. The small businesses are then loyal and help promote BBC.

TECHNOLOGICAL

- Resources for taking care of the cattle are efficient and effective: the use of trucks for herding rather than horses
- The delivery process begins with customers on Facebook, often leading them to the website. No home delivery is offered, but BBC works with partners for delivery and customers meet at a neutral location.
- BBC is currently starting nationwide shipping
- Bulk beef can last 12-18 months after it has been shipped
- Facebook is used as the predominant marketing platform and avenue for sales with involvement in 400 Facebook groups by posting twice per week
- Use of a weekly digital newsletter
- Use of a trailer on deliveries that isn't always filled to capacity

SITUATION ANALYSIS

COMPANY ANALYSIS (INTERNAL)

SALES TRENDS OVER PAST 7 YEARS

- The majority of consumers are parents aged 30-50 with two kids and a variety of income levels
- Most customers are returning customers
- Consumers interact with the brand primarily through Facebook
- Coupons do not drive sales and are ineffective for BBC's customers
- Payment plans are offered and used by customers
- Customers have the ability to use food stamps
- Instagram hasn't worked in driving sales or web traffic
- Cattle heads, wholes and halves are the most popular products
- Most customers that buy bulk beef use the product as a replacement for grocery store meat purchases
- Magazines ads do not effectively drive sales, but magazine articles do
- Bulk beef product is sold by finished weight

MARKET SHARE

- Based on competitors in Austin and Dallas, the company's share of the market is going down due to market saturation.
    - Many people with 10 acres are attempting to start a small cattle-raising business. These new entrepreneurs sell cattle that are 600-800 pounds. When established companies such as BBC sell cattle, they weigh in at 1350 pounds.
    - Thus, these cattle entrepreneurs are wasting meat and sacrificing quality for quicker sales and delivery of products.
- Due to this same circumstance, BBC also has an opportunity when these newcomers leave the market when they can't make continuous sales and they lose money. BBC can then come and fill in when this causes gaps and supply issues in the market place.

COMPANY ANALYSIS (EXTERNAL)

SITUATION ANALYSIS

SALES TREND OF INDUSTRY OVER THE PAST FEW YEARS

- The market of the beef production industry in the U.S. has declined by 1.6% per year on average from 2018-2023
- Negative factors affecting the beef industry include high revenue volatility and high competition
- Beef cattle production in the U.S. market in 2023: $80 billion
- Beef cattle production growth in the U.S. market in 2023: 1.2%

GENERAL ECONOMIC CLIMATE

- U.S. GDP increased by 5.9% in 2021 and only 2.1% in 2022
- Year-over-year inflation (the rate at which consumer prices increase), was 6.5% in December 2022
- The ratio of unemployed people to job openings remained at or near record lows throughout 2022
- Personal income increased by $49.5 billion while consumer spending decreased by $41.6 billion
- Stock market forecasts for 2023 show moderate improvement
- UBS predicts at the end of 2023 an S&P 500 at 3900. KKR predicts 4150.
- CFRA predicts a 2.9% gain, putting the S&P over 3900. It predicts the end of the year to be around 3840.

MARKET ANALYSIS

WHERE ARE THE CURRENT CUSTOMERS?

TOTAL USAGE AND TOTAL % IN A GEOGRAPHIC SEGMENT WITH PRODUCT USAGE AND GEOGRAPHIC MARKETING (ZIP CODE).

A BREAKDOWN OF THE LOCATIONS WHERE MOST OF BERNARD BEEF CO.'S CONSUMERS RESIDE AND THE NUMBER OF ORDERS FROM EACH AREA.

MARKET ANALYSIS

THE FOLLOWING INFORMATION IS A BREAKDOWN OF THE DEMOGRAPHICS OF THE FIVE MAJOR LOCATIONS ALREADY ORDERING FROM BBC. (GATESVILLE, WACO, TEMPLE, CRAWFORD AND KILLEEN)

AMOUNT PER HOUSEHOLD SPENT ON FOOD (ESTIMATED ANNUAL AVERAGE)

- Gatesville - $6,700
- Waco - $6,700
- Temple - $7,100
- Crawford - $7,800
- Killeen - $7,000

NUMBER OF FAMILIES

- Gatesville - 1,775
- Waco - 29,026
- Temple - 19,096
- Crawford - 288
- Killeen - 37,111

MEDIAN HOUSEHOLD INCOME

- Gatesville - $51,711
- Waco - $42,687
- Temple - $56,058
- Crawford -$54,911
- Killeen - $52,072

