

# Tactic Quick Guide

## Preliminary FY20 Tactics



*Funded by the Beef Checkoff*

Innovation Committee

# INNOVATION COMMITTEE TACTIC OVERVIEW

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**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2000-A: Key Opinion Leader Outreach**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" 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 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 checked="" 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 checked="" type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

As noted above, our FY19 work demonstrated the extraordinary value of working closely with health professionals. In addition to diffusing negative perceptions, health professional outreach has resulted in this valuable audience of influencers promoting permission messaging and advancing the repositioning from “processed” to “prepared.” Here are a number of tactics for how we would like to build upon these efforts with health professionals in FY20. These tactics represent a blend of personal interaction with the top health professionals, along with reach and frequency strategies to drive prepared beef messaging to the greater community of rank and file health professionals.

**Participate in FoodFluence 2020**

In January, FoodFluence 2020 will convene the top 30 nutrition communicators in the United States for four days of educational sessions and networking in an intimate setting with food industry sponsors. The meeting agenda is developed by the delegates to address the issues these communicators most want to discuss.

NAMI will work hand-in-glove with NCBA to maximize outreach to this elite and intimate group of influencers. Specifically, we will seek to include a staff representative from the NAMI team as part of the NCBA FoodFluence sponsorship package.

There are a number of relevant topics that have been requested that could serve as an excellent bridge for the beef checkoff to communicate prepared beef messaging, such as sustainability. Regardless of the chosen topic, we can feature Beefshi on the menu

at FoodFluence to introduce the concept and demonstrate new, memorable and relevant examples of how prepared beef can fit into today's diet.

The beef checkoff participation in last two FoodFluence meetings has resulted in dramatic changes in awareness and attitudes of top nutrition communicators. It also has opened the door to significant relationship building with meeting delegates and resulted in many thoughtful media placements. This event promises to deliver similar results in 2020. Attendance at this event will require international travel.

### **Advertise to Registered Dietitians**

It will be important to reach beyond the top nutrition communicators to the greater audience of approximately 75,000 registered dietitian nutritionists across the United States. The most effective way to accomplish this is with a paid advertising campaign that provides both reach and frequency among this diverse audience.

We propose a strategic advertising campaign focused on the repositioning of "processed" to "prepared" and supported by the consumer research conducted in FY19.

We also can shine a light on the innovative concept of Beefshi to demonstrate new, memorable and relevant examples of how prepared beef can fit into today's diet.

Fortunately, this kind of advertising is extremely affordable compared to consumer advertising. Therefore, a relatively small advertising budget will allow us to blanket these allies enough to put prepared beef messaging on their radar screens.

### **Participate in the Academy of Nutrition & Dietetics Food Nutrition Conference & Expo (FNCE)**

This October, the Academy will be hosting the largest meeting of registered dietitian nutritionists in the country in Philadelphia. This meeting will provide an excellent opportunity for staff to engage personally with thousands of dietitians with prepared beef materials and messaging.

- We will reserve an exhibit space at the expo to distribute the fact sheets developed in FY18.
- We may also play a continuous video loop of all the fun video content developed over the past year to capture the attention of meeting delegates as they walk the expo floor.
- We will incorporate Beefshi into the promotion as a unique idea for dietitians to consider with their audiences.

### **Distribute Quarterly Updates with Fact Sheets & Infographics to Registered Dietitians**

Over the past two years, we have had great success in building an electronic list of more than 1,600 (and growing) RDNs. Analysis of eblasts to this group demonstrates a sound open rate which underscores how this audience is indeed interested in materials on prepared beef.

To continue to fuel their interests in this category, we will plan a quarterly eblast to this crowd in 2020. Each eblast will include a new fact sheet and/or a fresh new infographic on a fun prepared beef factoid. These infographics will serve as a means for RDNs to share our messages with their audiences. We will also include links to other new resources and innovative campaign updates, such as our Beefshi videos to keep prepared beef top of mind for them in a positive, healthful light.

### **Create Regional Events with Today's Dietitian**

Today's Dietitian is the leading independent source for news, research, and industry trends among the nation's influential community of nutrition professionals. With more than 40,000 print subscribers, 33,500 e-newsletter subscribers, and 295,830 average monthly website sessions, Today's Dietitian audience comprises registered dietitians and nutrition professionals in a variety of settings and specialties.

We recommend working with Today's Dietitian to sponsor 2-3 exclusive regional events that would inspire registered dietitians with practical and cost-saving tips on how to easily incorporate prepared beef products and the Mediterranean lifestyle into their clients' eating plans.

Featuring the latest trend of charcuterie boards, Deanna Segrave-Daly, RDN, author of *The 30-Minute Mediterranean Cookbook* and blogger at TeaspoonofSpice.com, will walk attendees through how to arrange and enjoy a nutritional and culinary balanced charcuterie board for meals, snacking and entertaining featuring prepared beef products. We can even encourage Beefshi to be one of the many items featured on charcuterie boards.

### **Originate Prepared Beef Self-Study Continuing Education Program for Dietitians**

In FY19, we sponsored and coordinated a science-based educational webinar in partnership with the Academy of Nutrition & Dietetics. It was attended by hundreds of registered dietitian nutritionists demonstrating their interest in more science about prepared beef. We also explored how we might create self-study education modules for dietitians in the future. In FY20, we would like to advance this self-study initiative.

The Commission on Dietetic Registration (which is the governing body of continuing education for nutrition) has created a program that allows for organizations to provide self-study education models for dietitians. While these modules must meet current continuing professional education approval criteria for education activity types addressing diet and nutrition topics, they can be developed by outside organizations like NAMI or CBB.

In FY20, we propose developing one self-study course related to prepared beef to advance our communication goals in concert with addressing the need for our dietitian target audience to find new ways to earn education credits which help them maintain their license. Our proposed module will address the questions most-often posed by dietitians. We will repackage a number of existing assets and group several together to compose a course worth one-credit hour.

We will draft our learning module. Then we will submit a prior approval request (with objectives, learning needs, CEU level, etc.) to the Commission. Next, we will engage

three content experts to review it and create a post-assessment test for students. We also will have to develop a bibliography for suggested further reading.

This new way of educating nutrition professionals is a win-win for the industry and our important nutrition influencers.

