

MilloGram

Wenger's Feed Mill, Inc.



Massey, Mount Joy, Muncy, Rheems, Shippensburg & Spring Glen

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From Barry Shaw

MANAGING CUSTOMER SATISFACTION

In the past, the bottom line in manufacturing has always been about how efficiently an organization can manage its business processes. It was a straightforward approach:

industry consolidation, rapid change, and extreme competition for the manufacturer and their customers. To be certain, the stakes are high. Today a company doesn't distinguish itself just by operating at the same speed as everyone else, or by reducing its production costs on par with its competitors. Ultimately, an organization will only gain a profitable market share by implementing key strategic initiatives and outperforming their competitors.



What does it take to be a step ahead of the competition?

customers placed their orders, workers filled the orders, and the company distributed its product and sent out invoices. A good product and decent service were usually enough to build a successful company.

But now it is 2009, a time of

To take your company from Good to Great (as Jim Collins puts it) requires the continual development of best practices and adopting business processes to manage a new way of thinking. It is a never ending journey that requires technical, practical, and cultural improvements.

In the end, the company that puts all the pieces together is poised for excellent results. It's all about building a structure that can deliver value to your customers. This is one of the reasons that Wenger's decided to become ISO certified where a third party comes in to verify that we are adhering to those self disciplined processes so that we meet and exceed our customers' expectations.

What does it take to be a step ahead of the competition? Want to know the secret? There isn't one! We must focus on the key initiatives that differentiate us from our competition no matter who they may be. There are many different initiatives that can help achieve excellent results, but we feel the key is to exceed customers' expectations.

Without customers, a company cannot exist. Without satisfied customers, few companies can be successful. Successful manufacturing companies manage customer

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New Core Values Debut

In November 2008, Wenger Feeds unveiled a new corporate Mission Statement, an updated Vision, and new Core Values. President Jim Adams explained the change, “Our new mission is ‘Providing Quality Feed for Quality Food’, which outlines our role in the food chain and encompasses everything we do to fulfill customers’ needs.” In addition, the phrase “as a company” was removed from the company

“Our Core Values are guiding principles illustrating to our employees and customers what is of real value to our organization. It is by living these core values that we will have a positive rewarding work environment and better serve our customers.”

Vision Statement. The shortened version, “To continue to grow”, is meant to encompass both company and individual growth.

Finally, new Core Values were introduced as CAO Jamie Rowley explained, “Our Core Values are guiding principles illustrating to our employees and customers what is of real value to our organization. It is by living these core values that we will have a positive rewarding work environment and better serve our customers.”

To help communicate the change, posters containing the Mission, Vision, and Core Values statements were distributed to all locations in November and December.

Customer Satisfaction, cont. from page 1

satisfaction by involving the entire organization. Manufacturers must not only understand the customer’s goals and objectives, they must understand their customers’ customer’s goals and objectives. Our products and services must strive to support the customers’ vision. That is why open communication with your customer is a very important initiative in building and maintaining an

Successful manufacturing companies manage customer satisfaction by involving the entire organization.

excellent relationship. Many companies learn the hard way that customers often change their minds, but an agile company that is fast and flexible has the ability to meet their customers’ expectations. The best overall strategy is to make your customer want to do business with you. Highly successful manufacturing companies are in control of their own destiny and are seldom, if ever, blind-sided by something they have not anticipated or cannot handle. It is not easy. We will all succeed by working together to help each other achieve results that surpass our own expectations.

We would like to thank you for all you have done to help us to be a successful company. We are truly blessed to have great suppliers, terrific employees, outstanding customers, communities that accept us and help us grow, and a country where we are free to be what we want to be. Without all of you, we would not have been able to grow over the past 64 years, and with you, we plan to continue to grow well into the future.

From all of us to all of you, we hope you had a Merry Christmas and that the New Year will be full of success.

WENGER’S FEED MILL, INC. CORE VALUES

ACCOUNTABILITY: “We will take ownership of every choice there is to make as well as the outcomes.” Accountability translates into responsible behavior and a safe work environment.

ETHICS: “We will do the right thing.” Customers and employees know we will do for others the same as we would want to be treated.

INTEGRITY: “We will do what we say.” Customers and employees know we are honest, and we will stand behind our products and our word.

QUALITY: “We will keep our standards of quality higher than everyone else.” We believe every load of feed from any of our mills will meet our

high standards of quality and will be the same every time.

RELIABILITY: “We will stand behind our products and our people.” Customers trust our products will perform, or we will make it right.

RESPECT: “We will value each other, our customers, and our vendors.” Mutual respect will be shown by all within our organization as well as to our customers and vendors.

STEWARDSHIP: “We will manage our lives and assets with the proper regard for the rights of others.” We are building a sustainable business for the future, for our community, and for the environment.