POPULATION

- Gatesville - 16,135
- Waco - 138,486
- Temple - 82, 073
- Crawford - 5,483
- Killeen - 153,095

WORKING AGE (18-65)

- Gatesville - 12,826 (80.18%)
- Waco - 87,199 (63.74%)
- Temple - 46,543 (57.61%)
- Crawford - 577 (58.94%)
- Killeen - 94,649 (83.06%)

ETHNICITY

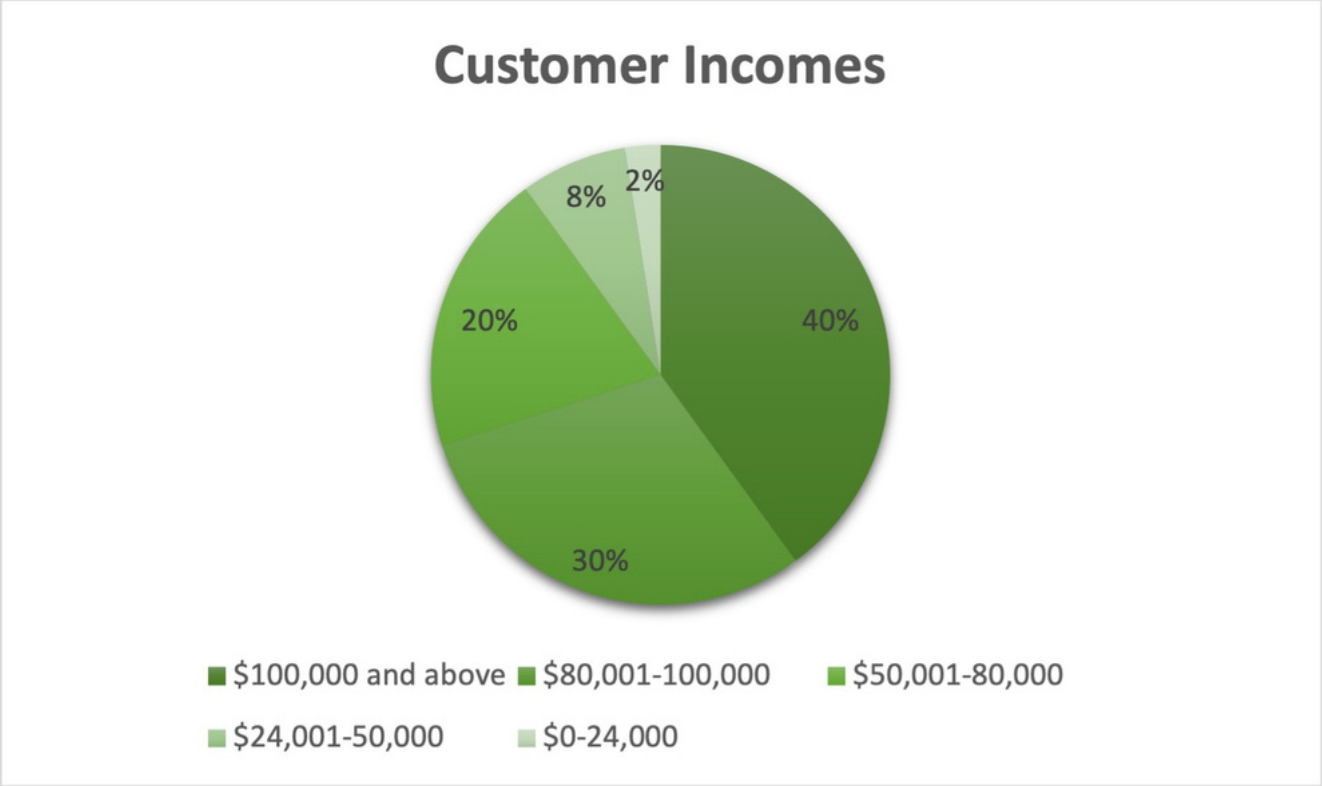
- Gatesville - White (61%), African American (16.15%)
- Waco - White (49.88%), African American (20.12%)
- Temple - White (58.91%), African American (15.41%)
- Crawford - White (87.26%)
- Killeen - White (30.05%), African American (37.27%)

