

AUTHORIZATION REQUEST FOR FY 2020

CBB Budget Category: **Promotion**

Name of Contractor: **North American Meat Institute**

Name of Organization Subcontracting:

Start Date: **10/1/2019**

End Date: **9/30/2020**

AR OVERVIEW

AR Description:

Fiscal year (FY) 2019 was the second year that funding was authorized by CBB to promote prepared beef. In two rapid years, the North American Meat Institute, on behalf of the beef checkoff, not only initiated numerous successful tactics, we developed initiatives that quite literally are changing how people are talking about prepared beef and that will change how prepared beef is marketed.

We are proud to share a few key highlights of our accomplishments to contextualize how valuable CBB funding has been for this segment of our industry.

Successful highlights:

- We cultivated an unlikely – and extremely valuable – army of prepared meat advocates among prominent registered dietitian nutritionists who published blogs, wrote articles in national magazines and conducted television media interviews promoting prepared beef products using the exact messaging we developed. Message highlights included:
 - “Processed” simply means “prepared.” Like meats prepared at home, processed meats are prepared at a plant – simply on a larger scale.
 - Prepared beef products provide a convenient source of protein, vitamins and minerals.
 - The prepared meats category is diverse and offers choices to meet nutrition needs, tastes, budgets and personal preferences.
 - While the prepared meat category is sometimes the favorite target of critics who avoid meat, the Dietary Guidelines for Americans affirm that they can be part of a healthy, balanced diet.
- We advanced a creative new way for consumers to enjoy prepared beef with Beefshi. These innovative new sushi-style serving suggestions feature convenient beef products like pastrami, roast beef, summer sausage, hot

dogs, corned beef and bologna. Food media and registered dietitians love the concept and have been promoting it to consumers.

- We developed strategic alliances with partners like the Grain Foods Foundation (building better sandwiches) and the Food Marketing Institute Foundation (promoting prepared beef as a family meals solution) to remind consumers of the value and convenience of our product portfolio.
- We took on the toughest questions about prepared meats among health professionals – nitrites – and developed an educational webinar and messaging that reached hundreds of registered dietitian nutritionists to showcase the science that reveals how meat products cured with nitrite can be part of a normal, healthy, balanced diet.
- Perhaps most significantly, we built the foundation of a rebranding campaign to rename “processed beef” to “prepared beef.” This shift in nomenclature is a momentous one in terms of positioning our products in desirable locations with “good company” in fresh prepared sections of supermarkets.

No matter how you slice it, prepared beef is extremely valuable to our industry. Every current retail research report referenced underscores how promoting prepared beef products is critical to the bottom line of cattle producers.

- Last year’s retail data indicates that the prepared meat category represents over \$34 billion in sales. Beef alone has approximately \$5.9 billion in sales.
- Nielsen data from January 2019 cites that \$23 billion of meat items are sold beyond the fresh meat department – including \$13 billion in the deli department.
- The Power of Meat 2019 Report states that in a given month, shoppers are buying meat across the store including 37% in the deli, 39% fully cooked, and 49% frozen.

Unfortunately, there are a number of threats to this category. The 2017 Processed Meats Performance Review – funded by NAMI, the Bemis Company and the National Pork Board – notes the following:

- The three-year media tracking, sales trends and attitudinal data analysis shows a collective and perhaps progressive impact of negative media on knowledge and purchase decision-making for prepared meats.
- Millennials do not have a strong emotional attachment to prepared meats and are less likely to connect them to cherished memories (like boomers do). As a result, they are most likely to say prepared meats are convenience foods that they could live without or find alternatives. This is particularly concerning given the size of this group as well as the influence they have on their children’s food choices.

- In addition, there is a considerable negative connotation of the name “processed meats.” “Processed” is perceived to be the opposite of fresh or wholesome.
- Those who are reducing consumption of prepared meats are more likely to be concerned that these meats have the potential to have a negative impact on their health because they believe they are high in sodium, nitrites, nitrates, coloring agents, fillers and other unknown ingredients. Ironically, a review of dietary patterns by the 2015 Dietary Guidelines Advisory Committee noted that followers of one of the most healthful dietary patterns, the Mediterranean Diet, on average consume double the amount of prepared meat than the USDA recommended dietary pattern.
- Controversy continues as the International Agency for Research on Cancer; the State of California and other groups rely on weak and inconsistent data to advance the notion that prepared meat products are linked to cancer.

The good news: In contrast to all of these threats, this same report outlines some excellent opportunities for this category:

- We can take advantage of the positives that each of these product types offers and make them a focal point in messaging. For example:
 - Sausage and salami eaters love the taste.
 - Hot dog, lunchmeat and bologna eaters find these products very convenient.
- Since millennials are most vulnerable to moving away from prepared meats and not passing on a familiarity with and love for these products to their children, making a connection with them and messaging that resonates will be critical.
- Since the general trend toward reduced consumption is health related, a proactive strategy to engage health professionals – like dietitians, who can underscore the “moderation” message rather than the “elimination” message – is very important.
- The foods appeal to children and are a satisfying source of complete protein.

