

Tactic Quick Guide

Preliminary FY20 Tactics



Funded by the Beef Checkoff

Investor Relations
Working Group

INVESTOR RELATIONS WORKING GROUP TACTIC OVERVIEW

Pages	Tactic #	Tactic Name	Contractor
3-4	2050-A	Producer Communications Listening Platform	CBB
5-8	2050-B	Integrated Producer Communications Program	CBB
9-11	2050-C	Producer Communications Public Relations	CBB
12-13	2050-D	Producer Communications Stakeholder Support	CBB

Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2050-A: Producer Communications Listening Platform

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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

LRP Strategic Initiatives Addressed by this Tactic

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef’s inclusion in dietary recommendations	<input type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input checked="" 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 checked="" type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

Tactic Description

In 2020, we will continue to elevate our listening initiative. This substantive effort delivers the boots-on-the-ground resources required to measure opinion and sentiment, monitor traditional media coverage and trends, view social conversations in real-time, and inform communication strategies across all tactics.

This broad, national listening platform will be inclusive of supporters and non-supporters, the patriarchs and matriarchs and the millennial producers, large cattle-producing states and their smaller counterparts. Producer Listening will unfold with a variety of initiatives in FY20:

Quantitative: The Producer Attitude Survey (PAS) – The annual PAS is a quantitative, random, independent survey of 1,200 producers. The sample size is a statistically valid representation of producers and participants spread across the six regions of the U.S. The survey, now in its fourteenth year, provides valuable benchmarks for producer awareness and affinity of the checkoff, and highlights the strengths and weaknesses in ongoing producer communication efforts. Additionally, each QSBC has the opportunity to fund further reach of this survey within their respective state to gain deeper producer insights in their area.

Qualitative: One-on-One Producer Interviews – It is important to continue to incorporate the qualitative tactical element to provide direct engagement with producers. The PAS is designed to primarily measure opinion, and the 1:1 dimension of in-person interviews, direct polls, recurring surveys and online forums allow us to check-in on a more personal level. The conversations offer a deeper view into how some of the contextual issues producers face shape their perceptions of the checkoff. Producer interviews at this level – although valuable for directional input and overall program fine-

tuning – also provide important validation that comes from talking to our target audience and they indicate whether our plan is on course. We will continue this in FY20 through attendance at targeted sponsorships and events to reach a wide range of producers across diverse regions, demographics, affiliations and types of operations.

Expanded Key Opinion Leader Roundtable Discussions – Listening to all segments is critical. We certainly need to hear from producers, and it is also important to hear from industry leaders, states, contractors, associations, sale barn and market operations, higher education and university extension agents, animal health contributors, and the next-generation youth involved in groups such as Young Cattlemen, FFA and 4-H. We will continue to build on the semi-annual QSBC listening calls initiated in FY19. This past year, the collaboration with qualified state beef councils provided the opportunity to hear where states felt the greatest need for support from the national PC program, and where expanded educational checkoff materials and programs were needed. In FY20, we will expand the roundtable program to include a focused, quarterly roundtable with other KOL groups that influence the beef industry. This allows us to foster greater insights and understand where we stand with these extended audiences and adjust our messaging to better reach them.

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

- Conduct one independent, national quantitative study/survey of producers to inform the efforts of the Investor Relations Working Group and the PC program.
- Connect and communicate with at least 50 separate producers in discussion on current topics of interest for content development.
- Provide a forum for KOLs from at least 25 QSBCs to participate in semi-annual roundtables.
- Conduct one focus group-style roundtable each quarter with one KOL segment, consisting of at least 10 participants. These segments could include, but are not exclusive to checkoff contractors, associations, sale barn and market operators, higher education and university extension agents, animal health contributors, and the next-generation youth involved in groups such as Young Cattlemen, FFA and 4-H.

CBB/BPOC Funding Request: \$235,000

Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2050-B: Integrated Producer Communications Program

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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

LRP Strategic Initiatives Addressed by this Tactic

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef’s inclusion in dietary recommendations	<input type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input checked="" 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 type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

Tactic Description

In FY19, the CBB introduced a stronger PC program to better connect with and serve our producers. Utilizing a multi-channel publishing strategy, we expanded our reach to producers who hadn’t seen nor heard from the Beef Checkoff in years. It is clear from the producer phone calls, emails and feedback received that we have successfully engaged a variety of producers across many different regions and demographics.

Producer Communications Publishing Platform - We will continue the objective of educating producers on the efforts and outcomes of projects funded with checkoff dollars. Growing the footprint of *The Drive* publishing platform ensures messaging about checkoff successes continues to reach as many producers as possible.