CONSUMER ANALYSIS

CUSTOMER SURVEY RESULTS

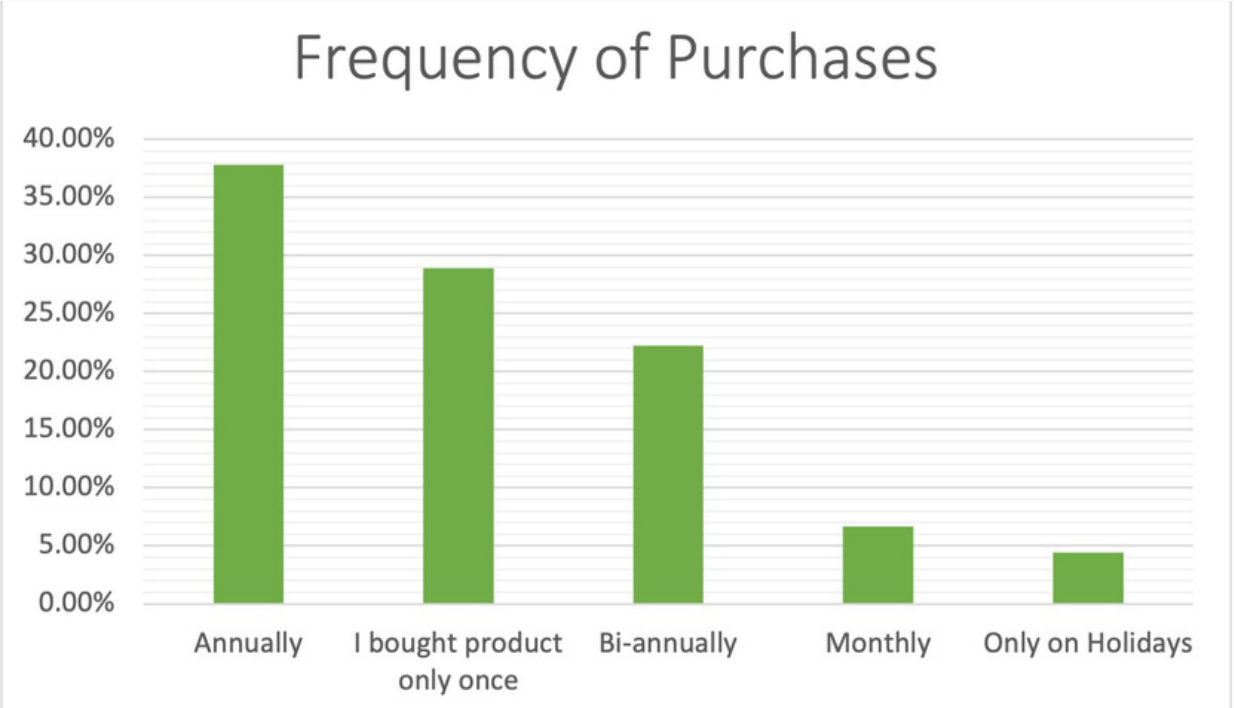
ANUAL INCOME

- $100,000 and above-40%
- $80,001 - 100,000-30%
- $50,001 - 80,000-20%
- $24,001 - 50,000-7.5%
- $0-24,000 - 2.5%



