

AUTHORIZATION REQUEST FOR FY 2020

CBB Budget Category: **Consumer Information**

Name of Contractor: **National Cattlemen's Beef Association**

Name of Organization Subcontracting:

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

End Date: **9/30/2021**

AR OVERVIEW

AR Description:

Consumers' expectations are changing. They no longer want just safe, healthy, affordable food – they want food that tastes great, helps fuel their day and that they can feel good about. At the same time, consumers have access to more protein options than ever before. From traditional proteins to alternative proteins that are hitting the market, consumers are bombarded by a variety of food choices each day. Now, more than ever before, the Checkoff needs to proactively position beef as the number one protein or risk losing share of stomach to another protein. To accomplish this, we will continue building on the successful strategy established in FY2018 and FY2019

All of the tactics in this authorization request work towards two common goals:

- 1) Positioning beef as the number one protein.
- 2) Track brand awareness of the checkoff's iconic brand, *Beef. It's What's For Dinner.*

NCBA believes that the way we do this is by focusing all programming and messaging around beef's unique and core attributes:

- People – capitalizing on the amazing Americana and stories of people who raise beef today
- Protein – showcase the powerhouse of nutrients, including protein, that beef provides
- Pleasure – remind people of the unbeatable pleasure that beef brings to meals

In FY2020, all of NCBA's programming efforts will focus on creating a surround-sound communications approach to reaching consumers – targeting the older millennial parent as the bullseye – through a series of campaigns focused on people, protein and pleasure. These campaigns will run throughout the fiscal year and allow the *Beef. It's*

What's For Dinner. brand to focus on beef's core strengths, while also being nimble enough to talk about different aspects of beef during various moments in time.

As a result, all tactics in this AR contribute expertise to other checkoff programs, state partners and/or global industry influencers/stakeholders in order to position beef as the top protein. In particular, these tactics provide ongoing counsel and support for the state national beef council partnership to ensure synergy across programs at the national and state level. Sharing program results with a variety of audiences from stakeholders (including state beef councils and producers) to influencers to consumers is critical to demonstrate the beef checkoff's contributions to the beef industry's success. Given this expertise, attending and traveling to/from key influencer/stakeholder/partner meetings may be required to provide or gain more strategic guidance, training, briefings and/or education in addition to disseminating knowledge and funds in this AR may be used to implement current and previously funded ARs. To accomplish this, it may be necessary for the checkoff to fund international travel to or from the U.S. Also note that legal counsel may be sought for routine, day-to-day content development to ensure compliance with federal rules or regulations.

Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$2,431,860	\$3,952,600	\$6,384,460

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

NOTE: The Federation funds are placeholders only and subject to change. The NCBA Executive Committee will have jurisdiction and approval over how these funds will be applied to checkoff programs in FY2020.

NOTE: For fiscal year 2020, if the threat of legal challenge does not impact State Beef Council investments, approximately \$5 million will be voluntarily invested by SBCs to supplement NCBA's ARs. This assumes the underlying ARs are funded at a sufficient level to execute the core elements of the program. The supplemental funding will be used consistent with the principles outlined in the AR and deliverables for the industry will increase accordingly.

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:

The following digital platforms and targets are addressed through this authorization request:

All Audiences – Consumer, Influencer, Supply Chain, Producer, State Partners:

- BeefItsWhatsForDinner.com
- BeefItsWhatsForDinner Instagram account
- *Beef. It's What's For Dinner.* Facebook
- *Beef. It's What's For Dinner.* YouTube channel
- *Beef. It's What's For Dinner.* Pinterest page
- *Beef. It's What's For Dinner.* LinkedIn page
- Beef So Simple
- BeefResearch.org
- Beef News Now
- Beef.widencollective.com
- BIFSCo.org
- Beef News Now
- @Beef Twitter handle
- Team Beef Facebook page
- Masters of Beef Advocacy Facebook page

PROGRAM INFORMATION FOR THIS AR

Tactic A

Tactic Name: Key Opinion Leader Engagement

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):*

- Maintain the beef experts' network to include subject matter experts across the food, health, and culinary influencer categories.
- Identify and execute two influencer campaigns utilizing key influencers in the culinary, nutrition and food space.
- In collaboration with a research tactic, leverage a minimum of four research results across the influencer subject matter areas of expertise in digital or written content or through a presentation to other influencers.

