

# Tactic Quick Guide

## Preliminary FY20 Tactics



*Funded by the Beef Checkoff*

Consumer Trust  
Committee

# CONSUMER TRUST COMMITTEE TACTIC OVERVIEW

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**Contractor: National Cattlemen’s Beef Association**

**Subcontractor:**

**Tactic#: 2011-E: Sustainability Research and Scientific Affairs**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef’s inclusion in dietary recommendations	<input checked="" type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input type="checkbox"/>	Motivate producers & stakeholders to engage in issues	<input type="checkbox"/>	Research & communicate beef’s nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef’s image	<input type="checkbox"/>	Develop crises management plans	<input type="checkbox"/>	Connect & communicate directly with consumers
		<input type="checkbox"/>	Engage beef advocates	<input checked="" type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

NCBA, on behalf of the beef checkoff, provides science-based evidence to inform and engage industry stakeholders on the comprehensive sustainability of beef. Though a complex topic for all audiences, sustainability research continues to provide clarity for audiences by identifying and benchmarking areas for improvement. Research in this program advances life cycle assessment science to measure beef sustainability using a balanced approach that includes social, economic, and environmental indicators.

Multiple audiences are targeted with this program work, including the scientific community, regulatory decision makers, the supply chain sectors (retail, foodservice, packers and the feeding sector), as well as those that influences consumer opinion (health professionals and consumer media).

Previous completion of the foundational U.S. beef sustainability life cycle assessment (LCA) has measured the beef industry’s improvements on beef sustainability footprint and provided a benchmark to share with the public. The collection of region-specific data continues to reflect the geographical differences in how beef is raised sustainably. Additionally, the science of life cycle assessments has evolved as the field matures and new techniques can more accurately reflect the true sustainability of beef. It is critical for the beef industry to better understand these complex topics to maintain consumer confidence in the way beef is produced today.

Research will be funded to measure improvements in beef sustainability in the three sustainability pillars (social, economic or environmental), including collecting data to benchmark and demonstrate beef’s unique positive contribution to society. Scientific outreach will focus on industry adoption of new evidence, measurement parameters,

or opportunities that bring these key audiences together. Technical presentations (i.e., industry meetings, briefings, symposia at scientific meetings, etc.) will be identified to share key outcomes. Based on research, tools will continue to be developed that educate consumer and opinion leaders about beef sustainability (i.e., infographics, editorials, media interviews, etc.). The material will be shared through other NCBA checkoff programs (such as Masters of Beef Advocacy, supply chain and key opinion leader audiences, etc.) as well as other contractors to reach a variety of audiences that have questions about beef sustainability. Strategic planning sessions will be conducted as needed to document beef sustainability research gaps.

### **Measurable Objectives**

- Conduct a minimum of four original scientific research projects focused on understanding the sustainability of beef systems and the beef value chain.
- Inform a minimum of five audiences (i.e., scientific community, consumer or industry influencers, retail or foodservice, etc.) on how beef is sustainably raised today.
- Leverage a minimum of four sustainability research results across at least two tactical areas of the beef science communications framework.

**CBB/BPOC Funding Request:** \$1,254,200

**Contractor: National Cattlemen’s Beef Association**

**Subcontractor:**

**Tactic#: 2011-G: Foundational Market Research**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	■	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	■	Revolutionize beef marketing & merchandising
□	Increase market access	□	Certify & verify production practices	□	Ensure beef’s inclusion in dietary recommendations	□	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	■	Research & communicate beef’s nutritional benefits
		■	Protect beef’s image	□	Develop crises management plans	■	Connect & communicate directly with consumers
		□	Engage beef advocates	□	Defend beef’s product identity	□	Improve our product

**Tactic Description**

NCBA, on behalf of the beef checkoff, provides insights that reach across checkoff demand building and issues management efforts. These studies accomplish this by assessing broad consumer/influencer/stakeholder attitudes, knowledge and needs, and by tracking progress towards key long-term goals. It also plays an important role in the development of state, national and industry-wide annual and long-range planning by identifying key industry challenges and opportunities.

Specifically, this tactic will include the tracking of the most important consumer attitudes, usage of and preference for beef. These studies monitor beef’s ongoing competitive position in the marketplace related to beef’s value proposition, focusing on key attributes that support the beef industry long range plan. This data is analyzed to uncover stronger industry perspective and support program development. Insights are disseminated widely across the industry and data is integrated into internal planning presentations, consumer and influencer PR programs, state trend overviews and supply-chain presentations focused on opportunities for increasing demand.

- The new consumer tracker, launched in June 2018, will continue to build on years of insight from past studies (e.g., CBI, CII). The tracker will gather feedback from 1,500 consumers each quarter focusing on beef attitudes and behaviors across a number of attributes including taste, nutrition and production, as well as insights specific to meat substitutes. The tracker is an ongoing survey with data summaries available as needed to support checkoff programs and provide key demand-driving insights.

- In conjunction with the new and enhanced consumer tracker, ongoing consumer segmentation analyses will be conducted to ensure checkoff-funded campaigns are focusing on the right targets, with the right message, at the right time.
- This tactic will also measure the ongoing effectiveness of checkoff-funded campaigns focused on taste, strength and responsibly raised beef. These measures provide a periodic read on how the various campaigns are impacting consumer perceptions of beef. These results serve to inform improvements to campaign planning and execution.
- In addition, consumer satisfaction with steak versus chicken will continue to be tracked.

**Measurable Objectives** *(List at least three outcome-based objectives for this tactic):*

- Share consumer tracker updates with all state beef council partners, key beef industry stakeholders and checkoff program managers to help ensure checkoff priority decisions continue to be data driven. Dissemination will include posting on relevant websites accessible by industry stakeholders and presentation of key findings (webinar or in-person) with at least twenty state beef councils.
- Execute and present results of state dashboard measurements as requested. To date 17 states have participated in the program.
- Execute ongoing campaign measurement to understand how campaigns are performing. Results will be shared with industry stakeholders and state beef council partners.
- Leverage a minimum of four foundational market research results across at least two tactical areas of the beef science communications framework.

**CBB/BPOC Funding Request:** \$580,200

**Contractor: National Cattlemen’s Beef Association**

**Subcontractor:**

**Tactic#: 2022-C: Media & Media Relations Efforts**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	□	Revolutionize beef marketing & merchandising
□	Increase market access	□	Certify & verify production practices	□	Ensure beef’s inclusion in dietary recommendations	■	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	□	Research & communicate beef’s nutritional benefits
		■	Protect beef’s image	■	Develop crises management plans	■	Connect & communicate directly with consumers
		■	Engage beef advocates	□	Defend beef’s product identity	□	Improve our product

**Tactic Description**

Today’s 24-hour, always-on news cycle and the way that consumers get their “news” continues to evolve. This tactic positions beef as the top protein by ensuring that whether the beef news of the day is positive or negative that the beef checkoff can quickly and effectively reach out to a variety of news outlets – including broadcast, print publications, online news outlets, radio, podcasts and more – so that beef can be part of important stories and moments.

In the past several years, NCBA, on behalf of the beef checkoff, has focused efforts on pitching and placing articles on a variety of beef topics – from positioning subject matter experts in key stories about how beef is raised to placing stories about recently published checkoff-funded research in key publications to sharing recipes with leading food outlets. By being timely, creative and providing credentialed spokespeople, NCBA has helped increase positive media coverage around key beef moments ranging from the start of grilling season to new research showing how lean beef can be part of a healthy Mediterranean diet. In addition, NCBA was able to garner substantial media attention about the launch of *Chuck Knows Beef*.