### **Initiate Relationship with American Association of Nurse Practitioners**

By far, registered dietitian nutritionists are the most motivated health professionals to share nutrition advice – with consumers and clients directly, as well as with the media. But there are many other health professionals who are strongly situated to provide nutrition tips and/or correct misinformation. Nurse Practitioners are one such group.

Nurse Practitioners are quickly becoming the health care provider of choice for millions of Americans. They serve as the first line of communication for patients, as well as counsel, coordinate care and educate patients regarding their health and wellbeing. It is estimated that Americans make more than 1.06 billion visits to nurse practitioners annually. With more than 98,000 members, the American Association of Nurse Practitioners (AANP) is a community of individuals and organizations who are united to help advance patient care.

NAMI will attend the 2020 AANP Annual Conference (June 23-28 in New Orleans, LA). This will open the door for NAMI to share nutrition information, research and resources, as well as have direct contact with the health professionals who have a direct line of communication with patients. We can also explore other tactics with AANP that provide direct opportunities for us to reach target members with prepared beef messaging.

### **Co-sponsor FCCLA event with Beef Checkoff-funded Veal Promotion and Research Initiatives**

Family, Career and Community Leaders of America (FCCLA) is a dynamic and effective national student organization that helps young men and women become leaders and address important personal, family, work and societal issues through Family and Consumer Sciences Education as determined by the state department of education. FCCLA has over 160,000 members and more than 5,300 chapters from 49 state associations, Puerto Rico, and the Virgin Islands.

The Ultimate Leadership Experience is unique among youth organizations because its programs are planned and run by members. It is the only career and technical in-school student organization with family as its central focus. Participation in national programs and chapter activities helps members become strong leaders in their families, careers and communities.

The FCCLA National Leadership Conference will be conducted in Washington, DC on July 5-9, 2020. Exhibiting at this event will provide an opportunity to engage with the over 8,000 conference participants.

### **Update Existing Tools on Prepared Meats**

There are a number of excellent tools that NAMI developed in 2017. They are helpful for educating media, consumers and key opinion leaders.

One is called “Understanding Processed Meat”  
([https://meatpoultryfoundation.org/sites/default/files/documents/Zelman%20Paper\\_Understanding%20Processed%20Meats\\_3.pdf](https://meatpoultryfoundation.org/sites/default/files/documents/Zelman%20Paper_Understanding%20Processed%20Meats_3.pdf)).

Another is called “Should We All Be Eating Less Meat.”  
(<http://meatpoultryfoundation.org/sites/default/files/documents/Zelman%20Should%20we%20be%20eating%20less%20meat.pdf>)

And a third is called “Cured Meats and Nitrite: The State of Science.”  
[http://www.meatpoultrynutrition.org/sites/default/files/web/nitrite\\_kol\\_fact\\_sheet\\_v5.pdf](http://www.meatpoultrynutrition.org/sites/default/files/web/nitrite_kol_fact_sheet_v5.pdf)

They were written by Kathleen Zelman, an esteemed Registered Dietitian Nutritionist who also is the director of nutrition at Web MD.

To keep these tools current, we should update them in early 2020. There are three reasons to do so:

1. Even if the science hasn’t changed dramatically, these tools should appear to be as current as possible if they are to be used and trusted.
2. They should reflect DGAs 2020 soon after they come out in January. Even if the DGAs for prepared meats do not change very much from 2015, these documents will instantly look outdated if they reference an older set of DGAs.
3. These documents should reflect the repositioning of the term “processed” to “prepared.” It appears that there are multiple opportunities to tweak some of the language in these documents to complement such a repositioning and reflect how such a change in nomenclature is supported by science.

We propose working with Ms. Zelman as part of the FY20 program to update these materials. Not only will these updated materials serve as an excellent resource for consumers, they will also be useful tools for other health professionals who will appreciate how these tools translate the science into credible consumer language.

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

- Introduce concept of repositioning “processed beef” to “prepared beef” among 75,000 registered dietitian nutritionists in the United States.
- Showcase and sample innovative Beefshi concept to top 30 nutrition communicators in North America.
- Directly reach more than 10,000 registered dietitian nutritionists to share educational tools that demonstrate how prepared beef can be part of a healthy dietary pattern.
- Develop at least one prepared beef self-study continuing education module that will address prepared beef topics of greatest interest to dietitians.
- Expand prepared beef education/outreach to at least one new KOL audience beyond dietitians.

**CBB/BPOC Funding Request:** \$293,440

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2000-B: Channel Marketer Outreach**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" 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 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 checked="" type="checkbox"/>	Research & communicate beef's nutritional benefits
		<input 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 checked="" type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

In FY19, we conducted quantitative research among consumers across the country to illuminate what they currently think when they hear the terms “processed” versus “prepared” in general (related to food) and specifically (related to meat). The findings were compelling and confirmed our hypothesis that the industry would benefit from a rebranding effort in which retail, restaurant and health professionals refer to “processed beef” as “prepared beef.” The following tactics are designed to advance the results of this research to communicate the importance of this repositioning to key channel marketer partners.

**Partner with New York Beef Council and Northeast Beef Promotion Initiative**

The New York Beef Council (NYBC) and Northeast Beef Promotion Initiative (NEBPI) have been coordinating impressive supply chain engagement programs. Their initiatives include meat case trainings emphasizing nutritional messaging with retail registered dietitians, digital ad campaigns centered around elevating the nutritional benefits of beef and promotions focusing on leveraging nationally developed nutrition campaign messaging such as beef as a food for strength. It also includes support of post-secondary culinary schools through the “Beef and Veal in the Culinary Classroom” program.

As part of the FY2020 AR, NAMI will seek to partner with NYBC and NEBPI to include repositioning materials and messaging for “prepared” beef to advance the understanding and adoption of this new nomenclature. At the same time, we will

introduce these important partners to Beefshi and encourage them to refer to it as a poster child of “prepared beef.”

Ideally, collaboration with these regional groups will allow NAMI to leverage the existing infrastructure to engage students and media beyond their current beef checkoff interactions to include prepared beef information and products.

### **Advance Prepared Beef at Shopping for Health**

In FY19, the beef checkoff introduced Supermarket Registered Dietitians (SRDs) and Consumer Affairs Advisors to the findings of our initial processed-prepared consumer research at Shopping for Health’s annual meeting in St. Louis. This group represents the nutrition leaders in the retail food industry.

