KING RANCH INSTITUTE FOR RANCH MANAGEMENT
TEXAS A&M UNIVERSITY-KINGSVILLE

Commit to Lifelong Learning
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Managing the Cow–Calf Business

January 22-23, 2027 || Kingsville, TX || Hybrid Event

INSTRUCTORS:
Charley Martinez, PhD, Director, KRIRM
Robert Wells, PhD, Professor and Paul C. Genho Endowed Chair, KRIRM
C. Tylor Braden, CEO, Country Natural Beef
John Hutcheson, PhD, Merck Animal Health

FRIDAY, JANUARY 22

8:30 AM Introduction and Welcome

8:45 AM Priority One: Identifying and Communicating Ranch Goals

9:15 AM Approach to Multigenerational Profitable Stewardship

9:45 AM Fundamentals of the Cow/Calf Business
- Business Model
- Unit-Cost-of-Production
- Depreciation

10:20 AM **Break**

10:40 AM Fundamentals of the Cow/Calf Business (continued)
- Proformas & Understanding Financial Statements
  - Cashflow vs Net Income vs Equity
  - Understanding Revenue, Cost-of-Goods-Sold, Contribution Margin & Net Income
- Variable & Fixed Costs vs. Direct & Indirect Costs
- Understanding Accounting Approaches
  - Tax vs. Managerial
  - Cash vs. Accrual Accounting
  - Market vs. Book Accounting
- Setting up Cost Centers, Support Centers, and Profit Centers

12:00 PM **Lunch**

1:00 PM Impact of Cow Inventory on Profit
- Determining the value of one more cow to the enterprise
- Identify how much you can spend to keep cows in drought

1:30 PM Stocking Rate: A Critical Decision
- Determining carrying capacity and stocking rate
- Getting started with limited information

2:15 PM **Break**

2:30 PM What can I afford to pay for a cow?

3:15 PM Management and Marketing to Maximize Value
- Calf weaning and post-weaning decisions
- Raising market cow revenue

4:00 PM Cow-Calf Health Guidelines

5:00 PM **Adjourn**

SATURDAY, JANUARY 23

8:30 AM Defining and Measuring Financial Success
- Defining Profitability
- Implementing enterprise accounting and suitable cost allocation
- Measuring business health with key performance indicators (KPIs)

10:00 AM **Break**

10:20 AM Finding Profitability Leverage Points and Making Business Decisions

11:40 AM Wrap-Up

12:00 PM **Adjourn**