

Tactic Quick Guide

Preliminary FY21 Tactics



Consumer Trust
Committee

CONSUMER TRUST COMMITTEE TACTIC OVERVIEW

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Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2101-A: Veal Channel Marketing

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

The Veal AR focus for FY21 is **Discovery** of, **Access** to and **Confidence** in veal as a protein choice. The goal of Channel Marketing is to connect the channels of retail and food service with the consumer. The channel marketing efforts are key to ensure consumers not only discover veal in the marketplace but to also gain consistent access to purchasing veal in a variety of ways.

Post COVID-19 trends show consumers still eating many of their meals at home, experimenting with new recipes and willingness to discover new foods. The Veal AR will capitalize on this renewed consumer culinary adventurers by focusing on three key areas: (1) Online Veal Retail Suppliers, (2) Foodservice and (3) Grocery Retail. We will coordinate and collaborate with veal suppliers and channel decision makers, with an account specific shopper marketing approach, to ensure that veal is available for consumers to purchase, and highlight veal's positive attributes of protein, versatility, flavor, sustainability, and value.

The online retail channel has become more important than ever as over 75% of the US population shops online with 38% of Millennials shopped online prior to COVID-19. According to Spendmenot.com, when doing grocery shopping online, people tend to spend nearly \$40 more (Spendmenot.com/grocery-shopping-statistics/OneSpace) . Veal needs to be part of this online access shopping community. We will partner with online retailers and veal suppliers to promote veal as a delicious, indulgent, and versatile protein and create promotional opportunities to feature veal, promote veal in meal kits, and deliver recipes and information on how veal is humanely raised.

Advertising opportunities will be used to connect to shoppers at the point-of-purchase. A more robust “Where to Find Veal” locator on the Veal Made Easy website will be updated, creating easier access to locate where the consumer can purchase veal either online or a store near them. State Beef Councils will be outreached to help promote and extend the online promotions both in production and consumption states, along with testing geographic regional areas that normally do not have access to in-store retail purchases of veal.

Foodservice has always been a dominant channel of distribution for veal suppliers, traditionally in full-service or “White – Tablecloth” restaurants. Efforts will include a partnership with (1) Performance Food Group and a prolonged (many months) tiered (added incentives for sustained and continued lift in sales) sales incentive contest to educate their sales force, drive veal sales and ensure veal is on the menus for dining in, takeout and delivery both as an entrée or small plates addition to encourage the adventurous and new veal eater to “try veal”. We will include securing reviews through Yelp and Reddit and other social media review platforms highlighting users experience while eating veal and creating a positive conversation. New and unique opportunities will be explored that target millennials to reinforce consumer discovery and encourage trial. We will collaborate with State Beef Councils in consumption states (NY, PA, FL, TX, AZ, CA, IL) to assist in focusing on foodservice as an initiative to promote veal consumption and outreach by either inclusion in national level outreach or by supporting state beef council’s in house promotions.

Grocery retail remains a strong channel for proteins with consumers still wanting to pick and choose their fresh items. Partnerships with retail to promote veal in the meat case and on their online stores will be pursued. Cross-category shopper marketing opportunities to extend veal’s reach and exposure instore and online, featuring new and innovative recipes and easy instructions on how to prepare veal at home will be explored. Extending veal’s reach and engagement will be accomplished through partnership opportunities with food and wine brands complimented with hyper-targeted eblasts and options for retail specific implementation to include links to retailer websites, the Veal Made Easy website, and applicable social platforms.

On-line Delivery services like Fresh Direct and Instacart or a collaboration with Chicory, a content-to-consumer grocery opportunity. All options will provide great opportunities to promote veal and educate consumers to discover how easy it is to prepare veal at home.

The channel marketing segment of this AR will tie promotions in with the creation and development of the Veal Industry Information AR in the areas of the veal quality assurance program and veal farm website to instill confidence amongst channel marketing professionals and foodservice distributors.

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

- Online Retail Marketing & Promotion will compare baseline pre & post promotional efforts to increase veal sales by an average of 5% including a

quarterly follow up report on long term change to show continued engagement and growth.

- Partner with one Foodservice Distributor for a prolonged tiered sales incentive contest to increase veal sales in participating locations by an average of 5% during the promotion with follow up quarterly to ensure continued sales increase of an average of 3% over baseline after the promotion.
- Engage with a minimum of 50 channel decision makers providing marketing and promotional information on veal.

CBB/BPOC Funding Request: \$95,000

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2101-B: Veal Consumer Outreach

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

The goal of Consumer Outreach programming is to connect and communicate directly with consumers, specifically millennials and first-time veal eaters. Research indicates that in large part veal is an undiscovered protein in the minds of consumers, with many millennials having little to no knowledge of either veal's attributes or production practices leading to low demand and awareness of veal as a protein choice. Outreach efforts will focus on delivering concise and consistent messaging positioning veal as a delectable protein option with much to be discovered regarding veal's quality, taste, safety, nutrition, and sustainable use of natural resources. Nationally developed veal messaging and content will be shared to reach consumers in various ways including traditional media, in-person and online experiences and state beef council programs and event support.

Connect and Communicate Directly with Consumers

Programming will focus on increasing consumer's awareness of veal and encouraging confidence when cooking with veal. This tactic will be highlighting veal's versatility and flavor. Messaging and education will incorporate how veal is raised and the faces behind veal production.

Reach and Engagement with consumers through traditional consumer outreach like Family Features will be considered to deliver promotional messaging for veal consumption. Family Features is the industry leader in food and lifestyle content that will be utilized to create and deliver branded content to millions of consumers using

digital, print, and social media outreach. Family Features has been successfully utilized by NAMI in FY19 with 1,162 placements (online and traditional).

A second focus of this tactic will be creating In-person and online veal sponsored cooking classes to educate and create consumer awareness of the ease of cooking with veal and increasing confidence in veal's meal versatility.

The third point of focus of this tactic will be to support state beef council consumer outreach events and programs in veal consumption states to increase the awareness of veal.