Components of this tactic include, but are not limited to, the following:

- **The Drive: Email Marketing:** In FY19, we evaluated the monthly PC eNewsletter and reimagined the messaging strategy and design. In December 2018, a new look was unveiled, and content was reshaped into editorial categories to provide a point of interest for all viewers. The monthly emailed issue of *The Drive* is sent to just under 17,000 producers and continues to grow as more QSBCs take advantage of the state-national list sharing. We continue to work with QSBCs and checkoff contractors to provide relevant content to give producers a beneficial mix of state and national news.
- **The Drive: Print Newsletter:** To date, more than 350,000 printed issues of *The Drive* has been distributed to producers across the country. Our producer database includes more than 45,000 producers, and with each and every drop, more requests come flooding in. To build on this success and to continue reaching greater numbers of producers with frequency, we will identify a

compatible supporter/sponsor to help offset a portion of the expenses and expand the content developed for each new quarterly issue.

- Website Relaunch: BeefBoard.org/DrivingDemandForBeef.com: Over the past year, the PC program overhauled the BeefBoard.org property to align with the “publisher” strategy and to better educate the various audiences on the checkoff program. Going forward, we will continue to monitor online users’ engagement throughout the site, and gain insights to enhance the content and overall website experience. New original content will be added to the site frequently, along with the exploration into options to deliver curated content by user interest and location.
- Social Media: In the Spring of FY19, we relaunched the overarching social strategy across the Beef Checkoff channels (primarily Facebook and Twitter) to use this channel as a means for general education and show our commitment and appreciation for the producers. In FY20, we will continue our efforts to reach producers through this channel and increase cross-channel engagement.

Producer Awareness and Engagement Campaign - Producer Attitude Surveys

indicate the more informed a producer is about the checkoff, the more supportive they are of the program overall. Continuing a consistent media plan started in FY19, paid advertising will build awareness of how the checkoff is driving demand for beef. Print ads in trade media and utilization of subscriber lists, targeted digital ads and use of video, and increased radio efforts will encourage producers to engage with our checkoff’s publishing platform in the format they prefer - driving online and print subscriptions for *The Drive*.

- Strong Messages and Powerful Visuals: Strong messaging and powerful visuals will drive success and effectiveness of the media buy. The Your Dollar Does (YDD) campaign found success in FY19 by showing real producers from Yuma, CO, Alliance, NE; Littlestown, PA.; Hanover, PA.; Mountain City, TN.; and Shelbyville, TN. This plan will continue these direct, transparent connections with producers that are important in growing understanding of the checkoff. We will continue to build the producer portraits and expand the YDD photo and video gallery that is available on The Hub through additional photoshoots in FY20.
- Brand Recognition / Guideline Development: These messages and visuals are supported by a strong and recognizable brand presence that retains a consistent look and feel across all mediums. Updated Brand Guidelines for brand elements and logo usage will be developed and implemented.

Content Development - Content is the PC program’s foundation. A publisher’s success is based on an ‘always-on’ content strategy. A successful paid media campaign - or a successful public relations strategy - can’t reach its full potential without a solid content stream. Consistently creating quality, educational and highly-relevant content and stories gives producers access to the information they want, when and where they want it and keeps them engaged. We will deliver a variety of content formats - long-format articles, quick infographics, educational videos and social content. Editorial calendars will be shared with stakeholders for greater amplification and replication of messages across multiple channels.

Our strategy for content development in FY20 is based on a 3-pronged approach.

- **Promote** - Sharing the successes of checkoff-funded programs and activities is at the heart of Producer Communications. It is here that we will highlight the progress and wins from each of the program areas. Examples of materials include contractor highlights and semi-annual pocket cards.
- **Educate** - Knowledge of the checkoff and producer sentiment toward the checkoff have been shown to have a direct correlation: as a producer has a greater understanding of the checkoff operations, their approval of the program increases. By developing materials that focus on increasing familiarity and trust in the checkoff, we can increase producer sentiment. These materials include, but are not limited to, pieces about how the checkoff is structured, sharing details of the Long Range Plan, and educating on the ROI study.
- **Humanize** - The Beef Checkoff isn't a distant, faceless entity- it is a sum of many parts. It is made of the 99 producers who serve on the Cattlemen's Beef Board. It is made of Qualified State Beef Councils, who are producers themselves, or work hand-in-hand with them every day. It is made of checkoff contractors who pursue and execute programs to drive demand for beef. Our ability to humanize the administration of the checkoff and become more relatable to producers in the "moveable middle" of sentiment is key to correcting misinformation.