In FY20, we want to continue this important conversation with this influential audience by providing them with more tools and content to make it easy to produce newsletters in print and online, Facebook posts, Tweets, in-store promotion ideas and much more. In short, we want to activate these advocates.

Specifically, we would like to create materials to be posted on the group’s web-based content library available to all SRDs. In addition, we would like to include important messaging in the group’s bi-monthly e-newsletter that gets distributed to more than 600 very targeted SRDs.

### **Align with The Retail Dietitians Business Alliance**

The Retail Dietitians Business Alliance (RDBA) serves as the professional group to the more than 800 retail dietitians throughout the U.S. and Canada that work for or consult with supermarket chains helping customers and employees with food, culinary, and nutrition issues. The organization’s mission is to foster the continuing business education and career development of current and future retail dietitians.

In contrast to the Shopping for Health target of supermarket health professional leaders, the RDBA membership represents more of the rank and file supermarket dietitians. This is a critical crowd with whom the repositioning of processed to prepared needs to be socialized. It is also a crowd that needs to know all about Beefshi.

To this end, NAMI will work with RDBA on programs it coordinates to educate members. This may include participation in webinars, blogs and/or the organizations Samplefest program and related eblast series.

### **Inspire Supermarket Chefs**

The role of supermarket chefs has been evolving over the past decade. They frequently bridge the gap between the deli department and the fresh prepared department. They are the drivers behind menu options, and increasingly, they are responsible for fiscal strategies to create greater profit margins using existing materials/ingredients in store. As such, this is a critical audience to whom Beefshi should be introduced.

This group is also one of the most competitive across supermarket banners. To seize upon this competitive nature and to advance messaging of prepared meats, we suggest a recipe competition to develop the best new Beefshi concept. This can accomplish multiple goals:

- It is sure to familiarize these chefs with Beefshi.
- It will engage the chefs with the concept as they develop recipes.
- It will likely encourage the chefs to start offering Beefshi as a menu item in their stores.

Winning recipes could be featured on the Beefshi website.

In addition, the background information about the contest can include highlights of our processed-prepared research to encourage this audience to start to adopt the rebranding.

### **Rouse Restaurant Chefs**

In addition to inspiring supermarket chefs, it will be critical to ensure that restaurant chefs are familiar with the concept of Beefshi. In the spirit of creating the greatest reach in a short period of time, we recommend a low-level advertising campaign in restaurant chef trade media.

The goal is to get them to want to experiment by making their own Beefshi, loving it, and starting to put it on their menus.

### **Participate in the Annual Meat Conference**

More than half the consumer purchase decisions for prepared meats are made in supermarkets. The relationship between the manufacturers of prepared beef products and retailers cannot be understated. The Annual Meat Conference sponsored by the North American Meat Institute and the Food Marketing Institute is the premier venue for meat packers, processors, distributors and suppliers to engage and interact with key decision makers and thought leaders in the retail channel market.

We will consider presenting the results of our processed-prepared consumer research at the Annual Meat Conference. We may also consider developing handouts to engage as much as possible with the over 800 key retailer officials in attendance. Naturally, we will showcase innovative prepared beef products (such as Beefshi) and distribute the myriad of resources described above.

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

- Reinforce new positioning and nomenclature (“processed” to “prepared”) for beef products among more than 600 supermarket dietitians.
- Introduce and engage 20 supermarket chefs to and with new Beefshi concept.
- Introduce concept of Beefshi to 50,000 professionals in the restaurant industry.
- Present new positioning for prepared beef with 500 retail representatives at the Annual Meat Conference.

**CBB/BPOC Funding Request** \$416,000

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2000-C: Consumer Outreach**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" type="checkbox"/>	Revolutionize beef marketing & merchandising
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		<input checked="" type="checkbox"/>	Engage beef advocates	<input checked="" type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

The majority of the KOL tactics and Channel Marketer tactics outlined above will have significant spillover, by design, into consumer audiences. Nonetheless, we believe that a handful of consumer outreach tactics should be implemented to ensure that prepared beef messaging appears in the media that surrounds consumers. This will help to certify that consumers learn about great concepts like Beefshi. Recognizing that our best messengers have been registered dietitian nutritionists, these advocates will be tapped to bring many of these consumer tactics to life.

**Introduce Beefshi Via Vloggers**

There are a number of registered dietitian nutritionists who have their greatest consumer interaction and success posting blogs in video format – “vlogs.” As video is becoming the most popular form of content on social media, it makes sense for the beef checkoff to promote messaging in this space.

This group of vloggers is an ideal target for the beef checkoff to help introduce Beefshi to the public. These bloggers/vloggers will not only talk about the concept of Beefshi and why it is so clever (convenience, portion control, vehicle for multiple nutrients, trendy), it will also provide the opportunity to demonstrate how consumers can roll their own Beefshi at home.

We propose working with 10 RD vloggers in FY20 to launch this initiative. In turn, we will utilize NAMI social media resources to promote these vlogs and draw more attention to them.

### **Boost Beefshi with a Family Feature**

To guarantee that we build buzz about Beefshi, we will work with the Family Features Syndicate to develop creative content that reaches more than 4,000 local websites, magazines and newspapers across the country. This content will introduce the concept of Beefshi, showcase a few recipes and photos and even provide videos that show how to make Beefshi. Media outlets that do not have their own food staff will use these materials to complement their local news and lifestyle coverage.

### **Build Upon Prepared Beef Blogger Outreach**

As mentioned above in the successful highlights of the FY19 program, registered dietitian nutritionist bloggers have become an extraordinary ally for prepared beef. They recognize that consumers (including themselves) love and want these products. They recognize the nutritional value and convenience. They give consumers permission to enjoy them as part of a balanced diet. They adopt and advance our approved USDA messaging about processed/prepared beef. These are all compelling reasons why we want to continue to work with these effective communicators.

In FY20, we propose targeting at least 20 popular registered dietitian nutritionist bloggers to develop more features on prepared beef. We can encourage as many bloggers as possible to showcase Beefshi. We also can allow them to choose other topics that better fit their platforms provided they advance our approved prepared beef messaging.