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

- Complete at least 2 in person/virtual cooking school events w/ pre/post survey on attendees increased positive views of veal and confidence in cooking veal at the end of the event. There will be follow up to measure if veal is cooked more at home after the event (measure quarterly or semi-annually. Utilize virtual culinary opportunities for SBC engagement Develop a State Beef Council partnership for an in-person consumer event and/ or assist in funding for a SBC in-person event to promote utilization/outreach of veal. Suggested Revision: This Measurable Objective (MO) should be split into two, with the first bullet including sub-bullets, and include measurable goals so it is clear when/if the MOs is/are achieved. Example: Complete at least 2 in-person or virtual cooking school events using pre/post survey of attendees to achieve a X% increase from pre to post in positive view of veal and confidence in cooking veal.
Sub-bullet 1: Follow-up with attendees, at least semi-annually, to measure if veal is cooked more often at home after attending event to create a benchmark.
Sub-bullet 2: Engage at least X state beef councils using virtual culinary opportunities.
Separate bullet: Develop a state beef council partnership for an in-person consumer event and/or assist in funding a SBC in-person event to promote veal.
- Distribute a quarterly newsletter to veal consumer database promoting veal producer profiles, recipes and access to purchase and social media platforms with an open rate of 15 percent and increased database subscribers by 25% over FY20 subscriptions
- Achieve at least an average positive opinion rating of veal and/or veal industry at 75%, following in-person/online cooking or consumer events.

CBB/BPOC Funding Request: \$95,000

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2101-C: Veal Influencer Outreach

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

The goal of Influencer Outreach programming is to further build veal awareness and confidence in veal through specialized influencer programs and immersion events. Two primary influencer groups will be targeted. Culinary Influencers and Social Influencers will be engaged through online and in-person events and outreach. Research conducted by Civic Science in January 2019 reports that nearly 1/5th of American consumers have bought something because of an influencer or blogger. The number increased to 36% for respondents under 25 and 26% of respondents 25-36 reported purchasing a product based on recommendation/promotion of the product or service by a social influencer. Programming and content will be designed to provide state beef councils both a framework and/or opportunity to collaborate by developing opportunities for state curated influencers to attend.

Engaging Influencers

This programming tactic will focus on creating engaging and unique learning experiences that integrate and highlight both veal's production story and culinary virtues. The idea is to educate the influencer and create Veal Advocates that will integrate the veal story and messaging in the creation of inspired recipes and content for consumer outreach. The goals of this tactic are to increase consumer focused recipe development, increase veal's visibility on blogger platforms and highlight veal's culinary versatility utilizing culinary influencer's expertise. While veal is not prominent in conversations among Millennials now, their proclivity for food and food culture means that the opportunity is there to increase online conversations through partnerships with social influencers. Social media influencers will include, but not be limited to "foodie

bloggers”, influencers in the nutrition, fitness, and restaurant “social critic” will be considered as part of influencer outreach. Influencer outreach will continue to be measured as it pertains to additional veal recipe posts and continued engagement opportunities with Veal Made Easy platforms both paid and unpaid.

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

- Engage at least six food bloggers to create and promote innovative veal recipes and video, assist in recipe remake opportunities to create new recipe photo/video collateral, contribute to Veal Made Easy social platforms and create social media “take over” or LIVE event opportunities with measurable impressions and engagement from both influencer and Veal Made Easy sites.
- Perception of Veal as a protein choice and awareness will be measured via pre/post surveys for all influencer engagement events to show a 45% positive shift in attitudes and awareness.
- Distribute a quarterly newsletter to veal consumer database promoting veal producer profiles, recipes and access to purchase and social media platforms with an open rate of 15 percent and increased database subscribers by 25% over FY20 subscriptions.
- Achieve at least an average positive opinion rating of veal and/or veal industry at 90%, following in-person training, demonstration and or immersion event.

CBB/BPOC Funding Request: \$95,000

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2101-D: Veal Digital Marketing

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

The goal of this tactic is to continue to capitalize on current and developing media communication and outreach opportunities to deliver memorable veal messages. Messages will be delivered directly to consumers regarding the discovery, access and confidence of veal from farm to fork by collaborating with state beef councils, veal Advocates trained through the VQA/Industry Information AR, industry stakeholders and social influencers to increase veal's awareness, engagement and consumer demand for veal in the marketplace. A strong emphasis will be placed on sponsored Google searches and digital social media marketing based on seasonal themed marketing, integration of Veal's production story with Veal Made Easy consumer platforms and website. Pushing a progressive message of veal's global trending recipes, protein strength, versatility, transparency, and sustainability. The main geographical targets for veal are the Northeast (New York , Pennsylvania, Indiana, Ohio, Michigan and Wisconsin) where most of the veal is raised, sold and consumed as well as high consumption veal states where both older generation consumers of veal and the next generation millennial consumers of veal reside (California, Arizona, Florida, Texas, Illinois)

Syracuse University's Hill Communications School research project with New York Beef Council, showed the millennial audience as our primary demographic; we will continue to capitalize on the discovery of veal as a protein choice among millennial consumers. Utilizing digital platforms to aid in the discovery of veal, how to access veal and gain confidence in veal. Veal Made Easy and Veal Farm websites will be integrated as a "Farm to Fork" all access transparent platform. Personal touch will be added to

platforms by incorporating real people, real experiences, Facebook Lives, and cooking demos. Veal funded consumer research conducted in FY2020 revealed that 85% of focus group participants were more inclined to try food that is seen on social media. In addition, 42% would be more inclined to try veal if they knew about the sustainability and ethical standards farmers adhere to. Moving forward the Veal Made Easy platforms and Veal Farm resources will be integrated to share one cohesive farm to fork message. A November 2018 survey conducted by YouGov reported that 63% of Americans said that if they found out a company had a bad reputation for animal welfare, it would make them less likely to buy meat processed by that company. Veal's production story of quality, upcycling, and sustainability will be shared on consumer facing platforms to strengthen veal's reputation as a quality and responsibly raised protein choice.

A content library of sharable graphics for industry stakeholders and state beef councils to aid the facilitation of Veal's messaging with infographics will be developed: (veal lifecycle, types of veal, veal sustainability, how to cook graphics and branding guide and items).

One of the focuses of the digital marketing will be to increase awareness of Veal Made Easy's social media platforms. Facebook, Instagram, Twitter, YouTube and Pinterest platforms. An engaging content monthly calendar, seasonal themed promotions and increased social influencer contributions will be developed and shared with State Beef Councils to increase platform reach and engagement.

A focus group hosted through FY2020 veal research efforts revealed that Millennials utilize YouTube most when searching for recipes or ideas for home cooking. The visual element is the most enticing component as Millennials are interested in viewing the end-product before making a meal and prefer to watch a step-by-step video opposed to reading a lengthy recipe. Other platforms millennials participants utilize when considering food options are Reddit and Yelp which will also be explored this year for veal promotion options.