In 2020, NCBA will continue to drive an “always on” news engine to increase positive mentions of beef and beef production. NCBA will build on success of past years by engaging scientific and thought-leadership media outlets to share the latest news about beef nutrition, safety, quality or sustainability, and other topics to ensure that science- and research-focused outlets have access to the latest checkoff-funded research. NCBA will also continue to develop strong relationships with key media covering food

trends and beef recipes, as well as key media covering contentious topics such as sustainability, meat substitutes and beef production to ensure that beef can proactively share its story. Through both earned and select paid opportunities, NCBA will continue addressing myths and misinformation and continue reaching out regularly to top-tier consumer media, as well as supply chain/channel media and sharing content, such as the *Beef. It's What's For Dinner.* brand and website, as well as provide access to experts and spokespeople. Working with the other tactics in the consumer information, industry information and promotion authorization requests, the team will push these media stories to the right audiences to further share and leverage beef's people, pleasure and protein stories.

**Measurable Objectives** (*List at least three outcome-based objectives for this tactic*):

- Host or participate in beef industry briefing(s), event(s), workshop(s) and/or experience(s) with at least five top-tier reporters covering the beef industry.
- Place at least three positive stories, including but not limited to features, op-eds, quotes, and/or key data about how beef is raised, beef safety, quality, nutrition or sustainability, and/or innovation in beef merchandising in top-tier national consumer media outlets (e.g. *New York Times*).
- Place at least five positive stories, including but not limited to features, op-eds, quotes, and/or key data about how beef is raised, beef safety, quality, nutrition or sustainability, and/or innovation in beef merchandising in top-tier supply chain media outlets (ex. *Progressive Grocer*).

**CBB/BPOC Funding Request:** \$903,700

**Contractor: National Cattlemen’s Beef Association**

**Subcontractor:**

**Tactic#: 2033-A: Issues and Crisis Management and Planning**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	□	Revolutionize beef marketing & merchandising
□	Increase market access	□	Certify & verify production practices	□	Ensure beef’s inclusion in dietary recommendations	■	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	□	Research & communicate beef’s nutritional benefits
		■	Protect beef’s image	■	Develop crises management plans	■	Connect & communicate directly with consumers
		■	Engage beef advocates	□	Defend beef’s product identity	□	Improve our product

**Tactic Description**

Proper planning for issues and crisis management efforts is critical to maintain the marketing environment for beef.

This tactic delivers the behind-the-scenes resources it takes to prepare for potential issues and crises and develops the appropriate tools and resources (such as crisis plans, talking points, media outreach and response statements, fact sheets, infographics, videos and other digital content) to deploy when issues or crises arise.

NCBA, on behalf of the beef checkoff, has a long history of leading the beef industry and various stakeholders through issues and crisis situations. From the 2003 case of bovine spongiform encephalopathy (BSE or “mad cow disease”) to lean finely textured beef (aka “Pink Slime”) in 2012 to responding to the EAT-Lancet Commission on Food, Planet and Health report in 2019, NCBA has the experience, expertise, passion and plans in place to deploy the right message, to the right audience, at the right time. In all of these cases, and numerous issues that pop up on a daily basis, the beef checkoff has maintained consumer confidence in beef and consumer demand, thanks to advance planning and preparation.

Today, utilizing the beef Digital Command Center, which uses a variety of traditional and social media listening systems and software to see real-time who is talking about beef and what is being said, the team works to respond to issues and crises as they occur around the clock, as well as look for proactive “pounce” moments to share positive news about beef. In 2020, we will continue to work closely with state partners

and other stakeholders to develop template issues workbooks and exercises to ramp up the industry's issues and crisis response capabilities. We will continue to use digital amplification efforts to make sure more people see our content when issues arise.

Working together, this tactic ensures that the entire beef industry is well positioned to respond to a variety of issues and crises and, ultimately, that the beef industry maintains consumer confidence and demand when these issues and crises arise.

**Measurable Objectives** *(List at least three outcome-based objectives for this tactic):*

- Maintain issues and reputation management program as a “trusted counselor” and “go-to resource” for state beef councils, achieving an average agreement score of 9 on a 10-point scale according to annual CBB survey.
- Conduct at least five state or national (participation by multiple state beef councils) issues/crises exercises and/or workshops and/or educational sessions. Following each event, 80% of participants will feel more confident in their ability to respond to and/or manage issues/crises.
- Produce and distribute four Quarterly Issues Newsletters providing an overview of issues management work and trending issues, as well as develop and distribute Beef Issues FYIs as needed and maintain an open rate of 20% for FYIs.

**CBB/BPOC Funding Request:** \$1,101,000

**Contractor: National Cattlemen’s Beef Association**

**Subcontractor:**

**Tactic#: 2033-B: Beef Advocacy Training and Engagement**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	□	Revolutionize beef marketing & merchandising
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		■	Protect beef’s image	■	Develop crises management plans	■	Connect & communicate directly with consumers
		■	Engage beef advocates	□	Defend beef’s product identity	□	Improve our product

**Tactic Description:**

Research funded by the beef checkoff repeatedly shows that consumers and influencers trust farmers and ranchers. When they have questions about farming and ranching practices they respond favorably when their questions are answered by the people who produce food.

NCBA, on behalf of the beef checkoff, provides training to develop credible advocates and spokespeople within the beef community, ranging from pasture to plate, and then equips them with information and resources to readily engage in conversations and address consumer concerns about beef and how cattle are raised.

These advocates and spokespeople reach consumers through many avenues, including conversations with consumers online and in-person and, participation in written, online, and media opportunities. Through these communications, they help to educate consumers and influencers about the role of beef in a healthy diet for strength and fitness and how beef farmers and ranchers raise beef responsibly. These advocates also help to respond when there is misinformation in the public about beef production and other beef-related issues.

As part of the beef advocacy training and engagement program, advocates and spokespeople are trained and equipped to share their beef stories and expertise through completion of the online Masters of Beef Advocacy courses and in-person training events. The MBA program consists of five online courses to equip advocates and spokespeople with knowledge of the beef lifecycle and information to respond to consumer concerns. In FY20, we will begin the extensive process of updating the MBA modules. This will include moving the modules to a new platform with better technology that will improve performance. In addition, all of the modules will undergo a branding

update to ensure alignment with *Beef. It's What's For Dinner.* branding. All module content will also be reviewed and updated to reflect the latest research and facts/figures from the most recent Census of Agriculture. These updates are comprehensive and are required approximately every five years as new data becomes available and to reflect industry innovations and growth. Upon completion of the MBA courses (nearly 15,000) advocates and spokespeople are continuously equipped with resources and information, as well as called to engage on specific platforms or topics in response to consumer concerns, through email campaigns and a private MBA alumni Facebook group. Content for these activations and engagements inspire advocates to incorporate information and resources from the beef checkoff and *Beef. It's What's For Dinner.* campaigns into their advocacy efforts. In FY2020, we will continue to work with teams from other tactics and state partners to incorporate MBA-trained advocates and spokespeople into their campaign activations and executions to more fully integrate all checkoff funded activities.