### **Drive More Positive Messaging Mileage with Media Dietitian TV Segments**

FY19 was the year that we introduced a television broadcast element to the prepared beef campaign and it proved to be a tremendous success. We featured four flights of television segments – Deli Meat Month, Beefshi for the Big Game, Summer Grilling, and Beefing Up the Lunchbox. Some segments took on more of a culinary bent, while others focused specifically on nutrition. All of them were effective in communicating our key messages verbatim. An added bonus has been that most of the resulting clips have remained on the television station websites long after the original airing.

will continue this effort in FY20 with well-established media dietitians to drive positive prepared beef messaging on local morning, afternoon and early evening television shows. We will coordinate multiple mini tours throughout the year to propel reach, frequency and variety of content based on individual television station needs and desires.

All of these segments will showcase practical examples of how prepared beef can be part of a healthful, balanced diet.

### **Promote Beefing Up the Charcuterie Board**

In FY19, we capitalized on the trending interest in lunchboxes and beefed them up by working with media influencers to encourage them to incorporate prepared meats into their healthy lunchbox ideas.

FY20 efforts will move beyond the lunchbox into a current trend – grazing boards that can be enjoyed by individuals, families, seniors for any eating occasion including after school snacks, dinner, parties, etc. These charcuterie boards are popping up everywhere and are the perfect vehicle for prepared meats paired with fruits, vegetables, whole grains and cheeses for a perfectly well-rounded meal.

By partnering with registered dietitians such as Robin Plotkin, RD, culinary nutritionist, and founder of Board Mama, we will incorporate prepared meat products into a number of charcuterie ideas and tips for building enticing boards to promote the concepts across their social media channels.

Plotkin was introduced to the science of prepared meats at the FoodFluence 2018 session sponsored by the beef checkoff. She advises chefs, develops recipes and helps reporters focus their food and health stories. She helps companies expand and amplify their product goals and reputation with social media outreach. And, as a prolific blogger, she helps busy families find everyday solutions to leading healthier lives through her personal blog, Robin's Bite, where she's been blogging since 2009.

### **Secure Prepared Beef's Seat at the Family Meals Table**

In FY19, the beef checkoff officially joined the National Family Meals Movement. Participation included outreach to more than 75,000 dietitians to encourage them to showcase prepared meat products as an easy solution to get Americans to have one more family meal at home each week.

We also shared family meals research, turnkey tools and updates with NAMI's 200-member processors to encourage them to work with retailers to leverage the timely opportunities to showcase prepared meat solutions during National Family Meals Month.

This year, we recommend leveraging Family Meals Month directly with consumers. We suggest developing a mat release that reminds consumers of the importance of family meals and provides them with a few simple recipes featuring prepared meat products that will make it easy for them to achieve one more meal each week at home with their families.

### **Celebrate Hashtag Holidays**

Unusual holidays make for fun content to spice up social media feeds. Coincidentally, there is no shortage of such holidays when it comes to prepared meats: Bologna Day, Pastrami Day, Jerky Day, Hot Dog Month, Deli Meat Month, etc.

In FY20, NAMI will select three of these Hashtag Holidays to distribute press releases and activate social media outreach to generate a steady flow of fun content that keeps prepared meats top of mind with our consumer targets. To ensure that Beefshi is highlighted, each holiday we celebrate could focus on a Beefshi recipe that aligns with that holiday, such as Potato Stick Crunch Maki made with beef hot dogs for Hot Dog Month.

We may even consider taking over National Sushi Day on November 1 to remind consumers and media that Beefshi is a great option to include in their celebrations. This could include some research for ink – a short online Omnibus survey that shows consumers the Beefshi concept and asks them if they would be interested in trying it. These results could be turned into a press release that is distributed on National Sushi Day, e.g., “Nine out of ten Americans would love to try sushi-like rolls made with their favorite prepared beef products such as...”

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

- Engage at least 10 food vloggers to showcase prepared meat products in new and innovative ways on their video blogs.
- Engage at least 20 nutrition bloggers to showcase prepared meat products in new and innovative ways on their food and nutrition blogs.
- Engage at least 15 registered nutritionist dietitians to create regional television broadcast segments that communicate the USDA-approved messages about prepared beef.
- Develop at least one recipe video/mat release that creates a reach of 200,000 guaranteed social media impressions, 10,000 guaranteed social engagements, 20,000 guaranteed clicks, 250,000 guaranteed video impressions showcasing processed meat products in new and innovative ways.
- Celebrate at least two hashtag holidays to generate a reach of more than 20 million exact-match colorful media impressions about prepared beef products based on visitors-per-day data provided by comScore, Inc.

**CBB/BPOC Funding Request:** \$490,560

**Contractor: North American Meat Institute**

**Subcontractor:**

**Tactic#: 2001-A: Integrated Consumer and Channel Marketing**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
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**LRP Strategic Initiatives Addressed by this Tactic**

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		<input type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

The goal of this tactic will be to collaborate with state beef councils, influencers and industry stakeholders to increase veal's reach, engagement and consumer demand for veal in the marketplace. A strong emphasis will be placed on pushing a progressive message of veal's global trending recipes, nutrition, versatility, transparency and sustainability through social media and digital marketing. Global trending recipes will be developed in conjunction with influencers and brand partnerships and shared through various activities and channels of communication. The main geographical targets for veal are the Northeast and Mid-Atlantic states where most of the veal is raised, sold and consumed. Integrated consumer and channel marketing will include the following initiatives in FY20.

**Revolutionize Beef's Marketing and Merchandising**

With the millennial audience being our primary demographic; we will continue to expand veal's extensive recipe library with globally inspired recipes, photography and how-to videos. New recipes will be shared and promoted through multiple channels of distribution targeting millennials and millennial parents.

Build on FY19 successes, Family Features, a content syndication network that includes over 10,000 editors from local and regional print and digital outlets nationwide, will be used again to maximize content distribution.

Recipe development will continue to focus on the creation of new global trending recipes. Recipe photography and how-to videos will be used to extend veal's reach

through the new veal website and social media platforms for both consumer and industry.

Build on veal's collaboration successes by securing brand/product partnerships to promote veal's versatility and nutritional benefits to a collective audience and drive sales and demand for veal.