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

- Reach more than 600,000 consumers with existing and newly created content to create unique consumer engagement by increasing the awareness of veal and consumer confidence in veal as a protein choice and culinary opportunity both at home and dining out.
- Engage with more than 200,000 consumers through social media and consumer promotions with seasonal campaigns and monthly promotions
- Combine Veal Made Easy and Veal Farm websites to create a collaborative and "all in one" farm-to-fork information destination for consumer, influencer, and stakeholders. Creating targeted outreach/measuring website engagements

CBB/BPOC Funding Request: \$95,000

Contractor: North American Meat Institute

Subcontractor:

Tactic#: 2130-A: Veal Quality Assurance

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Veal Quality Assurance (VQA) is the program that certifies and verifies production practices for raising formula-fed veal. Recertification is required every three years, although some prefer to recertify every year. The focus of the FY21 AR will be continued program management to confirm all independent and company-owned formula-fed veal calves are raised on farms that are VQA certified. This includes communication outreach to veal farmers, veterinarians, calf procurement managers and veal packer/processors engaged involved in veal production as well as dairy industry partners who supply calves to veal growers. This AR ensures activities to support, verify and record certification initiatives and updates which are necessary for the integrity of the program.

In the 2020 AR period, the University of Wisconsin completed a comparison of the content and execution of BQA, DCHA, FARM, and VQA as part of the Calf Raiser Working Group initiatives. Within the University of Wisconsin's assessment were recommendations for VQA. Those updates will be incorporated into the VQA program as new materials are distributed. VQA will continue collaboration with BQA, National Dairy FARM and the Dairy Calf & Heifer Growers to advance overall calf health and wellbeing as the new Calf Raiser initiative is developed.

The 2019 USDA "Red Book" indicated there were no residue violations noted for formula-fed veal demonstrating the VQA program is helping to deliver on the industry's commitment of safe, quality veal to consumers. However, residues continue to be an issue in bob veal calves. Implementing best management practices for dairy bull calves

is essential for reducing these residues. The Calf Raiser initiative will help address this, in addition, the VQA program will communicate best management practices regarding residue prevention to the industry.

VQA to Include Antibiotic Stewardship Education

Antibiotic use is vital to the health and welfare of food producing animals. However, improper antibiotic use may contribute to antibiotic resistant infections in humans. Therefore, careful stewardship of antibiotic resources is necessary to build consumer trust and improve the long-term sustainability of animal agriculture. Appropriate administration of antibiotics is particularly important for calves raised for veal, as they are often immunocompromised due to unknown colostrum management practices on the dairy farm of origin. Prior research by The Ohio State University College of Veterinary Medicine has also documented calves arrive at growing facilities with additional health issues; for example, one-fourth of calves arrived at growers in Ohio with navel infections, and roughly one-third were treated with antibiotics for diarrhea and/or respiratory disease within 21 days after arrival. Although veterinarians prescribe and dispense antibiotics, veal growers are responsible for making the decision to initiate antibiotic therapy based on subjective judgments of disease severity. Further, formal training to diagnose disease is generally not provided to growers, leading to large variations between, and even within, farms with regard to initiation of antibiotic therapy. For example, the OSU research team demonstrated nearly two-thirds of veal growers reported using antibiotics when provided descriptions of cases of calf diarrhea or milk pneumonia where written veterinary protocols suggested antibiotics were not needed. Thus, there is a critical need for veal calf producer-focused educational materials to guide treatment decisions to safeguard calf health and welfare and improve antibiotic stewardship. Positive results will be critical to the veal industry, as it would validate an industry-led and voluntary method to reduce antibiotic use.

As an extension of VQA, the program will collaborate with the OSU research team to provide training of a comprehensive antibiotic stewardship plan to growers, veterinarians and industry stakeholders to help successfully modify antibiotic use behaviors among growers.

Information about VQA and the industry's commitment to animal care and sustainability will be communicated to consumer influencers and other industry stakeholders to help inspire consumer confidence in veal as part of the Veal Promotion AR. We know consumers are asking for more information about how veal is raised and the wellbeing of the animals. The VQA program provides best management guidance and confirmation that formula fed veal calves receive quality care through every stage of life and are raised using production standards that result in a safe, wholesome, quality product that meets or exceeds regulatory standards and customer expectations.

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

- Provide ongoing program management to ensure 95% of all domestically produced U.S formula-fed veal are derived from VQA-certified farms as confirmed by licensed veterinarians.
- Collaborate with The Ohio State University College of Veterinary Medicine to package resources and then deliver a comprehensive antibiotic stewardship plan to a total of 40 participants including growers, veterinarians and industry leaders through a series of workshops. Pre and post surveys will be completed with 75% of participants indicating they can correctly identify cases of disease requiring antibiotic treatment as a result of the workshop.
- Provide program and industry updates on VQA to veal growers and industry professionals through a quarterly newsletter to approximately 350 industry contacts and achieve an open rate of 20%.
- Present a VQA program update and solicit input from a minimum of 20 stakeholders at the 2021 Veal Summit to be delivered virtually online.

CBB/BPOC Funding Request: \$45,000

Contractor: North American Meat Institute

Subcontractor:

Tactic#: 2130-B: Veal Advocacy Training and Engagement

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

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

LRP Strategic Initiatives Addressed by this Tactic

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Tactic Description

Research continues to show consumers trust farmers and other on-farm experts when they can hear from them directly to help answer their questions about how food is produced. Advocates for veal need to be continually identified and empowered to help share their message with the veal industry. These individuals include veal growers, veterinarians, nutritionist, dairy farmers and SBC staff. Program elements include identifying, training and empowering individuals to help extend the on-farm veal message. Program materials including communication guidelines, messages, fact sheets, infographics, photography and video will be gathered to provide resources to support. The on-farm veal story of animal care and sustainability will be extended directly to consumers and other influencers through the initiatives of the Promotion AR. This will include veal farmer stories captured in video and photography to instill confidence in how veal is raised and shared through consumer Promotion AR activities and digital platforms. The overall on-farm messages will be package to inspire millennial consumer to discover veal; know where they can purchase it (access) and be confident in choosing veal.

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

- Develop veal advocacy program materials and provide training to empower a minimum of 5 veal consumer or industry advocates to each complete at least 3 communication initiatives directed to consumers; such as, a presentation, consumer engagement activity or social media content. When appropriate,

advocates will implement pre and post surveys with the target audience to assess impact of the messages.

