

**Beef Industry
Long-Range
Plan
2011-2013**



Vision

An industry united around a common goal of being the world's most trusted and preferred source of beef and beef products.

Mission

To provide the safest, highest-quality, most consumer-friendly beef and beef products in an environmentally and economically sustainable manner.

Strategic Intent Statement

By 2014, our industry will achieve a Wholesale Beef Demand Index of 105 by capitalizing on the quality, safety and taste of U.S. beef while communicating the health, nutrition and convenience benefits of beef and beef products to targeted domestic and international markets.



Core Strategies and Goals

<p>Improve domestic consumer preference for beef</p> <p>GOAL: Increase the Consumer Beef Index preference measure from 28% to 31%</p>	<p>Capitalize on global growth opportunities</p> <p>GOAL: Increase value of exports 25% per head</p>	<p>Strengthen the image of beef and the beef industry</p> <p>GOAL: Image benchmark to be established first quarter 2012</p>
<p>Protect and enhance our freedom to operate</p> <p>GOAL: Reduce those saying regulations make it more difficult to operate freely to 72%</p>	<p>Improve industry trust, openness and relationships</p> <p>GOAL: Increase to 86% those with trusting/open relationships Increase to 67% those saying industry works together</p>	<p>Position the U.S. cow herd for growth</p> <p>GOAL: Increase bred heifer retention to 18% while stabilizing U.S. beef production at a minimum of 26 billion lbs.</p>

Critical Success Factors

- The development of a resourcing plan to achieve desired outcomes of the long range plan
 - Increase checkoff resources
 - Increase non-checkoff resources
- The adoption of a practical and effective industry-wide animal disease traceability program

Long Range Plan Task Force Members

Charles Miller—C&J Cattle Co. (Co-Chair)

Robert Rebholtz—Agri-Beef (Co-Chair)

Ron Bryant, Intervet/Schering-Plough

Homer Buell, Shovel Dot Ranch

Barry Carpenter, National Meat Assoc.

Jack Cowley, Cow/Calf

Mark Eganhouse, Wendy's QSCC

Mike Engler, Cactus Feeders

Robert Fountain, Cow/Calf

Ted Greidanus, Calftech Corp.

Paul Heinrich, Sysco Corp.

David Kent, Kroger

Leo McDonnell, U.S. Cattlemen's Assoc.

Charlie Mostek, Tyson

Mark Mackey, Livestock Mktg. Assoc.

Billy Perrin, Livestock Mktg. Assoc.

Homero Recio, USMEF

Joe Schechinger, Wendy's QSCC

Don Schiefelbein, Schiefelbein Farms

Todd Schroeder, Albers Feedlot

Don Stewart, Stewart-Miller, Inc.

Mark Van Buskirk, Kroger

Bob Young, American Farm Bureau Fed.

Core Strategies and Strategic Initiatives

Improve domestic consumer preference for beef

- Identify and track domestic consumer needs and preferences.
- Collaborate with industry stakeholders (Producers, Processors, Foodservice, Retail) to develop and implement demand generation initiatives based on consumer needs and preferences.
- Develop and execute creative communication initiatives to improve consumer understanding of the beef production system and increase consumer confidence in the safety of beef.
- Educate, enable and engage key influencers and opinion leaders (e.g., celebrity chefs, nutritionists, etc.) in communicating the positive health and nutrition benefits of beef.
- Create stronger relationships and more consistent communication with meal-time decision makers.
- Identify and capitalize on growth opportunities with targeted market segments (e.g. ethnic, generational, attitudinal, etc.).

Capitalize on global growth opportunities

- Increase access to export markets.
- Leverage the brand equity of the U.S. beef industry (e.g., cattle ranching, beef production, product development, etc.) to promote U.S. beef in foreign markets.
- Educate beef cattle producers on the significance of the beef export market.

Strengthen the image of beef and the beef industry

- Engage all industry segments to develop and consistently communicate our positive beef production story.
- Capitalize on the history, heritage and brand equity of family-based production agriculture and the farming/ranching lifestyle.
- Implement and communicate continuous improvement efforts to enhance consumer trust in our product and production practices.
- Promote our industry's commitment, ongoing investment and progress in ensuring beef safety.
- Strengthen efforts to proactively anticipate and rapidly respond to attacks on beef and the beef industry.
- Develop and implement programs to enhance beef's image among American youth.

Protect and enhance our freedom to operate

- Define and communicate sustainable beef production.
- Identify and track the cost of government regulation on all segments of the beef industry.
- Educate policy makers and regulators on structure, operation and value of the beef industry.
- Strengthen partnerships/alliances with organizations outside the beef industry that share similar values/interests.
- Coordinate lobbying efforts among like-minded beef industry advocates.
- Proactively address and counter activist organizations that seek to limit our use of technology and/or interfere with our freedom to operate and care for our land and cattle.
- Continue to proactively develop and employ best practices for animal welfare.

Improve industry trust, openness and relationships

- Establish industry-wide, cross-sector panel or a task force to identify issues and develop recommended solutions to intra-industry trust issue.
- Establish tools, meetings, and programs to facilitate dialogue and increase transparency among all sectors of the industry.
- Develop industry-wide leadership development program to improve industry relationships and ensure a pipeline of informed, prepared and competent industry leaders.

Position the U.S. cow herd for growth

- Secure resources to support public policy efforts to strengthen rural America and encourage growth in the U.S. cow herd.
- Develop and invest in programs that attract talent and capital into the beef industry.
- Promote the intrinsic value of the farming and ranching lifestyle.
- Invest in educating current and prospective cow/calf producers to capitalize on opportunities and improve their profitability/sustainability.
- Promote the adoption of technology to improve the overall efficiency and profitability of the beef industry (e.g., production technologies, genetics, nutrition, etc.).