Assess the cost and feasibility of obtaining heart check certification from the American Heart Association for one or more qualifying veal cuts.

Continue to work with veal packer, processors and distributors seeking new and innovative opportunities to add more veal to retail and restaurant menus.

### **Connect and Communicate Directly with Consumers**

Drive positive messaging through content distribution to consumers, industry leaders and influencers through a variety of initiatives. Promote recipes, versatility and nutritional benefits through an email outreach campaign to consumers who have signed up to the veal made easy database. Use social media platforms to push out veal's message to consumers, industry leadership and influencers.

Work directly with state beef councils on supporting their consumer focused educational events.

Conduct consumer research targeting key demographics including millennials and millennial parents to understand current perceptions and gain insights to help shape communication and marketing strategies.

Produce veal branded merchandise to be distributed at events.

### **Connect, Communicate and Engage with Veal Advocates, Industry Leadership and Influencers**

Focus on education to change misperceptions and provide data to support the positive changes made in the industry for sustainability, transparency and new production practices. This will be accomplished through communicating with industry leadership, educating influencers and creating brand ambassadors for veal.

Build on existing quarterly email outreach to educate over 600 registered dietitians on veal's nutritional benefits.

Work in partnership with a state beef council to coordinate a blogger/culinary educational event.

Initiate a foodservice industry program that will incentivize the distributor for most veal sold during a specific timeframe. This will keep veal top of mind and increase sales and demand.

Create a retail promotion to ensure that veal is featured and promoted to increase awareness and first and repeat use of veal.

Keep industry leadership up-to-date and engaged with veal's activities through a veal summit a monthly email outreach.

Add newly designed veal branded merchandise, which can be purchased by state beef councils and industry partners, for events and consumer engagement to the resource section of the veal made easy website.

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

- Reach more than 200,000 consumers with newly created content to demonstrate veal's versatility, nutritional benefits and globally inspired recipes utilizing Family Features, a nationally syndicated network.
- Reach and engage with more than 250,000 consumers through social media and consumer promotions.
- Reach and engage with more than 6,000 industry leaders, veal advocates and influencers through events, email outreach, social media, and website.

**CBB/BPOC Funding Request:** \$380,000

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

**Subcontractor:**

**Tactic#: 2002-A: Beef It’s What’s For Dinner Marketing**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" 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 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 type="checkbox"/>	Engage beef advocates	<input checked="" type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

For more than 26 years, NCBA, on behalf of the beef checkoff, has helped slow a decades long decline in per capita consumption of beef that began in the 1970s. And now, with increases in beef supplies and per capita beef consumption on the rise, the iconic *Beef. It’s What’s For Dinner.* brand is more important than ever before to remind consumers that beef will always be what’s for dinner—along with breakfast, lunch and snacks. In fact, the Consumer Beef Tracker shows that when consumers are aware of the *Beef. It’s What’s For Dinner.* brand, they are more likely to feel positive about beef and are more likely to eat beef more often, proving that the Checkoff’s number one brand plays a pivotal role in driving beef demand. With more protein options than ever before for consumers to choose from, *Beef. It’s What’s For Dinner.* must continue to stay relevant to the ever-changing, and always connected, consumer –specifically, as the bullseye target, the older millennial parent. This tactic develops the *Beef. It’s What’s For Dinner.* marketing strategy and all of the *Beef. It’s What’s For Dinner.* creative content and assets, such as videos, ads, infographics, photography, web copy, website templates, banner ads and other creative digital content that is aimed at positioning beef as the top protein. All of this content is shared proactively with state beef council partners and even other contractors, such as the Northeast Beef Promotion Initiative, to use via the Digital Asset Management system. This saves state beef councils thousands of dollars annually so that they can utilize existing content and marketing resources and ensures that beef messaging is synchronized across state and national programs.

In FY2018, NCBA on behalf of the beef checkoff, reintroduced the brand *Beef. It’s What’s For Dinner.* to a new generation of consumers. Utilizing assets from the long-

loved brand – including the famous Aaron Copland “Rodeo” music and the famous tagline and blending new creative and creative assets that were edgier and broke through the clutter, *Beef. It’s What’s For Dinner.* was relaunched, complete with a new creative slogan— “Nicely done, beef.” which focused on promoting beef’s greatest strengths: the pleasurable eating experience of beef, the amazing people that raise beef today and the powerful protein that beef provides—in fact, people, protein, and pleasure have become the core pillars of the *Beef. It’s What’s For Dinner.* brand identity. At the same time, the BeefItsWhatsForDinner.com website was consolidated from eight different websites into one cohesive website that has become the heartbeat of all things beef. In FY2019, the first all-knowing beef virtual assistant, Chuck Knows Beef, was built based on technology that allowed content to be pulled from the BeefItsWhatsForDinner.com website to help consumers around the country choose beef by sharing recipe inspiration and beef education through smart speakers and audio skills—a growing technology that is rapidly being adopted by Older Millennial parents. The relaunch of *Beef. It’s What’s For Dinner.* brand marketing and assets have been met with enthusiasm from consumers, as well as the beef industry.

Today, beef’s brand story will continue to blend old and new assets and focus on promoting beef’s greatest strengths and build content that connects with consumers during peak “beef” moments or seasonal moments in time. The Consumer Beef Tracker and ongoing data analysis suggests that there is a key opportunity to continue to drive beef demand and consumption by strongly utilizing the *Beef. It’s What’s For Dinner.* brand in all content and assets. NCBA will also work with state beef council partners heavily to ensure that the *Beef. It’s What’s For Dinner.* brand was carried through at the local level by counseling and developing state logos, digital ads and content that can help the states hyper localize the *Beef. It’s What’s For Dinner.* brand through their websites, social media properties so that across the country, state and national programs are all utilizing the *Beef. It’s What’s For Dinner.* brand to make the best use of all Checkoff resources. NCBA will also explore emerging technologies to find exciting and innovative ways to market beef, such as continuing to build out Chuck Knows Beef, beef’s virtual assistant, through evolving technologies such as augmented reality (a technology that superimposes a computer-generated image on a user’s view of the real world) or branded text messaging experiences. This tactic will also explore and develop a new creative slogan and assets that will be available to kick off the FY2021 fiscal year to ensure that beef creative assets are continuously refreshed to meet changing consumer needs.