- Online dairy influencers will be empowered to share the veal farm story following an on-farm veal tour through the posts they create and place on their digital platforms with an estimated reach of 5,000 dairy farmers and other industry stakeholders, enhancing their knowledge of the industry.
- Provide advocacy program updates through a quarterly newsletter to approximately 350 industry contacts and achieve an open rate of 20%.
- Present a veal advocacy update and solicit input from a minimum of 20 stakeholders at the 2021 Veal Summit to be delivered virtually online.

CBB/BPOC Funding Request: \$35,000

Contractor: North American Meat Institute

Subcontractor:

Tactic#: 2130-C: Veal Education and Outreach

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

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

LRP Strategic Initiatives Addressed by this Tactic

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<input type="checkbox"/>	Promote unique attributes of U.S. beef	<input type="checkbox"/>	Ensure beef safety	<input type="checkbox"/>	Motivate producers & stakeholders to engage in issues	<input type="checkbox"/>	Research & communicate beef's nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef's image	<input type="checkbox"/>	Develop crises management plans	<input type="checkbox"/>	Connect & communicate directly with consumers
		<input checked="" type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef's product identity	<input type="checkbox"/>	Improve our product

Tactic Description

Veal education and outreach includes sharing the veal farm story and its commitment to Veal Quality Assurance to channel marketing professionals including online distributors, retail meat managers, company/culinary chefs, and foodservice distributors such as Sysco and PFG. The goal is to enhance their understanding of the Veal Quality Assurance program and the industry's commitment to animal care and sustainability to inspire confidence in veal. It is essential those who sell veal to consumers understand the veal farm story and are aware of the high standards of animal care provided to formula fed veal calves. This educational event to channel partners will be done in collaboration with the Veal Promotion AR and State Beef Councils where veal is raised and where veal is consumed. Ideally, on-farm tours will be implemented, however, these initiatives can be delivered either in-person or through online webinars.

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

- A veal farm tour will be developed and implemented (possibly virtually) to channel marketing professionals including online distributors, retail meat managers, company/culinary chefs and foodservice distributors reaching a minimum of 10 professionals. Pre and post surveys will demonstrate all participants who indicated they were unsure about how veal were raised would have a positive shift from unsure to agreement that veal calves receive quality care and that 50 percent of participants plan to apply their new knowledge to marketing veal.
- A 60-day follow-up survey will measure specifically how the information was applied and further confirming if the 50% did take action. Examples include:

Online distributors added the veal industry story and Veal Quality Assurance program to their online information about veal. A company chef extended the information to their internal sale associates.

- Present a program update and solicit input from a minimum of 20 stakeholders at the 2021 Veal Summit to be delivered virtually online.

CBB/BPOC Funding Request: \$25,000

Contractor: North American Meat Institute

Subcontractor:

Tactic#: 2130-D: Issues and Crisis Management

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

LRP Strategic Initiatives Addressed by this Tactic

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

The veal industry has experienced success in their outreach efforts to promote the significant changes that have occurred in raising veal today. This also makes them a target for animal activism. The undercover video released by an organization in 2019 is one such example. It demonstrated the need for a veal specific crisis plan and media training for veal industry leaders to protect and enhance the business climate, and ultimately, protect beef's (veal's) image. Crises management resources were developed in the 2020 AR and a virtual training webinar was shared with veal industry stakeholders. The 2021 AR will continue to build on these resources and collaboration with others to be prepared to assist should issues arise and crises develop. A virtual webinar will be held to reinforce communication principles and work through a simulated crisis.

To further support this initiative, media monitoring will be activated, *when needed*, to ensure the industry is informed as issues and crises unfold.

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

- Develop and implement a virtual training webinar for 15 industry stakeholders and demonstrate a 50% participant shift from a position of somewhat confident to very confident in their knowledge and skill-base to manage and communicate through a crisis as measured through a pre and post survey.
- Provide issues updates and advisories as issues arise as well as through a quarterly newsletter to approximately 350 industry contacts and achieve an open rate of 20%.

- Present a veal issues update and solicit input from a minimum of 20 stakeholders at the 2021 Veal Summit to be delivered virtually online.

CBB/BPOC Funding Request: \$15,000

Contractor: Meat Import Council of America (MICA)

Subcontractor: Pennsylvania Beef Council through the Northeast Beef

Promotion Initiative (NEBPI)

Tactic#: 2120-A: Supply Chain Engagement

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Retail and foodservice partners serve as cornerstones to the Beef Checkoff's ability to build trust with consumers as they work directly to meet their daily protein/food needs. This tactic seeks to position beef as the top protein choice among retail and foodservice partners within the Northeast who will ultimately communicate beef's position as the top protein choice directly to consumers.

To meet the needs and expectations of our region's consumers, targeted promotional and educational support is needed to deliver valuable beef messaging and content. Providing hands-on support and learning experiences for our supply chain partners lends itself to the development of future key opinion leaders, and continues to expand beef knowledge, positively shift perceptions of beef and the beef industry, and influence beef sales within the region.

The Northeast region averages 16.1% of total beef dollar sales and 15.1% of total beef volume sales compared to total U.S. beef sales. The average volume of beef sold in the Northeast is 823 million pounds per year and the average price per pound for beef sold in the Northeast was \$0.34 higher than beef sold nationally. Beef means big business in the Northeast and regional foodservice and retail partners continue to remain crucial assets to the success of the Beef Checkoff.¹

On-going relationship development with retail and foodservice partners provides the ability to create meaningful engagement opportunities that facilitate the ability to influence beef sales and extend nationally developed checkoff resources, like the latest nutrition research, merchandising opportunities, cooking tips, and recipe inspirations. Emphasis will be placed on continuing to connect with key opinion leaders in retail and foodservice who have a large consumer outreach influence, which goes beyond the traditional brick and mortar storefronts, and includes online grocers, meal-kit delivery companies, grocery delivery services, chefs, registered retail dietitians, culinary institutions, butchers and more.

Efforts will be directed towards working with these strategic partners to identify high-impact opportunities that will support learning and retail/foodservice promotions. For example, the NEBPI will ensure targeted retail and foodservice industry conferences feature beef-focused trainings and educational content at large regional meetings and courses, by offering immersion opportunities/farm tours, delivering cooking and/or cutting demonstrations, and supporting hands-on culinary classroom programming, to name a few.

Providing these resources and hands-on educational efforts to retail and foodservice has proven to be effective in improving perceptions and opinions surrounding beef and/or the beef industry, as well as improving partners' first-hand knowledge. The NEBPI continues to lean on past learnings and successes to ensure that the program is continually growing and expanding within the region. This will ultimately lead to the increase in dissemination of beef information to the retail and foodservice customer base. Building up advocates for the beef industry within the supply channels will, in turn, grow trust with consumers, ensuring stronger beef demand.