As part of the beef advocacy training and engagement program, advocates and spokespeople from the beef community receive continuous training to strengthen their communication and advocacy skills to be influential advocates and spokespeople at the local, state, and national levels. Training programs include in-person training for media, communication and advocacy skills for members of the beef community; including producers, service providers, food influencers, athletes fueled by beef, among others, through training workshops, convention keynotes, online webinars, and other events. In 2014, we began offering different levels of training, including more advanced training through national and state Top of the Class (TOTC) workshops to identify and train top-level advocates with the goal that they become well-rounded communication experts ready to address the toughest conversations and questions in a variety of settings. Given that these trainings and spokespeople provide support to both proactive and reactive communication efforts, building up a stronger database of our go-to spokespeople will continue to help build trust in the people who raise beef and the way that beef is raised.

**Measurable Objectives** (*List at least three outcome-based objectives for this tactic*):

- Add 750 new MBA graduates to the nationwide network.
- Produce and distribute at least 12 email campaigns for advocate information, activation or engagement.
- Conduct at least 30 in-depth training sessions and/or educational sessions for state and national advocates, staff and third-party subject matter experts, and key food and agriculture influencers from across the beef community.

**CBB/BPOC Funding Request:** \$962,500

**Contractor: National Cattlemen’s Beef Association**

**Subcontractor:**

**Tactic#: 2033-C: Beef Quality Assurance (BQA)**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	■	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
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		□	Engage beef advocates	□	Defend beef’s product identity	□	Improve our product

**Tactic Description**

It is imperative that cattle producers are effectively able to “walk the walk,” when it comes to raising healthy animals. The beef industry’s primary mechanism to do this is through education programs, such as Beef Quality Assurance (BQA). NCBA, on behalf of the beef checkoff, provides producers with the education and training needed to help ensure cattle are reared responsibly and enhance consumer trust in how beef is raised.

The BQA programs not only target producers with its programing, but also engage and collaborate with stakeholders across the supply chain to develop and implement the necessary tools and programs to ensure responsible cattle care.

The BQA program has a long-standing history of delivering educational programs to producers focused on issues that impact consumer trust and consumer demand in beef, ranging from cattle well-being to quality assurance and certification. In FY2017, the latest benchmark study of the National Beef Quality Audit (NBQA) was completed and the BQA team will continue to leverage these outcomes to collaborate with other teams and contractors.

In FY 2020, BQA programing will provide updated content, including revisions of BQA self-assessments, online training modules, and other audit tools for training so producers (seedstock; cow-calf; stocker/backgrounder; feeder; youth, through support of the Youth for the Quality Care of Animals (YQCA); dairy, through support of the National Dairy Farmers Assuring Responsible Management (FARM); auction markets and transporters) become certified and/or adopt current techniques/methods (i.e., cattle care and handling in multiple languages). External review of the BQA program, tools

and materials will be considered as a strategy to increase program credibility and standing with key stakeholders. Programing will continue to enhance collaboration between the beef and dairy sectors of the cattle production industry and will place additional focus on creating training content which is relevant and easily accessible for dairy-beef producers. Extending BQA promotion resources, content and tools through state beef councils, state cattlemen's and breed associations, state extension programs and other livestock organizations who are willing to partner in promoting BQA will continue to be a focus through traditional and social media, demonstrations, seminars/webinars, speakers for panels and other engagement opportunities. The program will continue efforts to promote training and certification through relevant award recognition, public relations, advertisement, sponsorships, face-to-face and virtual opportunities. Additionally, promoting the understanding of the BQA program and the positive outcomes it provides for the cattle industry will be leveraged to the full supply chain.

**Measurable Objectives** *(List at least three outcome-based objectives for this tactic):*

- Increase the number of producers that are BQA certified (or equivalent) by 10% over 2019 certification numbers.
- Engage over half of the nation's BQA coordinators in continuing education and collaborate with state BQA coordinators by conducting a minimum of three "in person" or virtual meetings each year.
- Launch revised BQA on-line certification modules for cow-calf, stocker/backgrounder and feedyard sectors.

**CBB/BPOC Funding Request:** \$2,315,400

**Contractor: American Farm Bureau Foundation for Agriculture**

**Subcontractor:**

**Tactic#:** 2021-A: Promotion of Beef-based Curriculum Resources to Science Educators and Education Leaders

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

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		□	Engage beef advocates	□	Defend beef's product identity	□	Improve our product

**Tactic Description/ Background:**

AFBFA has pioneered a national program to bring together influencers in STEM and health education for hands-on experience in the beef industry. Over the past four years, AFBFA has engaged nearly 300 education key influencers including educators from the top 10 urban school districts in the nation. Many of these education key influencers applied for this beef industry experience because they:

- a) Came from states that did not offer immersive experiences targeting STEM or Health education professionals;
- b) Did not have an initial interest in the beef industry and were reached through national education channels; or
- c) Were drawn to the opportunity for national professional development.

These national events have proven to move the needle with regard to beef perception and intent to consume while offering increased exposure to state programming. Pre- and post-assessments administered to On the Farm participants indicate the following *changes in perception* after attending the event:

- **51%** increase in response that the “positives strongly outweigh the negatives of how cattle are raised.”
- **43%** decrease in those concerned with antibiotic use in beef production.
- **41%** increase in those that agree/strongly agree that the “beef industry openly shares information.”
- **27%** increase in those who plan to eat more beef than they currently do after attending an event.

Based on the feedback from the key influencers participating in On the Farm programs, AFBFA recognized the opportunity to extend reach directly into the science classroom by developing high-quality instructional materials that were designed to meet the rigorous expectations of the recently adopted Next Generation Science Standards (NGSS). Currently 20 states have adopted NGSS, and 22 states have developed state standards based on the same framework as NGSS. Approximately 84% of all students live in these 42 states.

The development of NGSS has converged at the same time as the movement within states and districts to move away from textbooks and adopt open-source education resources available in online repositories. States and districts are now rushing to develop processes to vet available instructional resources and make them available to teachers. Science is an area where there is a critical shortage of materials.

Last year, AFBFA brought forth an authorization request to help the beef industry provide high-quality, freely available instructional material designed to support the rigor of new science standards in order to develop students that are prepared for college, career and life as an informed consumer as well as change perceptions about the beef industry by delivering accurate information through relevant science instruction.

AFBFA recruited eight science education key influencers and classroom teachers from across the country to work as curriculum writers under the direction of Dr. Sara Cooper, a state science specialist in Nebraska. The writers received training from Achieve, the organization that maintains the NGSS and reviews science instructional materials; from Northwestern University on an instruction approach (i.e., Storylines) that is being widely adopted for science education; and Dr. Aneesh Badrinayarin, a nationally recognized expert in science assessment. The writers also spent time with beef and grassland ecosystem researchers from the University of Nebraska and the Agriculture Research Service as part of their preparation for this writing assignment.

Three units of science instruction (each approximately four weeks of lesson) are being developed and will be submitted to Achieve for initial consideration for a NGSS Design Badge before the end of the contract year. Earning the NGSS Design Badge will provide “instant” credibility and validity of these materials and allow for easy acceptance among science teachers. More information about the NGSS Design Badge can be found at [www.nextgenerationscience.org/badge](http://www.nextgenerationscience.org/badge).

Once completed, the units of instruction will be housed as part of a newly established “Food and Agriculture Center for Science Education” (FACSE) to be maintained by AFBFA. This center will be positioned to appeal directly to science teachers.