Content development efforts act as spark plugs in the publishing platform engine. Together *The Drive* monthly eNewsletter, *The Drive* quarterly print newsletter, the redesigned checkoff website, ongoing social media and other content deliver the information producers need and want to know about the checkoff.

Producer Database Development and Management – To fully maximize our listening platform we must be able to accurately identify and communicate with all producers. In FY20, we will augment our current subscriber database for *The Drive* into a comprehensive list management system. Creating and maintaining a master database of producers provides great benefit for the national PC program and QSBCs alike, and the beef industry as a whole. As the database grows, our reliance on outside list sources will decrease, expanding our ability to subsegment our producers and provide state lists for QSBCs.

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

Producer Communications Publishing Platform

- Grow the number of subscribers in the print and email database by 15%, based on the FY19 Q3 benchmark.
 - Increase eNewsletter reach to **3,212**/month and increase engagement to **414**/month
 - Increase producer reach through print newsletter to **384,000** (engagement NA)

Producer Awareness and Engagement Campaign

- Maintain or increase recall levels of the Beef Checkoff by 2 points - an increase, from 45% in FY19 to 47%.
 - Producer reach of 4,780,809 and producer engagement of 3,824.65

Content Development

- Increase the number of producer-directed content assets from 300 to 600 that are available to QSBCs, contractors, media and other partners via The Hub and all Drive properties.

Producer Database Development and Management

- Research, develop, deploy and complete implementation of an enhanced list management system by the end of the fiscal year that will house all subscriber's data.

CBB/BPOC Funding Request: \$1,455,000

Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2050-C: Producer Communications Public Relations

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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

This program provides ongoing media positive positioning for the Beef Checkoff, owns the narrative around the checkoff’s story, builds credibility and reinforces the work being done to drive demand for beef. This will be accomplished through four areas:

Thought Leadership - Many producers don’t know how the Beef Checkoff works or who manages the program. This knowledge gap provides an opportunity for opposition groups to distort the truth and further misconceptions about the checkoff and the beef industry as a whole.

This is where a thought leadership program can make a difference by countering those misconceptions with the facts. By positioning CBB leadership and board members for speaking opportunities and as resources for media interviews, on-air radio interviews and on social media, we can educate beef industry stakeholders and present the checkoff in the most positive manner. Tactics will include speaking event calendar development, curated content creation (podcasts, videos and opinion/editorials) and active media pitching to gain greater visibility for the Beef Checkoff through earned media.

Crisis Communication - Nearly every business or organization faces situations that could potentially damage their reputations. By developing a comprehensive crisis communications plan, the CBB and the Beef Checkoff can manage these situations proactively and use them as a platform to not only prevent negative repercussions, but also as an opportunity to reinforce the facts. The crisis communications plan will include a variety of tactics, including a communications matrix to determine appropriate spokespersons, fact sheets on potential crisis topics that the Beef Board officers and new members can refer to as needed, comprehensive media monitoring tools, talking points and extensive media training sessions and reference materials.

Influencer Communications - In today's world, peer opinions and reviews have become go-to resources for many people making it increasingly important to connect with influential individuals who believe in your objectives and your organization's mission. By working with these "influencers" to distribute predetermined content and messages to your target audience, an organization is able to gain valuable credibility.

The CBB has ready-access to a number of very influential individuals within the beef industry – its leadership, board members, past board members (CBB "alumni") and state beef council executives. A "grass-tops" influencer approach will take advantage of the relationships already present to bridge the gap between the Beef Checkoff and beef producers. This influencer team will be built to include unique knowledge and skill sets, and be matched with the most appropriate platform for each contributor –social media, radio interviews or written content, for example – to share positive facts about the checkoff and how it supports the beef industry. We will provide training, turnkey talking points and other information to support these influencers to participate in a broader, industry-wide conversation.

Media Relations - Ag industry media are hungry for news about the Beef Checkoff. Developing and maintaining strong relationships with the media is key to gaining favorable coverage from these print, broadcast and online outlets.

Obtaining interviews and written coverage from the media is part of our ongoing plan, and in FY20 we plan to further these efforts by scheduling, creating and distributing a steady stream of quality, curated content to these outlets. Smaller outlets, like regional rural publications with small staffs, rely on this type of content, and larger outlets will use it as ideas for interviews or expanded stories.

Content formats will vary from written pieces (press releases and opinion/editorials) to videos to podcasts to radio interviews. This may include the opportunity to interview board members and state executives to demonstrate their commitment to the checkoff and the beef industry at large.