Our Northeast Dashboard research shows that the top three most important factors consumers list when deciding to eat beef, either at home or at a restaurant, include "beef is a healthy choice," "beef is great tasting," and "beef has good value for the money."² Messaging centered around beef's taste and nutritional advantages will be the focal point of supply chain outreach that strives to connect and communicate directly with consumers. Innovative avenues to reach consumers, both in-store and/or through non-traditional retail and foodservice opportunities will be explored to extend these messages. The NEBPI continues to see the positive impact of strategic programming, such as Beef & Veal in the Culinary Classroom. The program has continued to welcome an increase in interested schools and educators, showing the demand and interest for these hands-on resources and accompanying course material is not slowing down. The program has also seen a similar pattern in working with retail partners, like Fresh Direct, an online grocer. The grocer has experienced a 15.6% increase of total beef dollar sales, and over 410,000 impressions, through collaborative campaigns that hold a regional uniqueness all their own.

Source: 1. IRI/Freshlook, Total US & Northeast MULO, L52 ending 01/26/2020

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

- Have a presence at, coordinate or sponsor a minimum of three targeted retail and/or foodservice events, such as regional conferences, trainings, farm tours and/or meetings with a year-end goal to engage with retail and foodservice key opinion leaders and achieving a minimum average positive opinion rating of beef and/or beef industry of 80%.
- Measure supply chain digital communications through outlets such a supply chain e-newsletters, online publication ad placements, etc. and increase reach by 5% over the previous year, demonstrating an interest in checkoff resources and information.
- Coordinate a minimum of two foodservice/retail promotions/campaigns with a goal to increase units of beef sold and/or beef sales amount by a minimum of 7%, during the length of a promotion/campaign. Establish benchmark to measure the increase in knowledge among supply chain professionals following in-person training, demonstration, and/or immersion events.
- Develop meaningful relationships with a minimum of two new foodservice/retail contacts with the goal to establish the foundation for future partnerships and promotions that build consumer beef demand.

CBB/BPOC Funding Request: \$157,000

Contractor: Meat Import Council of America (MICA)

Subcontractor: Pennsylvania Beef Council through the Northeast Beef

Promotion Initiative (NEBPI)

Tactic#: 2120-B: Consumer Marketing

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Connecting and communicating directly with our Northeast consumers is the core focus of our Consumer Marketing tactic. This tactic seeks to engage both with consumers directly and via trained beef advocates, like regional and national beef producers, industry stakeholders, consumer influencers, like bloggers, chefs and Team Beef members, to name a few.

Outreach efforts will be centered on delivering memorable messages, through various avenues, to our Northeast consumers, regarding beef's nutritional attributes, quality, versatility, and safety, as well as the beef community's commitment to animal well-being and the sustainable use of natural resources. These key topics are linked back to our 2019 Northeast Dashboard Survey as we know health is a top factor when considering protein meals at home. We also know that the Northeast consumes less beef on a weekly basis when compared to the total U.S., and overall perceptions surrounding beef are less positive, largely driven by health. More people in the Northeast claim to have less trust and knowledge about beef, however they are willing and want to learn more about where their beef comes from and how it is raised. Providing our Northeast consumers with sound, science-based key messages surrounding these core areas of interest continues to prove successful in increasing beef demand.

In addition, the way our Northeast consumers are gathering information is an ever-changing landscape, but programming continues to diversify outreach efforts to connect with consumers and ensure beef remains top of mind. Nationally developed beef messaging and content will be shared to reach consumers in a variety of ways, including in-person events and sponsorships, if permissible, digital advertising campaigns, social media campaigns and radio advertising, to name a few. The key to continued success is being flexible and ensuring that we are maintaining relevance and meeting our consumers where they are at, at any given time. Our priority continues to be placed on metropolitan areas with limited and/or no State Beef Council presence.

This tactic has continued to learn and build from previous success and relationships with influencers to support Northeast consumers' confidence in beef. The program will continue to enlist the expertise of regional and national beef industry stakeholders to host 1-2 regional trainings with key Northeast influencers, such as retail dietitians, bloggers, chefs, foodies, Team Beef members, registered dietitians, etc. The training(s) may include, but are not limited to, farm tours, media training, mock interviews/demonstrations, culinary innovation, sharing science-based research surrounding beef's nutritional benefits, etc., where influencers can learn how today's beef is raised, as well as gain the latest skills in how to share that story within their circles of influence. Building up and engaging influencers is key in extending the reach and impact with our Northeast consumers, given the large geographic territory. Emphasis will also be placed on cultivating and deepening our relationship and outreach with at least two new influencers to further share beef messaging and content, whether through on-air media opportunities, social campaigns, interactive videos, etc.

Priorities will also be focused on reaching our health-conscious, active consumers through the support of the Northeast Team Beef program. Nationally developed, checkoff-funded educational materials highlighting beef's nutrient density, specifically the strength messaging, will be distributed to participants. All Team Beef members will be encouraged to complete their Masters of Beef Advocacy (MBA), view checkoff-funded content in the form of mandatory team webinars, share beef's role in their training, pre-race training and post-race recovery on social media, as well as help staff on-site efforts at consumer events. Members will be updated with the latest checkoff content and messaging through monthly e-newsletters and held to a set of criteria, including outlined expectations, to remain on the team each year.

This tactic will continue to capitalize on flexible new media technologies and innovative communication tactics because we know that media consumption in the U.S. is at historical highs¹. According to the February 2020 Nielsen Total Audience report, Americans are spending just shy of 12 hours each day with media platforms. We also know that three-fourths of U.S. consumers are broadening their media options with streaming subscriptions and TV-connected devices¹. Utilizing these technologies to deliver memorable messages directly to consumers regarding beef's nutritional

attributes, quality, versatility, safety, as well as the beef community's commitment to animal well-being and the sustainable use of natural resources, will continue to prove impactful.

Compelling and strategic digital and social campaigns will be utilized to engage our Northeast consumers online and at in-person at events. Programming will continue to use nationally developed, shareable content throughout the year on our social properties and via digital campaigns. The NEBPI staff will partner with other checkoff contractors on large digital opportunities that impact our region, for example the Drool Log Cinema Extension and Top 5 States Campaign in FY20.