Even better news: The consumer research we conducted in FY19 that was funded by CBB validated our hypothesis that repositioning “processed” beef as “prepared” will resonate with all consumers – including millennials. For example, we found:

- “Prepared” and “processed” may be synonyms in the dictionary and food industry, but Americans perceive the terms quite differently. To them, “prepared” means more healthful.
 - 51% of consumer perceive the term “prepared foods” as a positive, while only 19% perceive the term “processed foods” as a positive.
 - 44% of consumers perceive the term “prepared meats” as a positive, while only 20% perceive “processed meats” as a positive.

- Significantly, 71% of consumers agree that prepared meats are more healthful than processed meats.
- “Prepared” has more sales appeal – consumers are significantly more likely to purchase “prepared” foods and meats than “processed” foods and meats.
 - 78% of consumers report that they are likely to purchase prepared foods in a typical month, while only 61% indicate that they will purchase processed foods.
 - 70% of consumers report that they are likely to purchase prepared meats in a typical month, while only 56% indicate they will purchase processed meats.
- By every measure, consumers see prepared meats in a more favorable light than processed meats.
- In contrast, by every measure, consumers see processed meats in an unfavorable light compared to prepared meats.
- The majority of Americans find “prepared meat” messaging to be believable and persuasive in future purchase decisions.
- Millennials are more likely than the general population to view the term “prepared meats” positively. They consider the statement “you can have confidence in prepared meats sold in the US because they all are inspected by the FDA & USDA” the most persuasive in getting them to purchase and eat prepared meats.

Approach:

Continuing the authorized funding in FY20 will bolster NAMI’s overarching proactive strategy to change how people think and talk about processed beef and to revolutionize how processed beef is marketed. Specifically, we will:

- Build upon our 2019 foundation to change the positioning of “processed” beef to “prepared” beef.
- Expand outreach to the health professional community to defuse negative perceptions, promote permission messaging, and to advance the repositioning from “processed” to “prepared.” Our dream here is to get health professionals to stop saying, “Avoid processed beef.”
- Engage the retail and food service channels to adopt the “prepared” positioning and nomenclature to transform the value proposition and how processed beef is marketed in the U.S.
- Seek new approaches to connect directly with consumers in meaningful ways that give them permission to consume the products they enjoy. Specifically, we will leverage the body of nutrition science supported by the USDA and the Dietary Guidelines for Americans to showcase that prepared beef products are nutrient-dense foods that can be part of a healthful, balanced dietary pattern keeping fat and sodium limits in mind.

- Continue to grow consumer trust in beef and beef production by bolstering the positioning of prepared beef in the marketplace.
- In addition to the tactics detailed below, we will develop a long range plan for the next 5 years that will support the Beef Industry Long Range plan for 2021-2025.

Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$920,800	\$279,200	\$1,200,000

Other Potential Funding	Direct Costs	Implementation	Total
Federation of SBCs Pledges: (Informational Only)	\$0	\$0	\$0
Other Funding: (Informational Only)	\$0	\$0	\$0

Long Range Plan Core Strategies Addressed by this AR *(Check all that apply)*

Grow Beef Exports	Consumer Trust	Protect & Enhance	Beef's Value Proposition
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Digital properties and target audience(s) addressed by this AR:

Social: Facebook, Twitter, YouTube, Pinterest, Instagram

Audiences: (Applicable to all digital properties)

- Consumer Audiences = Millennials and Millennial Parents
- Influencer Audiences = Supermarket Dietitians, Nutrition Communicators, Nurse Practitioners, Top Food Bloggers

PROGRAM INFORMATION FOR THIS AR**Tactic A**

Tactic Name: Building Trust in Prepared Beef: Key Opinion Leader Outreach

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. We also will look for additional ways that we might work with this group to advance prepared beef messaging.

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).

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

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.

Performance Efficiency Measures

Consumer Reach Goal: 1,000,000

Consumer Engagement Goal: 50,000

Voice/KOL Reach Goal: 230,000

Voice/KOL Engagement Goal: 9,400

LRP Strategic Initiatives Addressed by this Tactic *(Check all that apply)*

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"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input checked="" type="checkbox"/> Protect beef's image <input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input type="checkbox"/> Develop crises management plans <input checked="" type="checkbox"/> Defend beef's product identity	<input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve sustainability <input checked="" type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

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"/>

Tactic B

Tactic Name: Building Trust in Prepared Beef: Channel Marketer Outreach

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. Throughout these tactics, materials will be regularly shared with state beef council representatives and cattlemen/women in regions where promotions are occurring to further boost their effectiveness.