ENERGY DEREGULATION, PART TWO

Rebecca Ranck, Environmental Coordinator

In the last article of the Millogram, you read about electric deregulation and how it's going to affect us when rate caps come off in 2010. There were also a few tips in there—what you can do now and even some suggestions on what you can do for the future.

Here at Wenger's, for about the last 10 years, we have been working with an independent "engineering" firm to help us cut energy costs and look at some of our options for change. This firm is Richards Energy Group (REG), and they are dedicated to cutting energy costs for individual, commercial, and institutional energy users. They work for the consumers, not the suppliers, vendors, or utilities. REG offers a full spectrum of consulting services: a power purchasing consortium; energy, sales tax and billing audits; and real-time monitoring.

When Wenger's began working with REG, we became a part of the power purchasing consortium, where they gather a group of people who are energy users, and they can take their needs and shop around for the best electric rates for this group. This all started when the open shopping market for electric started back in the late 90's. REG can go out and bargain for electric rates for all these different companies and individuals who are part of the consortium and get better electric rates. For about the last 10 years, REG has also done energy, sales tax, and billing audits, which have yielded some savings for Wenger's. REG found tax exemption and billing errors on some of our electric bills and was able to represent us to have the problems fixed. REG was also helpful when the Rheems Soy Plant was being built and helped us find prices for electric service to the plant.

After working with them for some time now, REG even suggested doing some energy audits at our facilities. The first type of audit we did took place at the Rheems Mill and the corporate office. This audit was a lighting retrofit audit, which means that a lighting specialist from REG came to the Rheems Mill and the office and checked out all the light fixtures and submitted a



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report based on their findings—what improvements could be made for lighting to help save energy and also the expected savings and payback that would result from the retrofits. One added benefit of lighting retrofit installation is a reduction of carbon dioxide emissions released each year. For the Rheems Mill, the annual savings each

year with lighting retrofits would be over \$5,000.00 and would have an overall payback less than 2 years with the future PPL electric rate hikes. It would also prevent 52 tons of carbon dioxide from entering the atmosphere each year, which would have the same effect as taking 10 cars off of the road. For the office, the annual savings each year with lighting retrofits would be over \$7,000.00 and would have an overall payback of less than 3 years with future PPL electric rate hikes. This would also prevent 55 tons of carbon dioxide from entering the atmosphere each year.

In addition to lighting retrofits, Wenger's has looked into complete energy audits, which would encompass: utility, shopping, PJM (demand side response programs), heating/ventilation/air conditioning, lighting, building envelope, technology, and any other observable areas that would contribute to the energy used at a facility. All of these areas would be looked at, analyzed, and a report would be written detailing all the areas where savings could be made with minor improvements, retrofits, or replacements with more energy efficient equipment.

Lighting audits, complete energy audits, and energy consortiums are a few of the ideas that Wenger's has pursued to conserve energy ahead of the rate increases expected after deregulation. Look at your options at your home or business now to prepare for the expiration of rate caps in 2010.

The first part of this series was published in the November-December 2008 issue of the Millogram. This issue is available at: www.wengerfeeds.com/media.html.



Environmental Services



The Robert S. Meck farm in Strasburg Township was honored as the 1,000th farm preserved in Lancaster County. Robert Meck (center in red hat) and his family (pictured at left), County Commissioners Scott Martin (center in blue tie) and Dennis Stuckey, Pennsylvania Secretary of Agriculture Dennis Wolf, American Farmland Trust President Jon Scholl, and County Commissioner Craig Lehman. The Meck family farm grows pullets for Wenger Feeds Pullet Services.

1000TH FARM PRESERVED IN LANCASTER COUNTY

After a nearly 30 year effort, preservationists in Lancaster County have reached a milestone—the 1000th preserved farm in the county. The Robert S. Meck farm in Strasburg Township was honored as the 1000th farm preserved during a celebration held in November. The Meck family grows pullets for Wenger Feeds Pullet Services.

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Farm preservation works by buying land development rights from those that are will-

ing to sell them. Agriculture is integral to the economy of Lancaster County for both food production and tourism. Buying land development rights insures that not too much farmland is developed into housing, retail space, or other non-agriculture use. Farm preservationists have worked in tandem with county officials to promote comprehensive development that is in the best interest of the community and the builder.

INFORMATION TECHNOLOGY SAVES ON PAPER, MAINTENANCE

With six milling locations and over 250 employees, Wenger Feeds has a vast network of computers, printers, and fax machines which facilitate communication and production. The task of evaluating, purchasing, installing, and servicing all this equipment falls to the company's Information Technology Department (IT). In addition to purchasing and servicing equipment, the department is always looking for ways to maximize the company's investment in technology and find new and more efficient ways to operate.