In-person event sponsorship and face-to-face interactions with our Northeast consumers have proven to be very impactful in growing consumers' confidence in beef and beef production, however the program is built with enough flexibility to adjust and adapt to any continued challenges we may face. For example, in FY20 staff were able to adapt messaging and content to fit into in-person events that were transitioned to virtual platforms, serve consumers with timely and valuable information via the NEBPI social media platforms, foster our relationships with influencers and support nationally executed digital opportunities to ensure that we were still meeting the needs of our region, even with the challenges associated with travel restrictions, social distancing, etc.

Additional events/programming within this tactic will be dependent on the addition of the direct State Beef Council funding to our program. There will continue to be a focus on boots on the street, grassroots engagement utilizing our Northeast influencers to help multiply success at our in-person events.

Source: 1. <https://www.nielsen.com/us/en/insights/article/2020/staying-put-consumers-forced-indoors-during-crisis-spend-more-time-on-media/>

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

- Sponsor and/or participate in a minimum of 2-3 consumer outreach programs/digital/social campaigns to elevate BIWFD content, earning a minimum of five million consumer views to checkoff content.
 - Meet or exceed engagement rate of 10% through in-person consumer marketing efforts.
- Measure and maintain the consumer's favorable rating of beef at or above 66%. Favorability will be measured via a survey/questionnaire, which will be woven into consumer marketing efforts.
- Measure digital reach through monthly consumer-facing e-newsletter and establish an average 'Open Rate' of at least 15%, demonstrating an interest in checkoff resources and information.
- Host 1-2 regional media trainings with influencers, with a year-end goal to reach a minimum of 8-10 influencers total, within the region.

- Establish a benchmark to measure the average reach and engagement metrics each Northeast advocate/influencer is able to obtain, when sharing beef checkoff related messages.
- Support/Sponsor 35-40 Northeast-based Team Beef members during FY21 and build on the previously achieved team successes, increasing the impact of members activities, involvement, and social presence with consumers, with a goal to meet or exceed FY20 program year end actual reach and engagement metrics.

CBB/BPOC Funding Request: \$251,000

Contractor: Meat Import Council of America (MICA)

Subcontractor: Pennsylvania Beef Council through the Northeast Beef

Promotion Initiative (NEBPI)

Tactic#: 2120-C: Nutrition Influencer Engagement

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Communicating beef's nutritional benefits is a key focus throughout this entire AR, as outlined by our 2019 Northeast Dashboard survey results, but rings even more true with our Nutrition Influencer Engagement efforts. This tactic seeks to engage directly with our regional nutrition and medical leaders, whom consumers turn to for advice, questions, and guidance in their nutrition journey.

Programs will target crucial audiences or key opinion leaders, including credentialed nutrition experts and communicators, health professionals, medical doctors, fitness professionals, culinary leaders, and social/nutrition influencers, to name a few. We consider an influencer someone to be credentialed in their field of health-related work, who has influence over a group of clients, patients, or social followers. By identifying and pursuing meaningful relationships with nutrition influencers, the NEBPI will grow advocates for beef to improve the overall perception of the protein, which ultimately leads to more beef purchases and consumption.

Sharing the science-based research, evidence and key messages advocating for the importance of beef in a healthy dietary pattern will enable our influencers to extend that beef information directly to their patients and clients. Nationally developed checkoff resources and research will be extended on a regional basis, keeping those credential health professionals informed as they care for clients in the populated metropolitan

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

In many instances, this tactic starts to build those relationships from the ground up. Checkoff staff begins by reaching and meeting with influencers through organizations that bring together credentialed health professionals, such as state Academy of Nutrition & Dietetics groups, Academy of Family Physicians, Associations of School Foodservice Professionals, along with many others. This program extends checkoff research and materials while also increasing engagement opportunities, that could include speaker seminars, meal sponsorships experience-based events, culinary demos and much more.

To ensure continued engagement and outreach with our nutrition influencers throughout the year, staff expands upon those outreach efforts through e-newsletter distribution, nutrition webinar invitations, advertisement placements in their academy publications and others. These endeavors allow us to keep the latest beef checkoff-funded nutrition information and research top of mind throughout the year.

Over the years, this program has fostered several relationships with key nutrition influencers throughout the Northeast and continues to build on those successes year after year, creating genuine advocates for beef. The checkoff provides educational opportunities, resources, and knowledge, while the influencer will serve as a vehicle to share this information with their colleagues, clients, patients or students. The NEBPI will also seek to further build confidence in beef through specialized influencer programs and immersion events, such as farm tours, where nutrition professionals can learn how today's beef is raised and get their production-related questions answered by beef producers and industry professionals. Further engaging with our influencer audiences, outside of the initial introduction at meetings/conferences, has proven to show significant change towards the perception of beef. Their knowledge base about beef and its importance in a healthy dietary pattern seems evident in an almost "light-bulb effect" when they see just how much dedication and commitment cattle farmers and ranchers demonstrate to producing a safe and wholesome product. During these specialized events, the NEBPI enlists the expertise of regional and national beef industry advocates and stakeholders to engage with our influencer audiences, enabling us to share a unified message to represent the entire beef community. Industry advocates could include MBA graduates, industry stakeholders, beef producers, cattlemen organizations, etc.

While these programs work best through face-to-face engagement efforts, the NEBPI can shift many of its initiatives to a virtual platform, if needed. Flexibility has been key to the growth and maintenance of this program through the years and will continue to be a new normal as we sort our way through challenging times worldwide.

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

- Increase engagement opportunities with beef educational content through seminars, program sponsorship, meeting participation, etc., to achieve an average engagement rate of 55% with targeted nutrition influencers, demonstrating a desire to access beef checkoff content.
- Achieve a minimum of 80% positive perception of beef and beef products, after engaging with beef content, when surveyed, following in-person training, demonstration, and/or immersion event.
- Establish a benchmark to measure the average number of engagements for each influencer/advocate who shares beef checkoff messages.
- Continue to measure digital engagement through a nutrition e-newsletter and increase the average measured engagements' to 10%, showcasing a desire to view checkoff content.