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.”

In addition, throughout the next year, NAMI will investigate how we might develop similar partnerships with state beef councils beyond New York and Pennsylvania to find cost-effective ways for us to advance the new “prepared” beef messaging and to recruit more Beefshi advocates. These partnerships will serve as a pilot for possibly developing a prepared beef curriculum that could be utilized nationwide

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.

We may also explore a return engagement at the Shopping for Health Conference in the summer of 2020 to conduct focus groups on strategies to convince more stores to add Beefshi to their fresh-prepared offerings.

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.

Showcase Beefshi in the Supermarket Aisles

Sponsoring the Shopping for Health Conference opened the door for NAMI to work with the leading dietitians at many supermarket chains. Based on their strong and positive reactions to Beefshi, we will approach a handful of them as part of the FY 20 AR to create Beefshi sampling opportunities in their stores.

This effort might take on many forms such as straight sampling in the aisles or product experiences as part of their in-store cooking schools. We will evaluate the success of

these efforts to propose a more comprehensive in-store sampling program in the years ahead.

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. As the premier event highlighting new products on the market, we will also connect with companies to better highlight the range of lean beef snack products being developed.

Generate Earned Media for Beefshi in Food Trade Press

To boost the visibility for Beefshi and its early adopters in the retail marketplace, we will coordinate a pitch to trade editors to shine a light on Beefshi. Trade outlets will include retail, restaurant and snacking publications. Included in our pitch will be highlights of the concepts innovative creation, its acceptance by retailers to date, suggestions on how to add to foodservice menus, as well as the dayparts it addresses, e.g., lunches, dinners, snacks, party fare, etc...

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.

Performance Efficiency Measures

Consumer Reach Goal: 50,000

Consumer Engagement Goal: 2,500

Voice/KOL Reach Goal: 25,000

Voice/KOL Engagement Goal: 1,000

LRP Strategic Initiatives Addressed by this Tactic *(Check all that apply)*

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"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input type="checkbox"/> Protect beef's image <input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input type="checkbox"/> Develop crises management plans <input checked="" type="checkbox"/> Defend beef's product identity	<input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve sustainability <input checked="" type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

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"/>

Tactic C

Tactic Name: Building Trust in Prepared Beef: Consumer Outreach

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 and/or showcase it as a family meal

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 advance Beefshi as a wonderful meal solution for the whole family and 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 may also fuel them with story ideas such as how Beefshi is a great meal solution for the whole family. 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.

We 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. This feature can also include a "hands & pans" video that shows how easy and fun it is for the whole family to get involved with creating and devouring Beefshi.

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. We might also point out how Beefshi is much more popular with kids than sushi! 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...”

Coordinate Beefshi Editorial Event with Meredith Publishing

To engage food editors with the extraordinary concept of Beefshi, we will plan to coordinate an editorial event right in the offices of Meredith Publishing.

We will educate between 20-30 test kitchen staff, food editors, recipe developers, social media editors, and/or nutrition editors from the Meredith brands in one of the Meredith show kitchen during a 45 minute presentation including a taste test and question/answer session. Information shared will include but is not limited to nutrition and recent research findings, cooking tips, cooking demonstration and taste testing.

The staff attending this event will be those who develop, test and research the majority of the recipes and editorial content (both print and digital) for the following the lifestyle brands (and their social media counterparts): *Southern Living*, *MyRecipes.com*, *People*, *CookingLight.com*, *Food and Wine*, *Well Done*, *Real Simple*, *Health* and more.

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.

Performance Efficiency Measures

Consumer Reach Goal: 420,000,000

Consumer Engagement Goal: 1,200,000

Voice/KOL Reach Goal: 150,000

Voice/KOL Engagement Goal: 7,500

LRP Strategic Initiatives Addressed by this Tactic *(Check all that apply)*

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"/> Increase market access <input type="checkbox"/> Promote unique attributes of U.S. beef	<input type="checkbox"/> Ensure antibiotic stewardship <input type="checkbox"/> Certify & verify production practices <input type="checkbox"/> Ensure beef safety <input checked="" type="checkbox"/> Protect beef's image <input checked="" type="checkbox"/> Engage beef advocates	<input type="checkbox"/> Research & innovate new production technologies <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage in issues <input type="checkbox"/> Develop crises management plans <input checked="" type="checkbox"/> Defend beef's product identity	<input checked="" type="checkbox"/> Revolutionize beef marketing & merchandising <input type="checkbox"/> Measure & improve sustainability <input checked="" type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & communicate directly with consumers <input type="checkbox"/> Improve our product

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"/>

SUPPLEMENTAL INFORMATION FOR THIS AR

1. Will all work detailed in this AR be completed by the end of the fiscal year?

Yes

If not, please provide an explanation

2. Please explain changes from FY 2019 approved AR:

Last year we cultivated an extremely valuable army of prepared meat advocates among prominent registered dietitian nutritionists who published blogs, wrote articles in national magazines and conducted television media interviews promoting prepared beef products using the exact messaging we developed. We plan to build upon that in FY 2020. In addition, last year we built the foundation of a rebranding campaign with consumer research demonstrating the value of calling our products "prepared beef"

versus “processed beef.” We plan to communicate the powerful outcomes of this research in FY 2020.