During the summer, the IT department removed older office printers and fax machines and consolidated printing in the office to one central printer/copier/scanner. The move has resulted in significant cost savings. "Basically we decreased the amount of equipment used in the office while still maintaining, if not increasing, office production. With fewer machines come less paper usage, less energy usage, less consumable usage, which means fewer costs," noted Jason Campbell, Technical Support. The savings calculation for the office switch alone is estimated at nearly \$3,000 a year.



A photo by F. Barry Shaw featured in the 2009 Wenger Feeds Calendar.

2009 Calendar

PHOTOGRAPHY BY F. BARRY SHAW

Wenger's 2009 Calendar, which was released in November, has a special connection to the company. All the photographs featured are the work of Wenger's Chairman F. Barry Shaw. The idea, based on a suggestion by the Flock Service and Customer Service departments, came to life when the Sales and Marketing Department reviewed a hard drive worth of photos supplied by Barry. The result is a 12-month calendar of wildlife and outdoor scenes from around the world. To receive one, contact Cher Rineer, crineer@wengerfeeds.com or 1-800-692-6008.

CORE VALUES: STEWARDSHIP

Dutchland's Energy Saving Initiatives

If you've been reading the last few issues of the Millogram, you know that the only way to control your energy costs in the future is to find ways to conserve energy and cut your usage. With that in mind, Dutchland Farms, Wenger's egg production division, offered contract growers two energy saving programs: a group light bulb purchase and an insulation cost-share program.

Over 5,400 bulbs were purchased and distributed by Dutchland to egg producers and pullet growers who participated in the bulb purchase. The calculated energy savings will pay for the bulbs in just six months.



The second project was an insulation cost share program for pullet growers. Dutchland offered to help pay for the purchase and installation of additional insulation in the pullet house. To date, four growers have participated in the program and others are considering it.

Both projects addressed the rising costs of energy and the need to conserve. With deregulation scheduled to be complete in the next few years, energy costs are projected to rise from 30 to 70% depending on your energy provider.

FSIS LABELING REVIEW

At a United States Department of Agriculture (USDA) conference held in October, the Food Safety Inspection Service (FSIS) announced that it is initiating a review of its evaluation and approval process for labels of meat and poultry products that contain animal raising claims.

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In general, if a company submits information that demonstrates that an animal raising claim is truthful and not misleading, FSIS allows products derived from animals raised according to the protocol to bear the claim on their labels. However, because FSIS does not regulate food animal production, the Agency may not always have all the relevant information necessary to properly evaluate the animal raising practices described in a producer's animal production protocol.

Animal raising claims may reflect different animal raising practices, depending upon how an animal producer or certifying entity defines the basis for the claim. Consumers may also have differing views regarding the meaning of specific animal raising claims.

FREE RANGE

FSIS approves free range raising claims in the labeling of poultry products if the producer demonstrates that the birds were allowed

continuous, free access to the outside for over 51% of their lives. But some producers may support a "free range" claim if the source birds were allowed access to a yard, regardless of whether the birds use the yard. Other producers may establish stricter standards for themselves and request that FSIS approve a "free range" claim only if the source birds actually use the yard.

ANTIBIOTIC FREE

Another example of confusion in labeling is whether a product is considered antibiotic-

free. Producers of these products use different techniques for raising them. Some use chemical coccidiostats that are not antibiotics, some use other additives not labeled as antibiotics, and some producers claim to use no additives. Consumers, however, want to know more about the products they purchase, and labeling needs to be clearer.

FSIS is considering a certification approach for the evaluation and approval of animal raising claims. Under this approach, a certifying entity would evaluate a company's animal production protocol to determine whether the company's animal raising practices meet the entity's standards for certifying the claims.

FSIS and the Agricultural Marketing Service (AMS) are interested in comments on the use of certification provided by certifying entities to verify animal raising claims and other possible approaches for approving the use of such claims in the labeling of meat and poultry products.

The comments from the referenced USDA conference are available at: http://www.fsis.usda.gov/PDF/Claims_Poretta_101408.pdf



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NEW! SOYCHOICE.COM

Wenger's expelled soybean meal product now has its own web site, www.soychoice.com. The new site is part of the marketing effort for the product, which can be used in dairy and beef cattle rations.

Although a description of SoyChoice™ remains at wengerfeeds.com, the separate site provides additional space for specific information related to the product. For example, the company conducted extensive research at Penn State University prior to offering SoyChoice™ for sale to dairy customers. The study found that protein from the product was highly digestible at the small intestine making amino acids available to the cow to support milk production. A link to the Penn State study abstract can be found on the "About" page at soychoice.com.

Additional information will be added to the site as demand for the product grows.

WHAT'S NEW

- ▶ **Keystone Pork Expo:** Join Wenger's at the Keystone Pork Expo in New Holland, PA on February 17 at Yoder's Restaurant.
- ▶ **Pennsylvania Game Breeders and Hunting Preserves Conference:** Join Wenger's in State College, PA on February 22-24.

Certified Processes
 Quality • Environment • Health & Safety
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