CBB/BPOC Funding Request: \$155,000

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2102-A: Beef It’s What’s For Dinner Marketing

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Consumer cooking and eating habits dramatically changed over the past several months, as families around the country dealt with the global coronavirus pandemic. As states shut down and encouraged people to stay at home, consumers flocked to the grocery stores and filled their refrigerators and freezers with their favorite comfort foods—including beef. In fact, according to the Checkoff-funded Consumer Beef Tracker, managed by NCBA, consumers are eating beef more frequently than ever before, with 96 percent of consumers eating beef and over 76 percent of consumers saying they are consuming beef at least weekly—up more than 11 percent since January 2019. Along with that, over 70 percent of consumers say they have positive perceptions of beef, which has maintained steadily throughout the pandemic. As the United States enters a recovery and reset mode from coronavirus, the iconic *Beef. It’s What’s For Dinner.* brand, which is over 28 years old, will be more critical than ever before in positioning beef as the top protein, as tracked by the Consumer Beef Tracker. This tactic develops the *Beef. It’s What’s For Dinner.* marketing strategy and all the *Beef. It’s What’s For Dinner.* creative content and assets, such as videos, ads, infographics, photography, web copy, website templates, banner ads and other creative digital content that is aimed at positioning beef as the top protein. All of this content is proactively shared with state beef council partners to use via the Digital Asset Management system. This annually saves state beef councils thousands of dollars so they can utilize existing content and marketing resources and ensures that beef messaging is synchronized across state and national programs.

Since relaunching the *Beef. It’s What’s For Dinner.* brand in 2018, NCBA on behalf of the Beef Checkoff, has continued to increase consumer awareness and favorability of

beef by maintaining core equities of the iconic brand—such as the famous Aaron Copland “Rodeo” music and the famous tagline—coupled with new creative elements that break through the digital landscape to entertain, educate and inspire people on all things beef. Developing materials that show how real beef’s great taste and nutrition can’t be replicated and that address common myths around beef and beef production are the core strategies of the *Beef. It’s What’s For Dinner.* brand today. BeefItsWhatsForDinner.com serves as the digital hub to share stories about all things beef: to learn about the people and production process of beef; the protein benefits of beef, and the pleasurable eating experience of beef. Proactively addressing myths around beef and beef production has been the newest part of the *Beef. It’s What’s For Dinner.* brand, with efforts that started in 2018 to improve trust in how beef is raised and the people who raise it. Since 2018, NCBA has developed and distributed several successful campaigns that have resulted in increased positive consumer perceptions about beef. These image-building efforts started with the successful Rethink the Ranch series, followed by a campaign that showed consumers how programs like the Industry Information-funded Beef Quality Assurance program ensures high-quality care of cattle and high-quality beef. A new series of “Nicely Done” digital ads and new video series “Real Facts About Real Beef,” were developed to address common misconceptions about beef sustainability, human nutrition and more. Most recently, as beef farmers and ranchers continued to raise beef throughout the coronavirus pandemic, *Beef. It’s What’s For Dinner.* released a video titled “The Original Sponsors of Summer Grilling Season,” which showed real farmers and ranchers working from sunrise to sunset to ensure that consumers would have access to beef during summer grilling season. Promoting a positive image of beef farmers and ranchers and beef production will continue to be a core part of the *Beef. It’s What’s For Dinner.* marketing strategy.

Based on the Consumer Beef Tracker, we know that the great taste of beef is the strongest demand driver and that consumers need to see drool-worthy beef content. Through this tactic, NCBA has developed innovative campaigns and assets that showcase the fact that real beef’s great taste and nutrition can’t be replicated through the holiday Beef Drool Log campaign, the Beef Substitutes campaign which worked with famous chefs to make real beef their substitute of choice in popular restaurant-style dishes and most recently, the United We Steak Summer Grilling campaign. In FY2021, *Beef. It’s What’s For Dinner.* will continue to develop content and assets that position beef as the top protein. Thanks to the robust library of content that *Beef. It’s What’s For Dinner.* continues to build through this tactic, NCBA can pivot in real-time ensuring that the right message is being communicated to the right audience at the right time. For example, as the coronavirus pandemic hit and content about beef myths became less time-sensitive to consumers who were looking for recipe and meal inspiration to feed their families in quarantine, *Beef. It’s What’s For Dinner.* could nimbly update existing content to be more relevant to the current environment. This quick-pivot resulted in millions of video views and a 51 percent increase in recipe-related pageviews on BeefItsWhatsForDinner.com. This tactic also allows NCBA to work heavily with state beef council partners ensuring that the *Beef. It’s What’s For Dinner.* brand is carried through to the local level by counseling and developing state logos, digital ads and content that can hyper-localize the *Beef. It’s What’s For Dinner.* brand through their

websites and social media properties so that across the country, state and national programs are all utilizing the *Beef. It's What's For Dinner.* brand to make the best use of all checkoff resources. Besides developing a variety of content and resources from *Beef. It's What's For Dinner.*, this tactic also continues to develop content and maintain Chuck Knows Beef, the first all-knowing beef virtual assistant available at ChuckKnowsBeef.com and through popular smart-speaker audio skills. Content developed through this tactic is also shared with other state partners. The Consumer Beef Tracker shows that when consumers are aware of the *Beef. It's What's For Dinner.* brand, they are more likely to feel positive about beef and are more likely to eat beef more often, proving that the checkoff's number one brand plays a pivotal role in driving beef demand. This tactic will continue to analyze the environment and adjust to consumers' changing needs in real-time.

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

- Develop a minimum of three digital marketing campaigns utilizing the *Beef. It's What's For Dinner.* brand and positively position beef.
- Develop a minimum of 20 digital marketing assets, including but not limited to video, audio, and photography, that support favorable awareness of *Beef. It's What's For Dinner.* brand with consumers.
- Increase the usage of *Beef. It's What's For Dinner.* brand assets and content with stakeholders, such as state beef council partners by 5% to ensure that stakeholders continue to utilize assets developed at the national level.

CBB/BPOC Funding Request: \$4,571,500

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2111-E: Sustainability Research and Scientific Affairs

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

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

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

Previous completion of the foundational U.S. beef sustainability life cycle assessment (LCA) has measured the beef industry’s improvements on beef sustainability footprint and provided a benchmark to share with the public. The collection of region-specific data continues to reflect the geographical differences in how beef is raised sustainably. As the field matures, the program has evolved to identify alternative research needs in line with the three sustainability pillars (social, economic and environmental) in order to more accurately reflect the true sustainability of beef, and better inform future assessments (environmental and socioeconomic). It is critical for the beef industry to better understand these complex topics to maintain consumer confidence in the way beef is produced today.