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

- Measure the third-party integrations and uses of Chuck Knows Beef, the beef virtual assistant.
- Develop a minimum of 30 digital marketing assets, including but not limited to video, audio, and photography, that support favorable awareness of *Beef. It’s What’s For Dinner.* brand with consumers.
- Based on FY2019 use, increase the reach of *Beef. It’s What’s For Dinner.* brand assets and content with stakeholders, such as state beef council partners.

**CBB/BPOC Funding Request:** \$4,204,100

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

**Subcontractor:**

**Tactic#: 2002-B: Social Media and Digital Advertising**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input 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 checked="" 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 checked="" type="checkbox"/>	Ensure beef safety	<input type="checkbox"/>	Motivate producers & stakeholders to engage in issues	<input checked="" 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 checked="" type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

Today’s consumers are “always connected,” using multiple screens, devices, and social media platforms to engage and communicate. In fact, according to a 2017 Asurion study, people check their phones on average 80 times per day.. In the next several years, consumers will always be connected, but no longer by their phones—by wearables and other devices that are literally attached to them. The brands, companies and products that will continue to be most successful and survive this increasingly connected world are the brands that are constantly connecting with consumers throughout their day. This tactic allows *Beef. It’s What’s For Dinner.* to constantly connect with consumers throughout their day and throughout the digital platforms that they spend time on– whether that’s when they’re at home watching online videos, listening to digital radio at work, searching the web for information, reading an article online or connecting with friends through social media. As mentioned above, market research shows that when consumers are aware of the *Beef. It’s What’s For Dinner.* brand, they are more likely to feel positive about beef and are more likely to eat beef more often, proving that the Checkoff’s number one brand plays a pivotal role in driving beef demand. And the more money that is spent in social media and digital advertising efforts to reach more consumers, the more likely we are to get people to eat beef. This tactic plays a critical role in driving beef demand today and for future generations.

In FY2018, NCBA, relaunched the *Beef. It’s What’s For Dinner.* brand and, for the first time, focused digital and social media advertising efforts on three key messaging areas: the unbeatable taste of beef, the people and the production process behind beef, and the nutritional strength that beef provides. By doing this and targeting consumers with a variety of storytelling opportunities on different platforms, NCBA increased the *Beef. It’s*

*What's For Dinner.* brand presence on a variety of social media and digital platforms and reached more consumers more often with positive beef messaging. In FY2018, NCBA got beef back on television by working with Lance Pekus, a cattle rancher and the Cowboy Ninja who competes on the popular NBC program, American Ninja Warrior. Lance proudly wore his Beef. It's What's For Ninjas. shirt, funded by the Beef Checkoff, while competing on a show that draws more than 6 million viewers each episode. In FY2019, thanks to the state national partnership and state beef council funding, *Beef. It's What's For Dinner.* was able to be part of two national broadcast integrations on Master Chef and Master Chef, Jr., which draws nearly 4 million viewers per episode.

In FY2020, this tactic will continue to manage the *Beef. It's What's For Dinner.* online and digital presence to ensure that messaging about beef's greatest strengths: the great taste, the nutritional powerhouse and the amazing stories of the people who raise beef reaches consumers. This program manages the *Beef. It's What's For Dinner.* social media properties (1MM+ Facebook fans, 25,000+ Twitter followers, 9,000+ Pinterest followers, 11,000+ Instagram followers, 14,000+ YouTube subscribers and more than 66 MM YouTube video views and counting year-to-date) and brings to life stories about people, protein and pleasure through a fully integrated digital media strategy including but not limited to online banner ads, video advertising, digital radio advertising, paid search and social amplification. An in-house team is constantly evaluating analytics to optimize efforts in real-time and address shifts in advertising as the environment for beef continues to shift. New advertising partners and opportunities are constantly evaluated and tested to ensure that *Beef. It's What's For Dinner.* can connect with consumers where they spend their time and to test out new partners that then can be shared with state beef council partners.

A critical part of this tactic is the state/national partnership with state beef councils. This tactic allows NCBA to work as a "free" digital consulting agency, providing state beef councils and even other contractors, such as the Northeast Beef Promotion Initiative, with social media counsel and "how-to's," executing their online advertising, designing media plan approaches and providing in-depth search engine optimization support. On average, this saves state beef councils at least 15-20% by utilizing the in-house talent and counsel that NCBA provides. Not only is this a cost-savings for state partners and producers, but it ensures alignment and synchronization of beef messaging and content assets and stretches Checkoff resources further to ensure that the states can use more financial resources to reach consumers in their local areas.

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

- Maintain an "always on" media campaign ensuring favorable beef messaging and resources are present year-round on the digital platforms most relevant to target consumers
- Benchmark engagement of individual content pieces and platforms to ensure the strongest return on investment.
- Track correlations between the impact of *Beef. It's What's For Dinner.* brand assets and frequency of beef eating experiences.

**CBB/BPOC Funding Request:** \$6,993,200

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

**Subcontractor:**

**Tactic#: 2011-C: Product Quality Research and Technical Expertise**

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

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

**Tactic Description**

NCBA, on behalf of the beef checkoff, leads strategic development and execution of critical research focused on improving beef’s unique, demand-driving taste attributes and disseminates this research to industry for implementation. As the primary product quality/meat science research focused initiative in the U.S., this program generates unique scientific research to reduce product inconsistencies, and to improve beef eating satisfaction and consumer taste perceptions. Taste is the top demand driver and reason consumers chose beef over other protein options available in the global marketplace.

This foundational program delivers research results and insights to multiple audiences including academic scientists and scientific organizations (i.e., the American Meat Science Association), and technical experts or industry scientists at supply chain partners such as packers, processors, foodservice and retail. Also targeted are other existing checkoff programs (i.e., BIWFD marketing), state beef council partners, and allied industry stakeholders and influencers (i.e., USMEF, USDA AMS, etc.).

This tactic has delivered a significant volume of peer-reviewed meat science research to document how taste develops in beef products and demonstrate methods to improve consistency of taste to reduce product outliers resulting in fewer product failures, greater consumer satisfaction and more repeat beef purchases. Examples of highly visible research completed by this program include the National Beef Tenderness Survey, development of a beef flavor lexicon to describe unique flavor attributes, and historical muscle profiling research, which lead to development and marketing of

innovative beef cuts like the Flat Iron Steak. Recent research has documented flavor notes that are critical to consumer satisfaction, along with the chemical compounds innate to beef that deliver these positive flavor notes. And, recent research has benchmarked the flavor profile of today's consumer-focused beef products.