Other materials developed by AFBFA as part of previous Beef Checkoff investments will continue to be hosted on the Learn About Beef website: <https://www.agfoundation.org/on-the-farm/learn-about-beef>. AFBFA will continue to invest its own resources in the maintenance and promotion of these materials to volunteers and our database of educators from past On the Farm experiences, especially local Farm Bureau members, to use in elementary classroom presentations.

### **The Need:**

The completion of the FACSE units marks a shift from development to promotion.

The National Science Teachers Association (NSTA) estimates that the United States has more than 160,000 middle school and high school science teachers. Of these, the following breakdown lists the subject taught by these teachers:

- Biology - 52,697
- Chemistry - 27,947
- Physics - 16,301
- Earth Science - 15,611
- General Science - 13,813
- Physical Science - 25,499
- Integrated Science - 5,720

The three FACSE units of instruction developed by AFBFA focus on life science standards, therefore our appeal will be to the roughly 75,000 of 90,000 teachers that teach Biology, General Science, and Integrated Science in states that use NGSS.

While requirements for science vary from state to state and district by district, nearly all middle and high school students take at least one biology/life science course. This provides the beef industry with the best opportunity to positively impact the next generation of Americans.

The purpose of this tactic is to drive awareness and use of the developed FACSE units of instruction among middle school and high school life science/biology teachers – especially those in metropolitan school districts where students have little direct experience with beef cattle production.

AFBFA maintains relationship with the nearly 300 key influencers that have participated in On the Farm and will leverage those relationships to promote the FACSE units of instruction, but leveraging those relationships alone would fall far short of driving more widespread use and adoption among the 75,000 teachers in our target audience.

AFBFA also continues to focus on efforts to promote the previously developed beef resources, those found on the Learn About Beef site, to elementary teachers through the use of volunteers. There are roughly 1.6 million elementary classrooms in the United States. Reaching a meaningful percentage of them requires a coordinated and sustained effort to mobilize and equip volunteers.

### **The Proposed Solution:**

AFBFA proposes the following purposeful sequence of activities to promote the FACSE units of instruction and previously developed beef resources.

1. Conduct a Fall Institute for 18 test pilot teachers of the FACSE units of instruction and use collected student responses to improve units and submit for NGSS Badge consideration
  - We've learned that all of the units that have earned a NGSS Design Badge include examples of actual student responses and work products. We need to run a test pilot where the 18 teachers agree to collect these examples for use in the FACSE units.
  - The 18 teachers we recruit to be test pilot teachers will be chosen based on their location and their ability to influence other science teachers in their district/state.

- The test pilot will be an opportunity for AFBFA to rehearse a four-day professional development program that trains teachers in the instructional approach (called Storylines) and introduce the concepts and phenomena from beef cattle production used in the units.
- 2. Promote FACSE units of instruction to the target audience and to state/district science leaders through the National Science Teachers Association events, publications and direct mail opportunities
  - To create awareness of the FACSE units with the 160,000 7th-12th grade science teachers generally and the 75,000 teachers in our target audience, we will advertise in NSTA publications and engage in direct mail to science teachers if deemed feasible. The objective is to create awareness and interest in the FACSE units of instruction.
  - The national conference for NSTA will be held in Boston April 2-5, 2020. It is the best opportunity to introduce the FACSE units to key opinion leaders in science education. We plan to host both a pre-conference and exhibitor workshop to engage state/district leaders and teachers in a brief demonstration of the lessons. The objective of exhibiting will be to gain commitment from district and state science education leaders to engage AFBFA to conduct professional development workshops for teachers in the summer and early fall of 2020.
- 3. Offer professional development to metropolitan districts and states that promote the instructional approach used in FACSE units and models how to use those units in their classroom.
  - AFBFA will develop a four-day professional development workshop designed for middle and high school teachers. This workshop will be offered for free to 20 school districts and/or states that agree to promote the event, recruit teachers to attend, and host the event in their district; these will be targeted to districts and states that reach students in metropolitan/urban communities with limited direct experience with beef cattle production.
    - If state Beef Councils want to provide additional workshops in states/districts, these can be provided on a cost-recovery basis.
  - AFBFA will also encourage the writers and test pilot teachers to submit requests to present at district/state science teacher events. AFBFA plans to offer small stipends to offset travel and supply costs for teachers that promote the FACSE units to their professional colleagues.
- 4. Upgrade the On the Farm (OTF) experience for key influencers to include professional development on the FACSE units of instruction.
  - AFBFA continues to have very strong interest from science education leaders in the OTF experience and had great partnerships with state Beef Councils to collaboratively plan and host the events. Further, the event continues to build the network of key opinion leaders in science education.
  - In 2020, we plan to offer one event and do so in collaboration with a State Beef Council. We plan to modify the program to include time to introduce the participants to the FACSE units of instruction.

5. Make the units available on a FACSE website and promote through social media.
  - AFBFA will develop a FACSE website to host the units of instruction. They will be available in an open-source format meaning users can access and modify the files for use in their classrooms. This is the standard among NGSS designed science units. AFBFA will configure the site to request information from users on location, number of students and intent for use of the units.
  - AFBFA will establish social media presence for FACSE to engage in the science education community and promote the units of instruction.
6. Submit the FACSE units for inclusion in open education resource (OER) platforms hosted by state and district education agencies.
  - As schools move away from textbooks and to open resources, they are requiring that those resources go through some level of vetting and be made available through a platform that the state/district manages. There currently more than 100 of these “groups” established at OER Commons, the most widely used platform ([www.oercommons.org](http://www.oercommons.org) > Groups > Science). AFBFA will go through the effort to submit the FACSE units for inclusion into all applicable groups so that they will be available to the teacher users in each.
7. Mobilize and equip Farm Bureau volunteers and educator network to use beef resources in elementary classroom visits
  - As part of a broader effort to engage local volunteers passionate about ag literacy, AFBFA is committed to equipping volunteers with strategies and tools to use the developed beef resources in classroom visits and as part of education field trips.

### **Measurable Objectives**

- AFBFA will facilitate the following events for science education leaders and science teachers:
  - one (1) test pilot training for 18 science teachers
  - one (1) pre-conference workshop at NSTA National Conference for 50 science leaders and teachers
  - one (1) On the Farm experience for 30 science teachers and leaders.
- AFBFA will engage 20 district or state science education leaders through a commitment to host or facilitate a professional development workshop in metropolitan/urban settings utilizing the FACSE units of instruction with at least 30 science teachers in attendance at each workshop.
- AFBFA will have 3,000 unique visitors to the FACSE website to learn about the units of instruction between March 1-Sept. 20, 2020.
- AFBFA will have the FACSE units of instruction included in at least 20 state managed OER platforms.

**CBB/BPOC Funding Request: \$948,560**

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2030-A: Veal Quality Assurance**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input checked="" type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef's inclusion in dietary recommendations	<input type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input type="checkbox"/>	Motivate producers & stakeholders to engage in issues	<input type="checkbox"/>	Research & communicate beef's nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef's image	<input type="checkbox"/>	Develop crises management plans	<input type="checkbox"/>	Connect & communicate directly with consumers
		<input checked="" type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

Veal Quality Assurance (VQA) is the program that certifies and verifies production practices. Protecting beef's (veal) image is an important initiative addressed by this tactic. VQA was revised by a technical advisory group and released in 2018. Re-certification is required every three years. This tactic is primarily directed to the veal growers, their dairy partners and the packer-processors they supply. The focus of the FY20 AR will be continued program management to confirm all independent and company-owned milk-fed veal calves are raised on farms that are VQA certified. This includes communication outreach to veal farmers, veterinarians, and veal packer/processors engaged in veal production to support, verify and record certification initiatives and updates. As part of this program management, we will convene a meeting of industry animal well-being experts including veal veterinarians, representatives of BQA and National Dairy FARM to review and provide recommendations for advancing calf health and handling with specific consideration to space and facilities. The findings from the 2019 Industry Assessment will also be taken into consideration. This meeting and follow-up recommendations will be incorporated into the VQA certification and promoted to all veal farmers and industry professionals. A series of up to three educational fliers/posters on these topics will be created, which veal farmers, managers and veterinarian can post on each farm.