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

Thought Leadership Objectives

- Schedule eighteen (18) speaking opportunities or media interviews with KOLs on the value of the beef checkoff.
 - 36 KOL reach
 - 18 KOL engagements
 - 70,304 producer reach outcome
 - Producer engagement - N/A

Crisis Communication + Media Training Objectives

- Conduct in-person media-training for the new CBB officers, CBB executive committee members and new Cattlemen's Beef Board members.
 - KOL reach: 33
 - KOL engagements: 33
 - Producer reach: N/A
 - Producer engagement: N/A

Influencer Communication Objectives

- Develop 4 content themes for the year and execute an influencer campaign each quarter utilizing KOLs.
 - KOL reach: 24
 - KOL engagements: 24
 - Producer reach: 24,000
 - Producer engagement: N/A

Media Relations Objectives

- Seek to build a stronger relationship with top and regional ag media by developing regular content that can be syndicated on behalf of the checkoff, resulting in at least 2 ongoing, regular series.
 - KOL reach: Conversations with 10 top media to pitch opportunity
 - KOL engagements: 10
 - Producer reach: 333,056
 - Producer engagement: N/A

CBB/BPOC Funding Request: \$245,000

Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2050-D: Producer Communications Stakeholder Support

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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

LRP Strategic Initiatives Addressed by this Tactic

	Drive Export Growth		Grow Consumer Trust		Protect & Enhance Business Climate		Beef’s Value Proposition
<input type="checkbox"/>	Adopt animal I.D. traceability systems	<input type="checkbox"/>	Ensure antibiotic stewardship	<input type="checkbox"/>	Research & innovate new production technologies	<input type="checkbox"/>	Revolutionize beef marketing & merchandising
<input type="checkbox"/>	Increase market access	<input type="checkbox"/>	Certify & verify production practices	<input type="checkbox"/>	Ensure beef’s inclusion in dietary recommendations	<input type="checkbox"/>	Measure & improve sustainability
<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input checked="" 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 checked="" type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

Tactic Description

In our ongoing efforts to better align Producer Communications with the needs of key stakeholders in the checkoff, we recognize the need for better access to ready-made and customizable marketing materials. The Hub, an online resource launched in FY19, houses valuable collateral for use among various checkoff stakeholder populations. The Hub is an online platform that will change and adapt to the needs of the QSBCs and other key stakeholders. Users can view and download presentations, collateral materials, photography and educational presentations. In addition, users can print-on-demand. The key focus of The Hub is to continue to build and enhance the use of USDA-approved, ready-made and customizable PC marketing materials for QSBCs. Additional audiences will also greatly benefit from a centralized and brand-approved resource. These additional stakeholders include trade media, Cattlemen’s Beef Board members, checkoff contractors, and potential peripheral groups such as youth organizations, animal health, higher education, and university extension agents.

Key Stakeholder: QSBC Support - Our commitment to support the states in their PC outreach will include a print budget for use on The Hub to allow greater use of PC assets. Opportunity for checkoff-branded merchandise through The Hub will be explored.

The excitement over the Your Dollar Does photoshoots has been heard from numerous states. In FY20, we will put together state-specific photoshoot packages, for QSBCs who want to take advantage of photography specific to their state. By cost-sharing with the national effort, we can expand the types of producers and geographies represented.

Key Stakeholder: Trade Media Support - Media materials will be added to The Hub and the new CBB website, and will include media kits, downloadable photos and infographics, links to approved videos, and resources to help support media stories on behalf of the checkoff.

Key Stakeholder: Cattlemen's Beef Board Support - In addition to supplying meeting notes and documents, interview talking points, and industry updates on The Hub, the CBB will be supported with a new platform for internal communications, an emailed bulletin called *Beef Brief*, which keeps members up-to-date on board member news-of-note, important dates, etc. In addition, CBB support will expand to include an annual CBB membership directory, monthly leadership reports to all stakeholders, CBB's annual report, key branding guides and logo updates, and other PC collateral development.

Key Stakeholder: Cattlemen's Beef Board Alumni Support - Outgoing and past Beef Board members are an untapped resource of advocacy and producer education. We will work to develop a core group of key stakeholders from past years and provide supporting materials and ways for them to continue engagement with the checkoff.

Key Stakeholder: Checkoff Contractor Support - We will provide checkoff contractors with support in their organizations regarding producer communications. This will include the ability to download articles, graphics, photos and more to better explain the checkoff to their own memberships and boards.

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

- Benchmark the number of content and photography engagements on The Hub, across all stakeholder groups. Engage 12.5% of estimated user population.
- Develop a minimum of 6 fact sheets or issues backgrounders that share the efforts of the beef checkoff programs and provide stakeholders with talking points on a variety of industry and consumer areas of interest.
- Conduct a bi-annual survey of Hub users to better understand the evolution of content needs and create assets based on findings.

CBB/BPOC Funding Request: \$265,000