CONSUMER ANALYSIS

HOW OFTEN CONSUMERS BOUGHT PRODUCTS



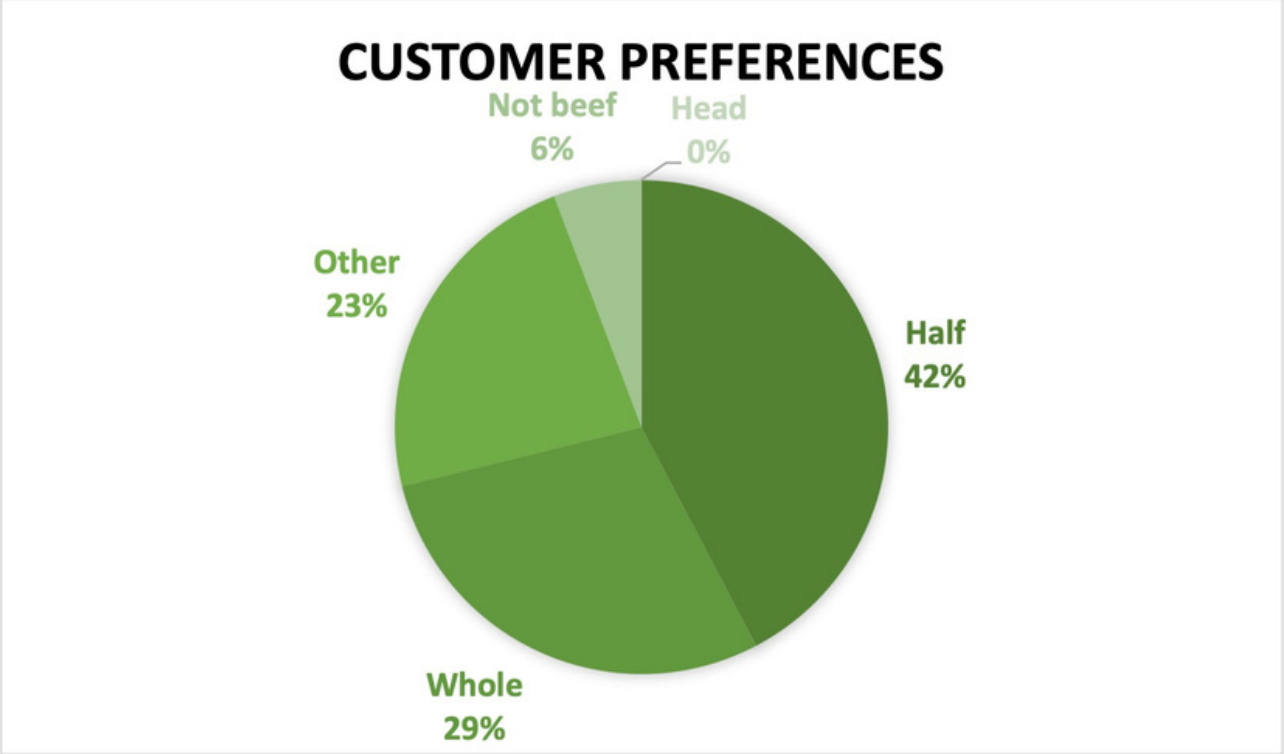
REASONS FOR CHOOSING BBC.

Motivations	1	2	3	4	5	6
Quality	56.52%	30.43%	8.70%	2.17%	2%	0%
Packing/Delivery	6.52%	13.04%	15.22%	28.26%	32.61%	4.35%
Customer Service	6.52%	15.225	45.65%	21.74%	11%	0%
Company Values	17.39%	13.04%	17.39%	26.09%	21.24%	4.35%
Price	8.70%	29.09%	13.04%	19.57%	28.26%	4.35%
Other	4.35%	2.17%	0%	2.17%	4.35%	86.96%

CONSUMER ANALYSIS

MOST POPULAR PRODUCTS AMONG CONSUMERS

- Half - 32.41%
- Whole - 28.82%
- Other (Quarters, Offal, Beef Boxes) - 23.08%
- Products other than beef - 5.77%
- Head - 0%



CONSUMER ANALYSIS

CURRENT CUSTOMER DEMOGRAPHIC BREAKDOWN

AGE

- Mean - 49
- Median - 44
- Mode - 38
- Range - 35-72

GENDER

- Female - 73.33%
- Male - 26.67%
- Non-binary - 0%
- Prefer not to say - 0%

ETHNICITY

- Caucasian - 93.18%
- Hispanic or Latino - 4.55%
- American Indian or Native Alaskan - 2.27%