Product quality research projects will be funded at universities and scientific institutions to improve beef's quality and taste by addressing the specific attributes of beef flavor, tenderness and juiciness following an industry expert-established product quality research roadmap. More specifically, this will include scientific evaluation of pre- and post-harvest factors (i.e., long aging, increasing carcass weight trends, emerging cooking methods, etc.) that impact the three key beef quality attributes. Industry expert partners will assist in evaluation of research project ideas solicited to address these topics. Research findings will be shared in public conferences (i.e., the annual Reciprocal Meats Conference), written materials (i.e., manuscripts/journal articles, fact sheets, research briefs), visual tools (i.e., web content) and/or in-person meetings.

Strategic planning sessions will be conducted as needed to document beef product quality research gaps.

Additionally, program technical expertise will continue to ensure checkoff programs and external partners have a key point of contact for knowledge on beef products, strategic insight on cut utilization, product inquiry responses, etc. This includes offering numerous cut education sessions and cutting demonstrations to critical stakeholders and beef marketers throughout the fiscal year (i.e., supply chain partners, meat processing groups, state beef council/NEBPI partners, etc.)

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

- Conduct a minimum of five original scientific research projects focused on improving product quality and taste consistency.
- Showcase product quality research program content through a minimum of two avenues including scientific conferences, peer review articles, and the [www.beefresearch.org](http://www.beefresearch.org) website. The goals are to encourage industry adoption of new taste-focused scientific evidence intended to drive product improvements, and to continue to demonstrate the industry's commitment to improving beef product quality and taste.
- Leverage a minimum of four product quality research results across at least two tactical areas of the beef science communications framework.

**CBB/BPOC Funding Request:** \$897,900

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

**Subcontractor:**

**Tactic#: 2011-D: Culinary Research and Technical Expertise**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" 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 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 checked="" type="checkbox"/>	Research & communicate beef’s nutritional benefits
		<input type="checkbox"/>	Protect beef’s image	<input type="checkbox"/>	Develop crises management plans	<input checked="" type="checkbox"/>	Connect & communicate directly with consumers
		<input type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

NCBA, on behalf of the beef checkoff, provides inspiration for consumers to eat beef more often through recipes, images and other content leveraged through other tactics, partners and state beef council programs. Today’s consumers want to provide meals to their families and friends that capitalize on taste while balancing nutrition and emerging food trends through modern and classic cooking methods to break down perceived barriers to beef’s ease and versatility.

Culinary develops concepts that ultimately target consumers through various audiences (media, influencers, foodservice operators, supermarket foodservice, etc.) and mediums (websites, media, etc.).

Historically, the program has provided beef recipes/recipe photography to be used on BIWFD.com and checkoff social properties and has responded to over 500 requests for recipes/photography annually for food media, industry partners and state beef council program needs. Additionally, culinary expertise and support has been utilized to execute other checkoff programs including immersion experiences with key opinion leaders (influencers), videos for BIWFD.com and state-sponsored programs with a culinary focus.

In 2020, this program will focus on developing culinary resources, including recipes and photography, and will be a technical resource for “how to” prepare beef both using traditional methods and on-trend applications. These resources will be developed and posted to on-line media platforms and will be managed in other ARs and tactics.

Additionally, culinary support will be provided for both national and state programs where cooking with beef is a way to connect with a consumer or influencer audiences.

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

- Provide culinary expertise to other national or state partner programs that showcase beef's nutrition, innovation, value, and/or ease of preparation through 10 in-person (demonstrations, panel speaker, etc.) or digital engagements.
- Develop 10 new culinary content pieces (recipe testing, photography or other assets) that serves as inspiration for consumers, influencers or the supply chain to choose beef.
- Leverage a minimum of four culinary insights/content pieces across at least two tactical areas of the beef science communications framework.

**CBB/BPOC Funding Request:** \$2,027,000

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

**Subcontractor:**

**Tactic#: 2011-F: Channel Intelligence**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" 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 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 type="checkbox"/>	Protect beef’s image	<input type="checkbox"/>	Develop crises management plans	<input checked="" type="checkbox"/>	Connect & communicate directly with consumers
		<input type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

**Tactic Description**

NCBA, on behalf of the beef checkoff, provides insights that enable all checkoff programs to develop and implement more effective demand driving initiatives. Channel intelligence accomplishes this by leveraging a variety of industry data sources and other fact-based information to inform channel and marketing programs about key trends impacting the consumption of beef. It also plays an important role in the development of state, national and industry-wide annual and long-range plans by spotlighting key industry challenges and opportunities.

Decisions that impact the beef industry and ultimately beef consumption, must be fact-based to ensure industry resources are applied as efficiently as possible. While companies and organizations across the industry apply their efforts and resources to drive specific growth and profit, checkoff-funded channel intelligence efforts are focused exclusively on understanding those challenges and opportunities impacting part or all of the beef supply chain. No other entity plays this role as directly as the beef checkoff. Industry stakeholders, including state and national checkoff programs, rely on this beef checkoff funded intelligence to make smart, strategic and demand-driving decisions.

Specifically, this tactic will build on past industry metrics by continuing to monitor, analyze and disseminate beef retail and foodservice information to industry influencers/stakeholders to enhance performance, inform communications and leverage beef’s competitive advantage in the marketplace. The tactic will also provide knowledge on supply dynamics, prices, and pound volumes – by primal, cut, claim (such as production type, ethnic, breed, grade) and foodservice channel insights – along with featuring activity and menu trends, to assist checkoff communication teams, channel members, media, state boards, producers and others in planning and execution to

strengthen beef's value. Key data sources include retail volumes, price and featuring activity as well as foodservice menu activity. Insight specific to the competitive protein market (e.g., meat substitutes, chicken, pork, etc.) will also be gathered. All these data and insights will continue to inform checkoff programs including culinary, issues management, communications, and planning to ultimately promote and strengthen beef's value proposition.