**Measurable Objectives** (List at least three outcome-based objectives for this tactic):

- Provide ongoing program management to ensure 95% of all U.S milk-fed veal are from VQA-certified farms.

- Convene a group (6-10) of animal well-being experts to review current protocols and create recommendations to strengthen VQA certification efforts.
- Once developed, communicate the updates through the Veal Farm website, veal newsletter and industry publications to reach a minimum of 60,000 farmers and industry leaders.
- Create 3 educational handouts/posters on key VQA topics for distribution to veal farmers, employees and anyone handling veal calves. In concert with this, distribute a news release to dairy and farm publications on the content and availability of the new materials.
- Provide monthly program updates to 350 industry stakeholders through the Veal Industry e-newsletter and achieve a 25 percent open rate.
- Provide quarterly updates by mail to veal producers who do not have access to the internet.
- Present a VQA program update and solicit input from 20 stakeholders at the 2020 Veal Summit.

**CBB/BPOC Funding Request: \$70,000**

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2030-B: Crises Management Plan**

**Committee(s) to Score this Tactic** *(Check all that apply)*

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	□	Revolutionize beef marketing & merchandising
□	Increase market access	■	Certify & verify production practices	□	Ensure beef's inclusion in dietary recommendations	□	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	□	Research & communicate beef's nutritional benefits
		■	Protect beef's image	■	Develop crises management plans	□	Connect & communicate directly with consumers
		■	Engage beef advocates	□	Defend beef's product identity	□	Improve our product

**Tactic Description**

The success the veal industry has experienced in their outreach efforts to promote the significant changes that have occurred in raising veal today, also makes them a target for animal activism. The undercover video released by an organization in June 2019 is one such example. It demonstrated the need for a veal specific crisis plan, media training and drill for veal industry leaders to protect and enhance the business climate and protect beef's (veal's) image. The crisis plan will serve as a foundation and template for veal farmers, industry leaders and businesses to take preventative measures and enhance their abilities to manage issues that escalate. Specific content of this plan includes: Definition and Assessment of Crises Situations that could impact the veal industry; Crisis Management and Response Protocols; Industry Team/Roles/Contact Information; and Crisis Communications Tools and Templates. A crisis drill will be developed to engage industry leaders, SBCs, and veal farmers to work through a simulated crisis. On-camera media training will also be provided with this drill. To further support this initiative, media monitoring of key topics will be established to ensure the industry is aware of potential issues. The elements of this tactic are new for the veal checkoff and have not been funded in at least the last seven years.

**Measurable Objectives** *(List at least three outcome-based objectives for this tactic):*

- Create a consensus crisis plan based upon industry input and collaboration from stakeholders.
- Conduct a Crisis Training Drill attended by 12 or more industry leaders and assess the value of the drill with pre and post event surveys, increasing by 75%

the response “I am somewhat prepared to manage a crisis” to “I am better prepared to manage a crisis.”

- Through media training held in conjunction with the Crisis Training Drill, prepare a minimum of three industry spokespeople who can confidently deliver on-camera key messages about veal and animal care.
- Implement a monthly monitoring report identifying issues affecting the veal industry published or transmitted in electronic, print and social media outlets by January 2020. Distribute the report through the monthly industry newsletter.

**CBB/BPOC Funding Request:** \$40,000

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2030-C: Veal Farm Website and Social Media Outreach**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input checked="" type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef's inclusion in dietary recommendations	<input type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input type="checkbox"/>	Motivate producers & stakeholders to engage in issues	<input type="checkbox"/>	Research & communicate beef's nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef's image	<input type="checkbox"/>	Develop crises management plans	<input checked="" type="checkbox"/>	Connect & communicate directly with consumers
		<input checked="" type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

The [www.VealFarm.com](http://www.VealFarm.com) website was refreshed this past year with updated copy, images, videos and social media graphics. Additionally, paid and earned media advertising attracted viewers to the update website. The goal of this tactic is to continue to enhance content and build awareness for how veal are raised today. Monthly content posts would be developed for the website and, in collaboration with the website [www.VealMadeEasy.com](http://www.VealMadeEasy.com), additional unique content would be integrated into the social media calendar and promoted online through Veal Made Easy social media platforms. To further build awareness, online influencers would be contracted to develop and promote monthly content related to how veal is raised today. The online influencers could include, but not be limited to, those who participated in the Influencer Farm Tour in June 2019. Other industry advocates will be evaluated and could be asked to participate as well.

**Measurable Objectives** (List at least three outcome-based objectives for this tactic):

- Implement monthly social media content posts for publication beginning in November 2019 to increase monthly total Veal Farm website page views by 25% from previous year levels.
- Contract with up to 5 online influencers to create and promote content on how veal are raised today, with links back to the Veal Farm website.
- Provide VealMadeEasy social media with 10 new posts every month suitable for use by SBCs and other industry partners.

**CBB/BPOC Funding Request:** \$40,000

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2030-D: Veal Education Materials**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input checked="" type="checkbox"/>	<input type="checkbox"/>					

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input checked="" type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef's inclusion in dietary recommendations	<input type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input type="checkbox"/>	Motivate producers & stakeholders to engage in issues	<input type="checkbox"/>	Research & communicate beef's nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef's image	<input type="checkbox"/>	Develop crises management plans	<input checked="" type="checkbox"/>	Connect & communicate directly with consumers
		<input checked="" type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

In collaboration with state beef councils, identify and develop educational materials including a Power-Point-Presentation, video and updated “Facts About Veal” handout which can be utilized to extend the message about veal’s versatility, nutrition and taste. Also included in the materials will be the on-farm story about how veal is raised today suitable for sharing with students, culinary professionals, retailers and others. Developed materials would be made available online. A follow-up survey would assess how the materials have been used and quantify the audiences reached. In addition, the materials will be made available to collegiate meat and dairy science departments.

**Measurable Objectives** (List at least three outcome-based objectives for this tactic):

- Create at least 3 veal educational materials and promote online availability to reach a total of 20,000 consumers and KOLs .
- Conduct a follow-up survey to assess audience impact of the developed materials by September 2020.
- Make at least one of the developed materials available to a minimum of 12 college meat and dairy science departments.

**CBB/BPOC Funding Request:** \$36,000

**Contractor: United States Cattlemen’s Association**

**Subcontractor: Kansas State University**

**Tactic#: 2012-A: Meat Demand Monitor**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	■	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	■	Research & innovate new production technologies	■	Revolutionize beef marketing & merchandising
□	Increase market access	□	Certify & verify production practices	□	Ensure beef’s inclusion in dietary recommendations	□	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	□	Research & communicate beef’s nutritional benefits
		■	Protect beef’s image	□	Develop crises management plans	■	Connect & communicate directly with consumers
		□	Engage beef advocates	■	Defend beef’s product identity	■	Improve our product

**Tactic Description**

The Meat Demand Monitor effort seeks to become a one-stop location for meat demand trends and assessment.