3. List any proposed subcontractor/agencies that will be used to complete the work in this AR.

- The Ginger Network (campaign management, media and influencer outreach)

4. Will all work with subcontractors be competitively bid?

No

If not, why not?

All proposed subcontractors have worked with NAMI already and have proved to deliver the highest quality results at extremely competitive prices.

5. Please list any relationships between this AR and projects previously funded by the Operating Committee:

This is a continuation of FY 18 and FY 19 prepared beef promotion ARs that will build on the past two year’s successes and relationships.

DETAILED BUDGET SUMMARY:

Source of Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$920,800	\$279,200	\$1,200,000

Other Potential Funding	Direct Costs	Implementation	Total
Federation of SBCs Pledges: (Informational Only)	\$0	\$0	\$0
Other Funding: (Informational Only)	\$0	\$0	\$0
Total Cost	\$920,800	\$279,200	\$1,200,000

CBB/BPOC Funding Request:

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Innovation</i>	A	Building Trust in Prepared Beef: Key Opinion Leader Outreach	BPOC	\$ 220,080	\$ 73,360	\$ 293,440
<i>Innovation</i>	B	Building Trust in Prepared Beef: Channel Marketer Outreach	BPOC	\$ 332,800	\$ 83,200	\$ 416,000
<i>Innovation</i>	C	Building Trust in Prepared Beef: Consumer Outreach	BPOC	\$ 367,920	\$ 122,640	\$ 490,560
AR Totals				\$ 920,800	\$ 279,200	\$ 1,200,000

Total Cost Summary for All Funding Sources: (Informational only)

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Innovation</i>	A	Building Trust in Prepared Beef: Key Opinion Leader Outreach	All	\$ 220,080	\$ 73,360	\$ 293,440
<i>Innovation</i>	B	Building Trust in Prepared Beef: Channel Marketer Outreach	All	\$ 332,800	\$ 83,200	\$ 416,000
<i>Innovation</i>	C	Building Trust in Prepared Beef: Consumer Outreach	All	\$ 367,920	\$ 122,640	\$ 490,560
AR Totals				\$ 920,800	\$ 279,200	\$ 1,200,000

Summary of Prior Year Budget:	FY 2019 Approved Budget						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 682,200			\$ 682,200	\$ 540,052	\$ 142,148	\$ 682,200

FY 2019 Actual Expenses (through June 30, 2019)							
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 405,579	\$ -		\$ 405,579	\$ 296,988	\$ 108,591	\$ 405,579

Historical Summary of Budgets and Expense:	Total Approved Budgets			Total Actual Expenses		
	FY 2018	FY 2017	FY 2016	FY 2018	FY 2017	FY 2016
AR Totals	\$ 500,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -

POTENTIAL PARTNERSHIP LIST
FY 2020
AR Number: 2000-P

Please list all potential partners/collaborators* for the related AR and details including the nature and extent of collaboration: (include any partnership and/or collaborations with a third party by identifying the third party, the nature of the collaboration and extent of the collaboration.)

1. **North American Meat Institute** – Collaborations could include in-kind staff support, research co-funding, dissemination of research, outreach and education opportunities.
2. **Foundation for Meat and Poultry Research and Education** – Collaboration could include co-funding with non-Checkoff funds, dissemination of research, outreach and education opportunities.
3. **National Cattlemen’s Beef Association** – Collaborations could include dissemination of research, outreach and education opportunities.
4. **National Pork Board** - Collaborations could include dissemination of research, outreach and education opportunities.
5. **Food Marketing Institute** – Collaborations could include dissemination of research, outreach and education opportunities.
6. **Academy of Nutrition and Dietetics** - Collaborations could include dissemination of research, outreach and education opportunities.
7. **American Society for Nutrition** - Collaborations could include dissemination of research, outreach and education opportunities.
8. **International Food Information Council** - Collaborations could include dissemination of research, outreach and education opportunities.
9. **American Association of Nurse Practitioners** - Collaborations could include dissemination of research, outreach and education opportunities.
10. **State Beef Councils** - Collaborations could include dissemination of research, outreach and education opportunities.

*Partners/collaborators does NOT include subcontractors listed in AR section V.C. Subcontractor Info.

Required per USDA Letter dated June 19, 2013