Performance Efficiency Measures

Consumer Reach Goal: 15,000,000

Consumer Engagement Goal: 60,000

Voice/KOL Reach Goal: 15,000

Voice/KOL Engagement Goal: 1,500

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
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- | | | | |
|---|--|---|---|
| <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 checked="" 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 type="checkbox"/> Defend beef's product identity | <input 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tactic B

Tactic Name: Supply Chain Outreach and Engagement

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. Working with a variety of chain operators—whether that is a marketing contact, a corporate chef/culinary menu planning contact, a sales manager or center-of-the plate specialist and/or a meat procurement/buyer contact at these companies—this tactic allows the beef industry to be a resource and inspiration on all things beef to the people who ultimately bring beef to the consumer. This tactic is unique in that it works 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.

In FY2020, NCBA will continue to make this tactic even bigger by focusing on two 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 among supply chain operators so that they 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).

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 be shared

with supply chain stakeholders through a variety of touchpoints such as meetings, emails, webinars, paid marketing efforts, etc.

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

- Conduct at least one pilot program that measures and aims 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.
- Reach supply chain partners with *Beef. It's What's For Dinner.* brand messaging and/or assets at least once per month (including via presentations, email newsletters, social media, paid media, etc.).
- Identify and execute a minimum of three beef education opportunities that reaches supply chain operators nationwide, such as presentations at important meetings or webinars.

Performance Efficiency Measures *(PEM are not required for research ARs)*

Consumer Reach Goal: 0

Consumer Engagement Goal: 0

Voice/KOL Reach Goal: 34,000

Voice/KOL Engagement Goal: 4,500

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 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 tech. <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage <input type="checkbox"/> Develop crises management plans <input type="checkbox"/> Attract, develop & enable the next generation <input 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 & comm. with consumers <input type="checkbox"/> Improve product & production efficiency

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: Media & Media Relations Efforts

Tactic Description:

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

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

In 2020, NCBA will continue to drive an "always on" news engine to increase positive mentions of beef and beef production. NCBA will build on success of past years by engaging scientific and thought-leadership media outlets to share the latest news about beef nutrition, safety, quality or sustainability, and other topics to ensure that science- and research-focused outlets have access to the latest checkoff-funded research. NCBA will also continue to develop strong relationships with key media covering food trends and beef recipes, as well as key media covering contentious topics such as sustainability, meat substitutes and beef production to ensure that beef can proactively share its story. Through both earned and select paid opportunities, NCBA will continue addressing myths and misinformation and continue reaching out regularly to top-tier consumer media, as well as supply chain/channel media and sharing content, such as the *Beef. It's What's For Dinner.* brand and website, as well as provide access to experts and spokespeople. Working with the other tactics in the consumer information, industry information and promotion authorization requests, the team will push these media stories to the right audiences to further share and leverage beef's people, pleasure and protein stories.

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

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

Performance Efficiency Measures *(PEM are not required for research ARs)***Consumer Reach Goal:** 186,000,000**Consumer Engagement Goal:** 0**Voice/KOL Goal:** 1,900**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 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 tech. <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Motivate producers & stakeholders to engage <input checked="" type="checkbox"/> Develop crises management plans <input type="checkbox"/> Attract, develop & enable the next generation <input type="checkbox"/> Defend beef's product identity	<input type="checkbox"/> Revolutionize beef marketing & merchandising <input checked="" type="checkbox"/> Measure & improve sustainability <input type="checkbox"/> Research & communicate beef's nutritional benefits <input checked="" type="checkbox"/> Connect & comm. with consumers <input type="checkbox"/> Improve product & production efficiency

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

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

SUPPLEMENTAL INFORMATION FOR THIS AR**1. Will all work detailed in this AR be completed by the end of the fiscal year?**

No

If not, please provide an explanation.