**Recognition of Need** Publicly available data regarding consumer meat demand is very aggregated. The data which does exist is more focused on the retail (grocery store) segment while food service (restaurants) remains an area of growth, critical importance, and comparative ambiguity. Meanwhile, public funding for data gathering and reporting remains stagnant increasing need and value of new data and information efforts. Combined this situation leaves the U.S. meat-livestock industry with partial and very aggregated insights into consumer meat demand patterns. In turn this critically constrains decision-making throughout the industry.

**Opportunity** This knowledge gap presents an opportunity for notable improvement. Recent success of university-led, knowledge-discovery and reporting initiatives such as the Food Demand Survey (Oklahoma State University) and Consumer Sentiment Index (University of Michigan) highlights an opportunity for increasing involvement of universities and other stakeholders to increase knowledge on U.S. meat demand.

**Procedural Overview** The project is centrally comprised of two survey-based data and information gathering efforts to be completed concurrently each month.

- 1) A nationally representative online survey will be conducted of at least 1,000 U.S. residents with a retail, grocery-store focus on meat demand. This is a continuation, with some adjustments to be further specific to meat issues, of the Food Demand Survey (FooDS) Jayson Lusk initiated in May 2013 and ended in May 2018. Internal plans are to overlap the past FooDS survey questionnaire and new Monthly Demand Monitor surveys

for at least two months to identify adjustment factors for future analyses. This survey would also capture additional information useful in tracking consumer trends in broader meat industry topical awareness and concerns.

2) A nationally representative online survey will be conducted of at least 1,000 U.S. residents with a food service, restaurant focus on meat demand. This parallel survey would focus on meal selections at food service establishments. Initially a focus would be on the dinner meal's entrée selection. In the future if feasible, parallel assessment specific to breakfast or lunch meals may be added. This survey would also capture information related to the decision of how many meals to consume at home relative to away from home.

### **Benefits to Partners**

- 1) Help support a new effort of notable need and value for the entire meat-livestock industry. This includes supporting the first, ongoing barometer of meat demand separate by market channel which will substantially improve understanding of meat demand.
- 2) Help support training of graduate students with economic interest in the meat-livestock industry. Providing a new mechanism for training with real-world application is of growing importance in training the next generation of meat-livestock economists.
- 3) Have opportunity to ask "hot topic" questions of U.S. residents as industry issues arise.

### **Monthly Data and Information Generated**

- 1) Quantify consumer willingness to pay (WTP) for meat in retail settings.
- 2) Quantify consumer WTP for meat in restaurant settings. Assessment specific to dinner meal decisions is planned. In the future, additional assessment of breakfast or lunch meal decisions may be added if feasible.
- 3) Quantify relative importance of 12 meat values (Freshness, Taste, Price, Safety, Convenience, Nutrition, Health, Origin/Traceability, Hormone-Free/Antibiotic-Free, Animal Welfare, Environment, and Appearance).
- 4) Quantify level of concern on a series of health hazards (e.g. Mad Cow Disease, BSE, Growth Hormones use in Livestock, E.coli, Salmonella, Genetically Modified Foods, Swine Flu, Bird Flu, Greenhouse Gas Emissions from Livestock) in consumed meat.
- 5) Quantify the frequency and location of beef, pork, and chicken consumption in the past week. a. Separately for the number of meals consumed at-home vs. away from home. b. At-home information will be further delineated between those meals purchased in-person and prepared in-home, delivered by others and prepared in-home, and delivered and prepared by others ready to eat. c. Away-from-home information will be further delineated by meal (breakfast, lunch, and dinner).
- 6) Provide summary statistics and base analysis on "hot topic" ad hoc questions asked each month. Questions of elevated interest that arise yet are not part of the regular, recurring survey question set may be included each month as coordinated by Tonsor. Each WTP estimate would be provided separately for a short-list of beef, pork, and chicken products. Currently systematic consumer selection between seven choices is envisioned: beef steak, ground beef, pork chop, bacon, chicken breast, one meatless option, and a none-of-these alternative. The ultimate short-list of products will be determined jointly with final partners. Respondent level survey responses for regularly recurring questions would be posted online and publicly available. Each month an Executive Summary type report would be publicly posted to widely disseminate main

findings and trends relative to previously collected information.

**Quarterly and Annual Reports** To augment shorter, monthly reports additional more-detailed reports will be provided. Quarterly reports will leverage the broader set of information gathered within the Meat Demand Monitor effort to summarize implications of additional analyses. One core example is quarterly assessment of how meat demand, separately at-home and away-from home, is impacted by socio-economic characteristics (age, income, etc.), meat values (importance of safety, nutrition, etc.), health concerns (E.coli, Swine Flu, etc.), and use of at-home delivery services. This is one example benefit of jointly conducting both retail and food service focused surveys on the same products for the first known time. Annually a further extended assessment will be provided that incorporates information gathered outside the Meat Demand Monitor effort. As one example, monthly beef, pork, and chicken demand indices are derived from publicly available data and maintained by Kansas State University representing aggregate demand patterns by industry. What is not clear is how observed variation in these indices aligns with patterns to be captured within Meat Demand Monitor information. More broadly the goal here is to provide deeper insight into how knowledge gained from the Meat Demand Monitor effort supplements other information already available to stakeholders. Once sufficient information is available, extended analyses of the predictive accuracy of Meat Demand Monitor information would be added. These quarterly and annual reports would be posted and publicly available. On all written outputs, acknowledgment to external partners will be explicitly made.

**Project Timeline** The final list of partners and level of funding contribution is yet to be officially identified. Presuming the project proceeds forward, then an official launch of data and information collection will begin once funding is in place. The collaborating partners would work with Tonsor and Kansas State University to finalize survey and related information gathering details as well as official project initiation paperwork. The project is designed to be one of perpetual and growing value with an array of efforts occurring every month, quarter, and year. After an initial three-year period, a full assessment would be conducted by Tonsor and all involved parties to identify any enhancements. If future enhancements are made, they would be introduced with overlapping data collection periods to enable informative analysis across all periods of the Meat Demand Monitor project.

**Measurable Objectives** *(List at least three outcome-based objectives for this tactic):*

Specific objectives include:

- 1) Creation of the Meat Demand Monitor as a one-stop location for U.S. meat demand trends and assessment.
- 2) Creation and electronic posting of monthly, quarterly, and annual reporting of the status of U.S. meat demand.
- 3) In-person dissemination of findings and implications to producers and industry stakeholders.

**CBB/BPOC Funding Request:** \$390,000

**Contractor: Meat Import Council of America (MICA)**

**Subcontractor: Pennsylvania Beef Council through the Northeast Beef**

**Promotion Initiative (NEBPI)**

**Tactic#: 2020-A: Supply Chain Engagement**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	□	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	□	Revolutionize beef marketing & merchandising
□	Increase market access	□	Certify & verify production practices	□	Ensure beef's inclusion in dietary recommendations	□	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	□	Research & communicate beef's nutritional benefits
		■	Protect beef's image	□	Develop crises management plans	■	Connect & communicate directly with consumers
		□	Engage beef advocates	□	Defend beef's product identity	□	Improve our product

**Tactic Description**

**Connecting with Consumers through the Supply Chain**

The goal of this tactic will be to position beef as the top protein choice among supply chain influencers within the Northeast region and, in turn, communicate beef's position as the top protein choice directly to regional consumers.