MARITAL STATUS

- Married - 77.68%
- Single - 15.56%
- Divorced - 4.44%
- Widowed - 2.2%

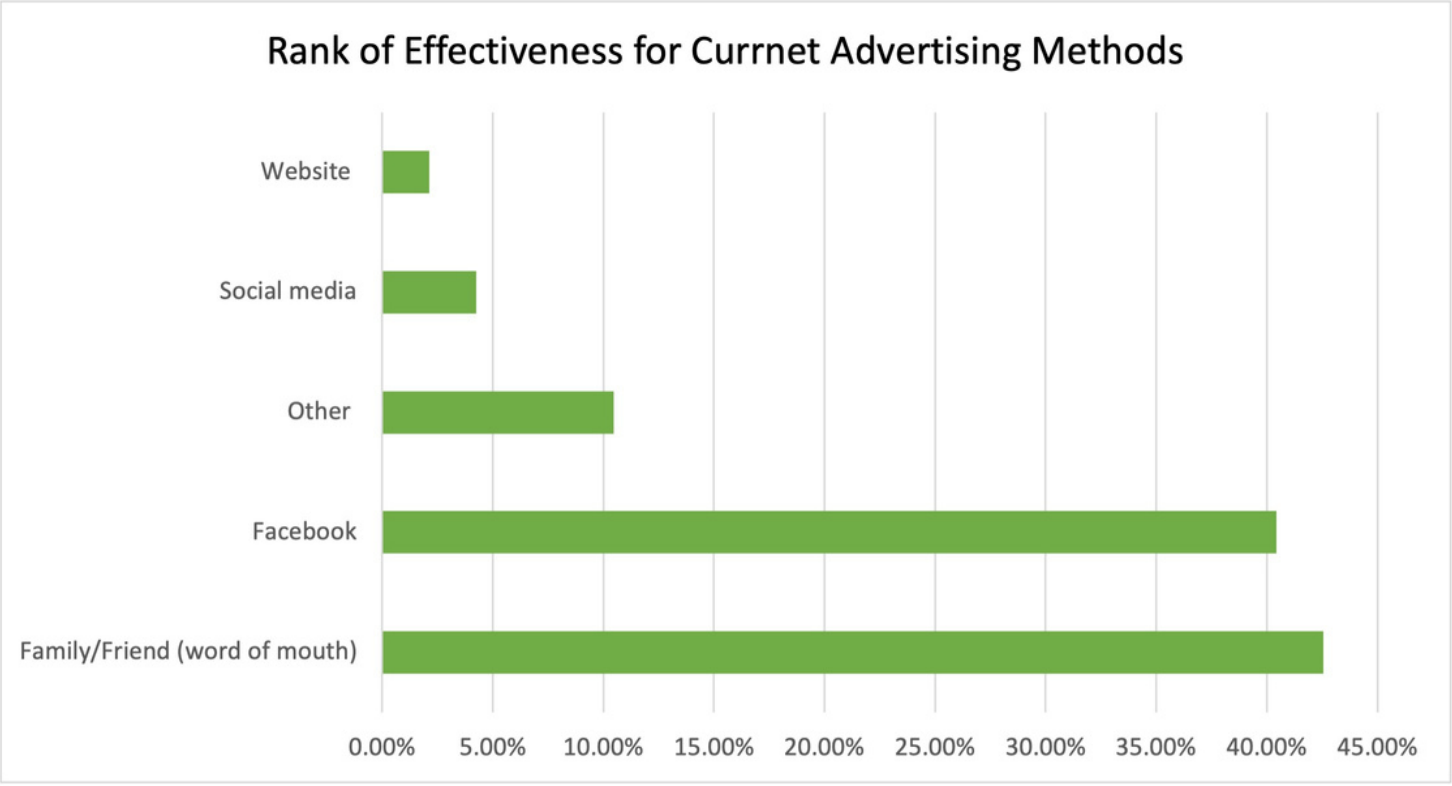
NUMBER PER HOUSEHOLD

- Mean - 3.63
- Median - 3
- Mode - 2
- Range - 1-13

CONSUMER ANALYSIS

We asked customers how they heard about Bernard Beef Co. The following graph ranks them from least to greatest.

- Website - 2.13%
- Social Media - 4.26%
- Other - 10.64%
- Facebook - 40.43%
- Family/ Friends - 42.55%



*other includes living near the Bernard Beef Co., kids go to the same school and radio ads

PRODUCT ANALYSIS

THE PRODUCT: Bulk Beef

PRODUCT PERCIEVED: (TAKEN FROM QUALTRICS SURVEY)

"Good Quality", "Great Product", "Great taste beef", "Real meat that I can trust for my family", "Healthier", "Quality & Flavor"

ATTRIBUTES AND BENEFITS

- More value/product for the money spent
- Knowledge of the value of the product being purchased
- Transparency in business

BRAND IMAGE

The brand reflects its mission statement by being transparent and simple. They accurately display being a family-owned farm that cares more about the product and the customer than about the money.

"Family-Oriented", "Family Values", "Local", "Honest", "Good Quality", "Honesty", "Trustworthy"

COMPETITIVE ANALYSIS

OUR COMPETITORS:

GFarms, Vroom Ranch, Veterans liberty ranch, K&C Cattle

- **BARNARD BEEF CATTLE CO. OFFERS CUSTOM CUTS OF MEAT**

BARNARD BEEF CO.'S ABILITY TO OFFER CUSTOM CUTS IS A COMPETITIVE ADVANTAGE THAT SETS THEM APART FROM OTHER BULK BEEF COMPANIES. BY PROVIDING CUSTOMERS WITH THE OPTION TO CHOOSE THE SPECIFIC CUTS AND QUANTITIES THEY NEED, BARNARD BEEF CO. CAN MEET THE UNIQUE NEEDS OF A WIDE RANGE OF CUSTOMERS – FROM INDIVIDUAL CONSUMERS TO RESTAURANTS AND OTHER FOOD SERVICE BUSINESSES. CUSTOM CUTTING ALSO ALLOWS BARNARD BEEF CO. TO DIFFERENTIATE ITSELF BASED ON QUALITY. BY OFFERING HIGHER-QUALITY CUTS OF BEEF, THEY CAN APPEAL TO CUSTOMERS WHO ARE WILLING TO PAY A PREMIUM FOR TOP-NOTCH MEAT.

ADDITIONALLY, CUSTOM CUTTING CAN HELP REDUCE WASTE AND INCREASE EFFICIENCY IN THE PRODUCTION PROCESS, WHICH CAN RESULT IN COST SAVINGS FOR THE COMPANY AND POTENTIALLY LOWER PRICES FOR CUSTOMERS.

OVERALL, BARNARD BEEF CO.'S FOCUS ON CUSTOM CUTS GIVES THEM A COMPETITIVE EDGE IN THE BEEF INDUSTRY, ALLOWING THEM TO MEET THE SPECIFIC NEEDS OF THEIR CUSTOMERS WHILE DIFFERENTIATING THEMSELVES BASED ON QUALITY AND EFFICIENCY.

- **ADVANTAGE OF HAVING A FAMILY BRAND**

ANOTHER COMPETITIVE ADVANTAGE THAT BARNARD BEEF CO. HAD OVER OTHER COMPANIES SUCH AS GFARMS, VROOM RANCH, VETERANS LIBERTY RANCH AND K&C CATTLE CO., IS THE FAMILY ASPECT OF THEIR COMPANY. THEY LEAD THEIR COMPANY WITH FAMILY VALUES AND ARE TRANSPARENT WITH THEIR CUSTOMERS IN ORDER TO BUILD TRUST WITH THEIR CONSUMERS.

CLIMATE ANALYSIS

PEST ANALYSIS

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POLITICS

LEGISLATIONS THAT REGULATES FAIRNESS AND COMPETITION IN THE CATTLE MARKETPLACE:

- Cattle Price Discovery and Transparency Act (passed) – increases transparency in cattle pricing
- The Meat Packing Special Investigator Act – addresses anticompetitive practices in the meat and cattle industry
- Cattle Contract Library Act (currently established as a pilot program) – improves transparency and competition

EMPLOYMENT AND WAGE REGULATIONS REGARDING AGRICULTURAL WORKERS:

- Fair Labor Standard Act – includes fair federal minimum wage, record keeping, overtime and child labor requirements
- The Migrant and Seasonal Agricultural Worker Protection Act - establishes employment standards to protect migrant workers
- The H-2A visa program - provides employers with standards for temporary non-immigrant workers
- The Field Sanitation Provisions of the Occupational Safety and Health Act - establishes standards for agricultural environments and settings
- There are two forms of employment in the agricultural world:
    - 1. Self-employed farm operators (including family)
    - 2. Hired workers

TRENDING EMBARGO POLICIES:

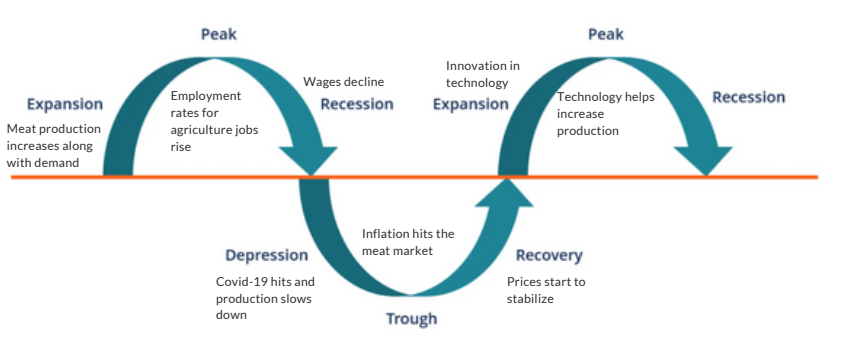
- The greatest increase in U.S. imports is from Brazil. One of the main reasons is because of drought conditions and one of the largest beef importers, China, had placed an embargo on Brazilian beef imports which was eventually lifted.