Certain events, meetings, or immersion experiences will be executed beyond end of fiscal 2019 to ensure those opportunities are optimized. For example, on-farm immersion events typically take place in early summer and fall, when weather is optimal and schedules for attendees are open. Additionally, some meetings such as FNCE for dietitians take place in the fall.

2. Please explain changes from FY 2019 approved AR:

There will be no changes in direction in FY2019. The focused strategy established in FY2018 will be maintained (people, pleasure and protein).

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

VML, FoodMinds

4. Will all work with subcontractors be competitively bid?

No

If not, why not?

Contract and fees are reviewed every year. Agencies are reviewed annually and must meet or exceed expectations to continue work. Subcontractors and consultants with specific expertise will be contracted on an as-needed basis.

FoodMinds is an agency that has supported the beef checkoff for many years to include the food and health Involved Influencer program and the supply chain and media relations programs. The contracts were competitively bid and FoodMinds was selected based on the organization's strong relationships and expertise. VML, the checkoff's consumer advertising agency of record, may also support programs in this area.

VML, the current digital agency of record for Promotion, was chosen in FY18 based on their performance developing the consolidated Beef. It's What's For Dinner.com website as well as their background, experience and expertise in the area of digital advertising creative development and execution. VML's capabilities also include

strong relationships with national retailers which will help support digital pilots aimed at increasing beef sales. The relationship is ongoing and contractual.

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

All tactics in this AR build on previously funded ARs.

DETAILED BUDGET SUMMARY:

Source of Funding	Direct Costs	Implementation	Total
CBB/BPOC Funding Request:	\$2,431,860	\$3,952,600	\$6,384,460

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

NOTE: The Federation funds are placeholders only and subject to change. The NCBA Executive Committee will have jurisdiction and approval over how these funds will be applied to checkoff programs in FY2020.

NOTE: For fiscal year 2020, if the threat of legal challenge does not impact State Beef Council investments, approximately \$5 million will be voluntarily invested by SBCs to supplement NCBA's ARs. This assumes the underlying ARs are funded at a sufficient level to execute the core elements of the program. The supplemental funding will be used consistent with the principles outlined in the AR and deliverables for the industry will increase accordingly.

CBB/BPOC Funding Request:

Committee Name	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Innovation & Nutrition and Health</i>	A	Key Opinion Leader Engagement	BPOC	\$ 1,496,098	\$ 1,142,300	\$ 2,638,398
<i>Innovation</i>	B	Supply Chain Outreach and Engagement	BPOC	\$ 680,070	\$ 2,319,600	\$ 2,999,670
<i>Consumer Trust</i>	C	Media and Media Relations Efforts	BPOC	\$ 255,692	\$ 490,700	\$ 746,392
AR Totals				\$ 2,431,860	\$ 3,952,600	\$ 6,384,460

Federation of SBCs Pledges: (Informational Only)

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Innovation & Nutrition and Health</i>	A	Key Opinion Leader Engagement	Federation			\$ -
<i>Innovation</i>	B	Supply Chain Outreach and Engagement	Federation	\$ -		\$ -
<i>Consumer Trust</i>	C	Media and Media Relations Efforts	Federation	\$ -		\$ -
AR Totals				\$ 1,000,000	\$ -	\$ 1,000,000

NOTE: The Federation funds are placeholders only and subject to change. The NCBA Executive Committee will have jurisdiction and approval over how these funds will be applied to checkoff programs in FY2020.

NOTE: For fiscal year 2020, if the threat of legal challenge does not impact State Beef Council investments, approximately \$5 million will be voluntarily invested by SBCs to supplement NCBA's ARs. This assumes the underlying ARs are funded at a sufficient level to execute the core elements of the program. The supplemental funding will be used consistent with the principles outlined in the AR and deliverables for the industry will increase accordingly.