According to IRI/Freshlook data, used by NCBA, since 2012, the Northeast region averages 17.3% of total beef dollar sales and 16.7% of total beef volume sales compared to total U.S. beef sales. Average volume sold in the Northeast is 817 million pounds per year and the average price per pound for beef sold in the Northeast was \$0.17 higher than beef sold nationally. Beef is clearly big business in the Northeast and the regional supply chain influencers continue to be a valuable influencer audience for the Beef Checkoff.

Emphasis will be placed on connecting with supply chain influencers who have a large consumer outreach influence that goes beyond the traditional brick and mortar building, such as online grocers, meal kit delivery companies and grocery delivery retailers. According to the October 2018 Northeast Consumer Dashboard Survey<sup>1</sup>, the top three most important factors consumers list when deciding to eat beef either at home or at a restaurant include "beef is great tasting," "beef is an excellent source of protein," and "my family likes beef." Messaging centered around beef's taste and nutritional

advantages will be the focal point of supply chain campaigns that strive to connect and communicate directly with consumers. Innovative avenues to reach shoppers in-store will be explored to extend these messages.

### **Protecting Beef's Image**

Relationship building leads to meaningful engagement opportunities with supply chain partners and with strong relationships, trust in the beef community can ignite Engagement efforts will include extending nationally developed checkoff resources, including, but limited to, beef production, sustainability and nutrition research, infographics, merchandising opportunities, cooking tips, and recipe inspirations. Tactic work will also include in-person opportunities, such as conferences, trainings, educational presentations and cooking and/or cutting demonstrations, as opportunities present themselves. Coordinating immersion events/farm tours have been a cornerstone engagement opportunity we offer to interested supply chain influencers each year and based on the strong pre and post-tour survey results, they continue to be effective ways to positively shift perceptions in beef and the beef community.

Additionally, this tactic will seek to support post-secondary culinary schools through the "Beef and Veal in the Culinary Classroom" program designed to ensure culinary students have access to fresh beef for cutting and cooking, hands-on classroom use. Through this program, schools have the opportunity to receive the Farmland and True Beef DVDs, both focused on extending the positive beef production story to ultimately protect beef's image with the up-and-coming generation of foodservice professionals.

Source: <sup>1</sup>Toluna State Dashboard October 2018; Total US N=539; Northeast N=950

### **Measurable Objectives**

- Have a presence at, coordinate or sponsor 2-3 regional conferences, trainings, farm tours and/or meetings with a year-end goal to engage with 250 supply chain influencers.
- Achieve at least an average positive opinion rating of beef and/or beef industry at 90%, following in-person training, demonstration, and/or immersion event.
- Coordinate 1-2 supply chain promotions/campaigns with a goal to reach 1 million Northeast-based consumers.
- Through the Beef & Veal in the Culinary Classroom program:
  - Reach at least 15 regionally based culinary schools.
  - Reach at least 300 culinary students.

**CBB/BPOC Funding Request: \$159,000**

**Contractor: Meat Import Council of America (MICA)**

**Subcontractor: Pennsylvania Beef Council through the Northeast Beef**

**Promotion Initiative (NEBPI)**

**Tactic#: 2020-B: Consumer Marketing**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	■	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
□	Adopt animal I.D. traceability systems	□	Ensure antibiotic stewardship	□	Research & innovate new production technologies	□	Revolutionize beef marketing & merchandising
□	Increase market access	□	Certify & verify production practices	□	Ensure beef's inclusion in dietary recommendations	□	Measure & improve sustainability
□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	■	Research & communicate beef's nutritional benefits
		■	Protect beef's image	□	Develop crises management plans	■	Connect & communicate directly with consumers
		□	Engage beef advocates	□	Defend beef's product identity	□	Improve our product

**Tactic Description**

The goal of Consumer Marketing programming is to connect and communicate directly with our northeast consumers. Outreach efforts will focus on delivering memorable messages to our northeast consumers, regarding beef's quality, safety and nutritional value, as well as the beef community's commitment to animal well-being and the sustainable use of natural resources, as it is a strategic initiative of the current Beef Industry LRP. The way our northeast consumers are gathering information is an ever-changing landscape, but programming continues to diversify outreach efforts to connect with consumers, ensuring beef is always top of mind. Nationally developed beef messaging and content will be shared to reach consumers in various ways, including in-person events and sponsorships, digital advertising campaigns, social media campaigns and radio advertising.

**Identifying the Right Audience**

The 2018 Northeast Dashboard Survey<sup>1</sup> revealed important information about our northeast consumers and their perceptions surrounding beef. The research revealed that consumers decide to eat beef based on taste and nutrition attributes most, while production reasons, like trusting the people who raise beef, believing beef is being raised responsibly and sustainably, don't influence their decisions as much. Northeast consumers' overall knowledge on how cattle are raised is lower, which correlates to lower positive perceptions of beef production. Lastly, the research showed that while attribute agreement is lower than the total U.S. in all taste, strength and responsibility attributes, overall agreement on taste and strength are still high.

Programming will focus on highlighting beef's versatility and strong performance in the taste and strength attributes, as these are what northeast consumers weigh most when deciding to eat beef. Outreach to our northeast consumers will continue to incorporate the story of how cattle are raised, highlighting our northeast beef producers. Nationally developed content and messaging and will be extended to our northeast consumers through various avenues, which may include, but are not limited to, physical presence at large metropolitan events, burger/restaurant week participation, digital advertising campaigns and media outreach, social media campaigns, engagement with key consumer influencers, like bloggers, and chefs, and on-air television segments/demonstrations. Priority will be placed to plan and execute events in metropolitan areas with limited and/or no SBC presence.

### **Building Beef Advocates**

Programming will also reach our health-conscious, active consumers through support of the Northeast Team Beef program. Nationally developed, checkoff-funded educational materials highlighting beef's nutrient density, specifically the Strength campaign, will be distributed to members. Team Beef members will be encouraged to complete their Masters of Beef Advocacy (MBA), view checkoff-funded educational content in the form of mandatory team webinars and share on social media how beef is impacting their pre-race training and post-race recovery. Members will receive monthly email communication from checkoff staff containing checkoff-funded educational content and they will be held to a set criterion of expectations in order to remain on the team each year.

Building from previous success and relationships, NEBPI programming will further support northeast consumers' confidence in beef through the use of influencers. NEBPI will enlist the expertise of regional and national beef industry stakeholders to host 1-2 regional media trainings with key northeast consumer influencers, such as retail dietitians, bloggers, chefs, etc. The training(s) may include farm tours, media training, mock interviews/demonstrations, culinary innovation, etc., where influencers can learn how today's beef is raised, as well as the latest in how to share that story with their circles of influence. Engaging with influencers is key in extending the reach and impact with our northeast consumers. Building up these key influencers as advocates for beef will only increase the number of people who see and hear the positive beef story - think of it as a ripple effect. Emphasis will also be placed on deepening our relationship and outreach with at least two influencers to further share beef messaging and content, whether through on-air media opportunities, social campaigns, etc.

### **Digital Consumer Marketing**

This tactic will continue to capitalize on flexible new media technologies and innovative communication tactics to deliver memorable messages directly to consumers regarding consumer trust and nutritional value of beef.