CLIMATE ANALYSIS

PEST ANALYSIS

E ECONOMIC

BUSINESS CYCLE:



INFLATION AND INTEREST RATES:

The protein category relatively follows price fluctuations of other categories, so compared to the other categories, there was a fairly low increase in meat and poultry prices. Inflation is also highly influenced by environmental factors. Most recently, Covid-19 has been a major factor in fluctuating prices. Covid-19 has caused many shutdowns of beef manufacturers which in turn has caused owners to increase prices to offset costs.

ECONOMIC GROWTH:

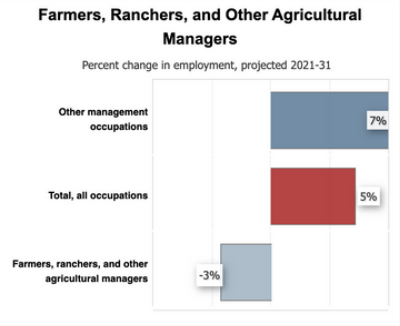
Across the nation, the beef industry is one of the largest industries that fuel the U.S. economy. With over 720,000 beef farms that support the production of finished products in numerous amount of sectors, this industry makes up 35% of all U.S. farm operations.

STABILITY OF FINANCIAL MARKETS:

Revenue in the meat segment amounts to US$165.30 billion dollars in 2023 and will continue to grow.

EMPLOYMENT RATES

Employment rates are steadily declining with the increase in production efficiencies due to adapting new technologies. However, there is still a large demand.



CLIMATE ANALYSIS

PEST ANALYSIS

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SOCIAL

DEMOGRAPHIC

Cattle Farmers:

Gender
- Women, 16.3%
- Men, 83.7%

Race
- White, 88.7%
- Hispanic or Latino, 5.5%
- Unknown, 2.8%
- Asian, 1.4%
- Black or African American, 0.9%
- American Indian and Alaska Native, 0.7%

Age
- 40+ years, 67%
- 30-40 years, 22%
- 20-30 years, 11%

Consumers (intent to buy) grass-fed beef:

Gender
- Women, 47%
- Men, 53%

Race
- White, 67.4%
- Hispanic or Latino, 8.9%
- Asian, 6.7%
- Black or African American, 14.8%
- Other 2.2%

Age
- 18-24, 8.9%
- 25-34, 23%
- 35-44, 19%
- 45-54, 15.6%
- 55-64, 19%
- 65-74, 10.4%
- 75 and older, 4.1%

EDUCATION

Education
- Highschool diploma, 31%
- Masters, 23%
- Bachelors, 23%
- Associate, 23%

Education
- Less than high school, 2.2%
- Highschool diploma/GED, 20.7%
- Some college, 27.4%
- Certificate/Associate's, 14.8%
- Bachelor's degree, 23%
- Graduate/professional degree, 11.9%

INCOME DISTRIBUTION

Male: $45,676
Female: $42,132

A majority of consumers make an income of $15,000 - $99,000

LIFESTYLE TRENDS AND CULTURE

Workers in agriculture who are typically ranchers, farmers, etc. who tend to the farm and produce.

A majority of consumers will have a household of 1-4 members with married parents that eat meat 1-5 times a week.

CLIMATE ANALYSIS

PEST ANALYSIS

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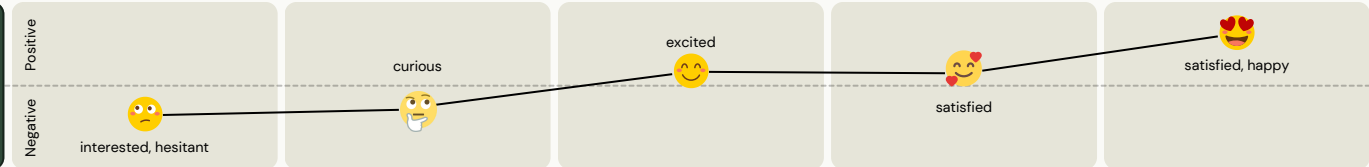
SOCIAL

CONSUMER JOURNEY MAP

	Awareness	Consideration	Decision	Service	Loyalty
Customer Actions	Sees advertisement	Reads advertisement	Looks up the destination	Interacts with employee	Gets the payment plan
Customer Actions	Hear about it from friends	Asks about the company	Pays for product	Picks up product	Continues to buy from Barnard
Customer Actions		Research the company and products	Drives to location		
Customer Actions			Arrives at location		
Customer Actions					
Customer Response	"It's another ad from a beef company."	"They actually have great deals for that amount."	"Let's try ordering from them once."	"Oscar was very friendly!"	"Let's order from them again."
Customer Response			"The drive is kind of far."	"The pick-up went smoothly."	