Other Funding: (Informational Only)

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Innovation & Nutrition and Health</i>	A	Key Opinion Leader Engagement				\$ -
<i>Innovation</i>	B	Supply Chain Outreach and Engagement				\$ -
<i>Consumer Trust</i>	C	Media and Media Relations Efforts				\$ -
AR Totals				\$ -	\$ -	\$ -

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

Committee	Tactic	Tactic Name	Funding Source	Direct	Implementation	Total
<i>Innovation & Nutrition and Health</i>	A	Key Opinion Leader Engagement	All	\$ 1,496,098	\$ 1,142,300	\$ 2,638,398
<i>Innovation</i>	B	Supply Chain Outreach and Engagement	All	\$ 680,070	\$ 2,319,600	\$ 2,999,670
<i>Consumer Trust</i>	C	Media and Media Relations Efforts	All	\$ 255,692	\$ 490,700	\$ 746,392
AR Totals				\$ 2,431,860	\$ 3,952,600	\$ 6,384,460

Summary of Prior Year Budget:	FY 2019 Approved Budget						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 6,542,700			\$ 6,542,700	\$ 2,607,900	\$ 3,934,800	\$ 6,542,700

FY 2019 Actual Expenses (through June 30, 2019)	FY 2019 Actual Expenses						
	CBB/BPOC	FSBCs	Other Source(s)	Total	Direct Cost	Impl.	Total
AR Totals	\$ 3,773,688	\$ 23,577	\$ -	\$ 3,797,245	\$ 1,063,277	\$ 2,710,391	\$ 3,773,668

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	\$ 6,600,000	\$ 6,839,741	\$ 7,351,697	\$ 6,300,081	\$ 6,752,599	\$ 7,157,764

POTENTIAL PARTNERSHIP LIST
FY 2020
AR Number: 2022-CI

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. Academy of Nutrition and Dietetics related to Food and Nutrition Conference and Expo, American Academy of Pediatricians, American Academy of Family Physician, National Strength & Conditioning Association, Collegiate & Professional Sports Dietician Association, Produce for Better Health, Research Chef Association, American College of Sports Medicine, Collegiate Strength & Conditioning Coaches Association, James Beard Foundation *(Tactic A: Key Opinion Leader Engagement)*
2. Dietary Practice Group Symposia, Food & Wine Blogger Conference, Blog Brulee, Culinary Institute of America events, FitBloggin', BlogHer Food, IDEA World Fitness, Net Impact, Food Tank, FoodFluence, ChefsFeed, Food & Wine Conference, Weather Summit, Health Meets Food Conference, Everything Food Conference, Tastemaker and GreenBiz Forum in collaboration on events and experiences *(Tactic A: Key Opinion Leader Engagement and Tactic C: Media & Media Relations Efforts)*
3. Numerous food, culinary, industry influencers to generate 3rd party content to extend food, health and culinary material and messages *(Tactic A: Key Opinion Leader Engagement)*
4. Numerous individual nutrition thought leaders whom we engage through the Nutrition Seminar Program *(Tactic A: Key Opinion Leader Engagement)*
5. Beef Expert Bureau members: a handful of influential food, culinary, nutrition and industry thought leaders who help extend the beef message to their followers *(Tactic A: Key Opinion Leader Engagement)*
6. GreenBiz, Quartz and other outlets to share beef production topics *(Tactic C: Media & Media Relations)*
7. National Restaurant Association Supply Chain Management Executive Study Group, Annual Meat Conference, FMI Connect (Food Marketing Institute), MUFSO (Multi-Unit Foodservice Operators), Food Marketing Institute, Market Vision, International Dairy, Deli, Bakery and other related supply chain/business conferences and events. *(Tactic B: Supply Chain Outreach and Engagement)*

8. Yerecic Label: Partnership in the development and execution of retail on-pack labels for the Easy Fresh Cooking program. (*Tactic B: Supply Chain Outreach and Engagement*)
9. American Heart Association partnership on the on-going Heart-Check program. (*Tactic B: Supply Chain Outreach and Engagement*)
10. Instacart, Postmates, AdAdapted and/or other digital pilots or partnerships with online retailers such as Kroger, Walmart or other national retailers that show beef purchases/beef purchase intent through partnerships (*Tactic B: Supply Chain Outreach and Engagement*)
11. MutliVu and other media companies to support media opportunities to share beef people, pleasure and protein stories (*Tactic C: Media & Media Relations*)

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

Required per USDA Letter dated June 19, 2013