Nielsen reports that, today, 4 billion people are connected through the internet, with nearly all (92.6%) of them doing so using their mobile devices. Every day, 3.4 billion people connect to the internet and spend, on average, six-and-a-half hours online. Internet accessibility, mobile technology and digital innovations are redefining

consumers' every interaction and will continue to enable and disrupt many aspects of our consumers' lifestyles well into the future.<sup>2</sup>

Compelling and strategic digital campaigns will be utilized to engage our consumers online and at events. Once again, meeting consumer where they are – in-person at events and online. Programming will continue to use nationally developed, sharable, content throughout the year on our social properties and via digital campaigns. As necessary, we will also develop new content based on the needs and demands of our northeast consumers.

Insight gained from previous checkoff-funded digital ad buys continues to be referenced and leveraged to determine the most effective platform and strategic direction to communicate to the right audience with the right message, at the right time.

Additional events/programming within this tactic will be dependent on the addition of direct SBC funding to our program. There will continue to be a focus on face-to-face engagement utilizing millennial advocates that can help us multiply success at our in-person events.

<sup>1</sup>Toluna State Dashboard October 2018; Total US N=539; Northeast N=950

<sup>2</sup> <https://www.nielsen.com/us/en/insights/reports/2018/connected-commerce-connectivity-is-enabling-lifestyle-evolution.print.html>

### **Measurable Objectives**

- Sponsor and/or participate in a minimum of 1-2 consumer outreach programs/digital campaigns to elevate BIWFD content, earning a minimum reach of 4 million consumer views to checkoff content.
  - Meet or exceed engagement rate of 3% through digital consumer marketing efforts.
  - Meet or exceed engagement rate of 10% through in-person consumer marketing efforts.

**CBB/BPOC Funding Request: \$336,000**

**Contractor: Meat Import Council of America (MICA)**

**Subcontractor: Pennsylvania Beef Council through the Northeast Beef**

**Promotion Initiative (NEBPI)**

**Tactic#: 2020-C: Nutrition Influencer Engagement**

**Committee(s) to Score this Tactic** (Check all that apply)

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
■	□	□	■	□	□	□

**LRP Strategic Initiatives Addressed by this Tactic**

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef's Value Proposition
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□	Promote unique attributes of U.S. beef	□	Ensure beef safety	□	Motivate producers & stakeholders to engage in issues	■	Research & communicate beef's nutritional benefits
		■	Protect beef's image	□	Develop crises management plans	■	Connect & communicate directly with consumers
		□	Engage beef advocates	□	Defend beef's product identity	□	Improve our product

**Tactic Description**

The goal of the Nutrition Influencer Engagement programming is to communicate beef's nutritional benefits directly with our regional nutrition leaders, whom consumers turn to for advice, questions and guidance in their nutrition journey. Sharing the science-based research, evidence and key messages, advocating for the importance of beef in a healthy dietary pattern, will enable our influencers to extend that beef information directly to their patients and clients. Nationally developed checkoff resources and research will be shared with our target audiences or key opinion leaders, including credentialed nutrition experts and communicators, health professionals, medical doctors, fitness professionals, culinary leaders and social/nutrition influencers. By identifying and pursuing meaningful relationships with nutrition influencers, NEBPI will grow advocates for beef to improve the overall perception of beef, which ultimately leads to more beef purchases and consumption.

**Engaging Influencers**

Nutrition and medical professionals are continually seeking out the latest information and research available. Our goal will be to share checkoff-funded, science-based research from the national level, with these key opinion leaders, informing them about the nutritional and health benefits of beef. The checkoff will continue to attend regional and/or state influencer professional meetings and conferences to engage with new or existing groups of influencers, while also hosting distinguished speakers and educational opportunities. The nationally coordinated, checkoff-funded Nutrition

Seminar Program will be extended at regional and state nutrition conferences as opportunities become available. This program allows a distinguished speaker to address nutrition conference attendees, sharing beef-friendly content and research. Distributing checkoff content to these identified groups of influencers will allow us to forge new relationships and become a more consistent resource for the relationships we have built in the past. All efforts will provide key opinion leaders the user-friendly tools and resources needed to have confidence in recommending and buying beef.

While attending northeast meetings and conferences, this program will seek to increase the engagement opportunities with our identified audiences, sharing the nutrition message through multiple avenues. Hosting distinguished speakers is the cornerstone of this program, however additional efforts may include meal sponsorship to ensure our audiences are eating beef; experience-based events, such as a chef demonstration; or engagement opportunities at the exhibit booth that are interactive and educational. To ensure continued engagement and outreach with our nutrition influencers throughout the year, a monthly e-newsletter is distributed containing the latest beef checkoff-funded nutrition information and research, keeping beef top of mind. The database of influencers receiving the e-newsletters is continually updated to ensure content is delivered to an interested group. Imagery and content are kept relevant and lively to maintain our reputation of delivering quality and scientific content. Our influencer database growth is based upon new contacts gained through health professional meetings, conferences and programs.

### **Building Advocates for Beef**

NEBPI will also seek to further build confidence in beef through specialized influencer programs and immersion events, such as farm tours, where nutrition professionals can learn how today's beef is raised and get their production-related questions answered by beef producers and industry professionals. Further engaging with our influencer audiences, outside of the initial introduction at meetings/conferences, has proven to show significant change towards the perception of beef. Their knowledge base about beef and its importance in a healthy dietary pattern seems evident in an almost "light-bulb effect" when they see just how much dedication and commitment cattle farmers and ranchers take to producing a safe and wholesome product. Individuals selected for these in-depth opportunities will be sought after as influential key opinion leaders in their field of service. We will research and build relationships with those who have a strong presence on social media and are well-known in their professional community. NEBPI will enlist the expertise of regional and national beef industry advocates and stakeholders to be present at nutrition influencer immersion experiences and meetings. Industry advocates could include MBA graduates, industry stakeholders, beef producers, cattlemen organizations, etc.

### **Integrated Partnerships**

Over the years, this program has fostered several relationships with key nutrition influencers throughout the Northeast. Our program is now looking to build on those relationships further and, create genuine advocates for beef, resulting in a mutually beneficial partnership for both parties. The checkoff will provide educational

opportunities, resources and knowledge, while the influencer will be a vehicle to share out this information to their colleagues, clients, patients or students.

The influencers we seek will have either a strong online presence or a captive audience to help spread the message about beef. These influencers are essential to connect with our targeted consumers or influencer colleagues as a trusted and valued voice. Their opinions can often ring high above their peers and they will be an advocate for beef by extending the positive beef nutrition message via social media and through meetings/programs they host themselves, which are best suited for their audience.

### **Measurable Objectives**

- Reach the nutrition influencer audience through exhibiting and sponsoring annual/regional meetings, sharing the latest in checkoff-funded research:
  - Attend 4-5 meetings, training, programs and/or experiences throughout the year.
  - Explore engaging with a minimum of 1-2 new nutrition influencer audiences and organizations through exhibition and/or sponsorship in the coming year.
- Achieve at least an average positive opinion rating of beef and/or beef industry at 90%, following in-person training, demonstration, and/or immersion event.
- Maintain integrated partnerships with a minimum of 3 key nutrition influencers, to execute/produce beef-centric programs, trainings, meetings, pieces of created content, etc., as a beef advocate.
- Measure online engagement with a nutrition e-newsletter by increasing the 'Open-Rate' to 40% (a 5% increase over the previous FY).

**CBB/BPOC Funding Request: \$132,000**