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

- Average 16 channel intelligence data touch points per month to broaden the reach of checkoff funded insights and support research and communications programs.
- Monitor and summarize meat substitute sales at retail and foodservice.
- Leverage a minimum of four channel intelligence results across at least two tactical areas of the beef science communications framework.
- Convey industry thought leadership by authoring monthly key topic articles on retail sales and foodservice trends for BIWFD website.

**CBB/BPOC Funding Request:** \$963,000

**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-A: Key Opinion Leader Engagement**

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

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

NCBA, on behalf of the beef checkoff, connects and builds relationships with key opinion leaders (KOL) or influencers that consumers trust. According to checkoff-funded research, millennials don’t rely on just one single source of information – they want to hear from a variety of different people and sources to help them make an informed decision. Key topic market research has also showed that consumers are increasingly concerned about emerging topics, such as sustainable nutrition and alternative proteins, as well as more known topics like beef’s nutritional value, beef’s taste or how beef is raised. Therefore, building relationships and educating influencers that consumers trust the most is critical to the long-term success of the beef checkoff.

The target audience of this tactic includes health professionals, fitness professionals, credentialed nutrition experts and communicators, medical doctors/physician assistants, non-governmental organizations (NGOs), academics/third-party scientists, culinary leaders, bloggers, beef industry experts, and others with influence on consumer or peer attitudes and perceptions about how beef is raised, its health value and its role as a meal solution. This program will continue to nurture the long-term KOL/influencer relationships that have been developed, while also identifying and engaging new “micro-influencers” who have smaller but highly targeted audiences of interest.

Historically, this program area has built strong and lasting relationships with a variety of consumer influencers using techniques including immersion experiences that facilitate first-hand exposure to beef’s benefits from both a product and production standpoint as well as by addressing topics like how beef is raised, antibiotic and hormone use and

beef in a healthy sustainable diet. Experiences have also included training and engagement on preparing beef with food-focused culinarians, bloggers and other KOL/influencers.

The tactic will allow the beef checkoff to identify individuals, groups or even events that target a variety of influencer audiences on topics across nutrition, product, and production. The extending of speaker bureaus/seminar programs will provide experts for both national and state programs that consumer influencers attend. Additionally, content (i.e., the previously developed Rethink the Ranch content and assets, beef research and the updated BeefItsWhatsForDinner.com website, videos, fact sheets, reports, web content, etc.) will be leveraged with this influencer audience on-line and in person. As part of this tactic, future content will also be developed, including content on nutrition, product and production, to reach these influencers.

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

- Expand the beef experts' network to include a minimum of three total subject matter experts across the food, health, culinary, and beef industry influencer categories.
- Identify and execute three influencer campaigns utilizing key influencers in the culinary, nutrition and food space to increase engagement with beef or BIWFD brand information, based on FY2019 benchmarks .
- In collaboration with a research tactic, leverage a minimum of eight research results across the influencer subject matter areas of expertise in digital or written content or through a presentation to other influencers.

**CBB/BPOC Funding Request:** \$3,175,200

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

**Subcontractor:**

**Tactic#: 2022-B: Supply Chain Outreach and Engagement**

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input 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 checked="" 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 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 checked="" type="checkbox"/>	Research & communicate beef’s nutritional benefits
		<input 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**

Today there are more protein options than ever before—both for consumers to choose from and for supply chain operators—retail, foodservice, manufacturers, packers, processors, distributors—to sell. This tactic is unique in that it works with supply chain operators to conduct pilot programs that are aimed at measuring and increasing beef sales and/or beef purchase intent, while simultaneously providing knowledge, education and resources that drive supply chain operators’ decisions to sell beef. Research conducted by NCBA, on behalf of the Beef Checkoff, shows that beef is the most valuable protein in the grocery and restaurant space and this tactic helps communicate beef’s value proposition to the supply chain, as well as find unique moments in the beef purchase lifecycle to sell more beef.

NCBA, on behalf of the beef checkoff, has a rich history of success in helping position beef as the top protein and marketing beef at the meat case, on the menu and through emerging shopping experiences. In the early days, NCBA served as a catalyst to help the supply chain develop new products from scratch. After fulfilling that need, NCBA has most recently looked for opportunities to help revolutionize the meat shopping experience by introducing sales tools such as Chuck Knows Beef, beef’s virtual assistant, to help retailers educate consumers about beef and by positioning positive beef information at point-of-sale through popular meat shopping sites, such as Instacart and Postmates. This past year, NCBA was able to increase beef sales by an average of 25-30 percent, according to results provided by Instacart, by using innovative marketing efforts and relationships with national supply chain companies to sell more beef.

Today, NCBA is focused on three priority areas through this program: 1) measuring and increasing beef sales and/or beef purchase intent through digital pilot programs; 2) increasing *Beef. It's What's For Dinner.* brand awareness and finding unique moments for the supply chain to utilize *Beef. It's What's For Dinner.* assets so that supply chain operators can extend these assets to their customer who is our target consumer (such as digital assets including ads, images, recipes, website or social content; Chuck Knows Beef or other artificial intelligence/augmented reality tools); and 3) increasing beef education and information that goes to supply chain business-decision makers to increase their confidence in purchasing and selling beef.

Working alongside state beef council partners, NCBA will focus efforts on key national accounts and work with states to extend programs and materials to their contacts at the local level to ensure a surround-sound approach. Existing content (such as photography, infographics, recipe inspiration, presentations, American Heart Association labeling and other shopper marketing tools and learnings) will continuously be shared with supply chain stakeholders at important meetings and digitally (through real-time emails, webinars, paid marketing efforts, etc.) and this program will focus on motivating supply chain partners to showcase beef and *Beef. It's What's For Dinner.* more often.

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

- Conduct at least one pilot programs that measure and aim to increase beef sales and/or beef purchase intent and share results with beef supply chain industry to encourage new ways to market and merchandise beef.
- Increase *Beef. It's What's For Dinner.* brand awareness compared to FY2019 with supply chain partners to be measured by determining content reach (including via email newsletters, social media, paid media, etc.).
- Increase beef education compared to FY2019 among supply chain operators to be measured by documenting engagement with content that has key beef messages (including presentations, paid media, digital downloads, etc.).

**CBB/BPOC Funding Request:** \$3,460,300