CLIMATE ANALYSIS

PEST ANALYSIS

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TECHNOLOGICAL

MANUFACTURING INNOVATIONS AND RECENT TECHNOLOGICAL DEVELOPMENTS

- Antibiotics
- Implants
- Ionophores
- Parasiticides
- Physiologic modifiers
- Vaccines
- Reproductive technology
- Acoustic pulse technology
- BinSentry's IoT sensor
- Autonomous livestock monitoring platform
- Ceiling-suspended robot
- Innovative cell bots and antimicrobial probiotics
- Wireless IoT real-time water control management system

PATENTS, LICENSING

Patents and licensing can be applied through the United States Department of Agriculture (USDA) to select the technology a company would like to commercialize.

COMMUNICATIONS AND INFORMATION TECHNOLOGY TRENDS

Over the past couple of years, the use of digital trends has emerged. Companies use social media and other channels to market and communicate with consumers, especially after the events of Covid-19.

INTELLECTUAL PROPERTY

Intellectual property includes both tangible and intangible assets that a business owns. Regarding what can be found on farms and cattle farm businesses, intellectual property can include land, equipment, buildings, commodities grown on the farm, business processes, best methods and branding.

SWOT ANALYSIS

STRENGTHS

- Custom cutting
- Quality, high-value beef
- Transparency
- Family-oriented
- Genuine care for customer
- Partnerships/mutually beneficial relationships with small local businesses
- Loyal customers
- Low waste factor that benefits the environment and consumers

WEAKNESSES

- Delivery trailer isn't filled to capacity when delivering product
- Instagram presence compared to competitors is not as strong
- Understaffed
- The profit margin from a delivery standpoint in Austin and Dallas is not where it could be
- High level of local competition

OPPORTUNITIES

- Willingness to innovate and experiment with new products and marketing practices
- Gaps in the marketplace created by cattle-raising entrepreneurs that leave the market
- Ways to expand and grow: beef jerky and new processing plants
- Expansion opportunity in Austin and Dallas to increase bulk beef sales
- Selling bones of the cattle to dog owners
- Starting nationwide shipping

THREATS

- Cattle-raising entrepreneurs that saturate the market and make BBC's market share decrease
- Economic turmoil and inflation causing consumers to spend less income
- Competitors that get target audiences through effective social media use that BBC misses out on due to lack of Instagram presence
- The beef production industry has steadily declined by 1.6% each year

SUMMARY

PRIMARY RESEARCH METHODS

The primary research conducted was a survey to assess the motivations of past customers that led them to purchase from Barnard Beef Cattle Co. We also interviewed the client and used zip code data to conduct our own primary demographic research.

- The research resulted in the knowledge that the most amount of customers come from Gatesville
- The "half" is the most purchased item
- Quality is the number one motivation to buy from BBC
- Most consumers have an income over $100,000

SECONDARY RESEARCH FINDINGS

The secondary research was conducted to provide a full situation analysis including factors such as company, consumer, market, product, competition and climate. Our secondary research also analyzed the demographics of BBC customers.

- The range of age is 35-72 years old
- Most customers are female
- The majority of customers are Caucasian
- Most customers are married
- Gatesville is the leading city of customers the amount spent on food in Gatesville annually is $7,600.

RECOMMENDATIONS

Our recommendations to increase product sales and customer base, specifically in Dallas and Austin, are to increase social media presence in the form of making the website more accessible and creating different media outlets to promote the product. We also recommend tailoring messaging to better fit the specified target market. Another recommendation is to create a more consistent and stable schedule of delivery to maximize the product space in the trailer for deliveries, thus increasing sales and profit.

OBJECTIVES

- Increase product revenue by increasing bulk beef sales
- Cultivate a greater presence in Austin and Dallas and create positive brand perception and image among consumers
- Develop a stable customer base in Austin and Dallas, and have standard monthly deliveries for those customers.
- Emphasize the brand as a lifestyle, family brand that maintains family values, yet functions effectively as a corporation.

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GET IN TOUCH

MAKAYLA_SMITH1@BAYLOR.EDU

JOURDYN_ADAMS1@BAYLOR.EDU

ASHLEY_KIM5@BAYLOR.EDU

CHLOE_FLOYD1@BAYLOR.EDU