In 2021, research will be funded to measure improvements in beef sustainability in one or more of the three sustainability pillars (social, economic or environmental). This includes collecting data to benchmark and demonstrate beef's unique positive contribution to society by investigating the social, economic and environmental impacts of cattle to grazing lands and communities, animal welfare practices, worker safety and contribution and evolving consumer perceptions of sustainability. Scientific outreach will focus on industry adoption of new evidence, measurement parameters, or opportunities that bring these key audiences together. Technical presentations will be identified to share key outcomes. Based on research, tools will continue to be developed that educate various audiences about beef sustainability in conjunction with other tactics. Strategic planning sessions will be conducted as needed to refine beef sustainability research gaps.

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

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

CBB/BPOC Funding Request: \$1,580,000

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2011-F: Channel Intelligence

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

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

Decisions that impact the beef industry, and ultimately beef consumption, must be fact-based to ensure industry resources are applied as efficiently as possible. While companies and organizations across the industry apply their efforts and resources to drive specific growth and profit, checkoff-funded channel intelligence efforts are focused exclusively on understanding those challenges and opportunities impacting part or all of the beef supply chain. No other entity plays this role as directly as the Beef Checkoff. Industry stakeholders, including state and national checkoff programs, rely on this Beef Checkoff funded intelligence to make smart, strategic and demand-driving decisions. For example, data and insights from this tactic were instrumental in keeping the checkoff up to date on how beef was trending before and during the pandemic. This information was key to keeping producers, state partners and the channels informed to support planning efforts and ensure ongoing data-driven decisions were being made. Another example would be the tracking of plant-based meat substitutes and the recognition that despite the media attention they

receive, these meat substitutes still only represent less than 1% share of the total beef market.

Specifically, this tactic will build on past industry metrics by continuing to monitor, analyze and disseminate beef retail and foodservice information to industry influencers/stakeholders to enhance performance, inform communications and leverage beef's competitive advantage in the marketplace. The tactic will also provide knowledge on supply dynamics, prices, and pound volumes – by primal, cut, claim (such as production type, breed, grade) and foodservice channel insights—along with featuring activity and menu trends, to assist checkoff communication teams, channel members, media, state boards, producers and others in planning and execution to strengthen beef's value. Key data sources include retail volumes, price and featuring activity as well as foodservice menu activity and sales volumes. Insight specific to the competitive protein market (e.g., meat substitutes, chicken, pork, etc.) will also be gathered. All these data and insights will continue to inform checkoff programs including supply chain, issues management, marketing communications, and planning ultimately to promote and strengthen beef's value proposition.

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

- Average 12 channel intelligence data responses per month to broaden the reach of checkoff funded insights and support research and communications programs. Responses contingent on requests.
- Monitor and summarize meat substitute sales at retail and foodservice at least quarterly to inform three checkoff-funded programs and update state beef councils.
- Leverage a minimum of four channel intelligence results across at least one tactical area of the beef science communications framework.
- Convey industry thought leadership by authoring quarterly articles on retail sales and foodservice trends for posting on the *Beef. It's What's For Dinner* website.

CBB/BPOC Funding Request: \$ 922,900

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2122-C: Media & Media Relations Efforts

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Today’s 24-hour, always-on news cycle and how consumers get their news continues to evolve. This tactic positions beef as the top protein with media by ensuring the Beef Checkoff can quickly respond to inaccurate media stories AND share positive, proactive stories about beef with a variety of news outlets – including TV broadcast, print publications, online news sites, radio, podcasts and more. In terms of media response, in the first quarter of FY20 alone, NCBA, a contractor to the Beef Checkoff, responded to reporters and media outlets more than 50 times. The value of this type of media response is evident in a letter to the editor from NCBA that was published in the Los Angeles Times (circulation of 654,000) addressing beef’s sustainability story.

Over the past several years, NCBA has focused efforts on pitching articles on a variety of beef topics—from positioning subject matter experts in stories about how beef is raised to securing coverage about new checkoff-funded research to sharing recipes with leading food outlets. By being timely, creative, and leveraging experts, NCBA has helped increase positive media coverage around key beef moments, like the holidays and grilling season, and topics that consumers are particularly interested in, like sustainability, technology and food trends. Fox News, Good Morning America online, The Daily Meal and Yahoo.com are just a few examples of the outlets NCBA placed positive beef articles in during FY20. And, a story secured in People Magazine in June 2019 about a MBA graduate’s weight loss journey is just one example of how the media relations tactic works in an integrated way across programs. The story, which mentioned how beef was an integral part of the producer’s weight loss journey, was immediately picked up by Good Morning America and generated more than 20 stories in

various outlets leading to an opportunity for at least 800 million views. It was also shared via NCBA social media and owned channels to drive additional visibility.

In FY21, NCBA will build on this momentum to continue to share positive stories about how beef is raised, it's amazing flavor and the nutrition it provides. NCBA will also find opportunities to share the latest beef-related research, including everything from new nutrition studies to product- and sustainability-related findings, with media outlets and reporters. Leveraging this research is an important component of addressing ongoing myths about beef with consumers.

During the past several years through strategic and sustained media outreach, NCBA has developed strong relationships with top-tier consumer media contacts in the areas of food, sustainability, business and marketing, among others. In FY21, NCBA will continue to cultivate and leverage these relationships to ensure stories about beef are fair, accurate and include the perspective of the Beef Checkoff. Through both earned and select paid media opportunities, NCBA will position beef as the top protein with consumers and tell stories to help drive beef demand and preference. NCBA will also continue to work with supply chain/channel media to share content and relevant news with retail and foodservice decision makers.

In conjunction with other tactics in the consumer information, industry information and promotion authorization requests, this media tactic will reach important consumer and stakeholder audiences with timely and valuable stories about beef.

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

CBB/BPOC Funding Request: \$885,300

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2133-A: Issues and Crisis Management and Planning

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Effective planning for issues and crisis management efforts are critical to maintaining the marketing environment for beef and the industry’s reputation with consumers, media and other stakeholders

This tactic delivers the resources it takes to prepare for potential issues and crises and develops the appropriate tools and resources (such as crisis plans, talking points, media outreach and response statements, fact sheets, infographics, videos and other digital content) to deploy when issues or crises arise. Recognizing states beef councils are important partners in managing issues, this tactic also supports states in their issues response preparation and training efforts.

NCBA, a contractor to the Beef Checkoff, has a long history of leading the beef industry and various stakeholders through issues and crisis situations. From the 2003 case of bovine spongiform encephalopathy (BSE or “mad cow disease”) to lean finely textured beef (aka “Pink Slime”) in 2012 to responding to the EAT-Lancet Commission on Food, Planet and Health report in 2019 to the current COVID-19 pandemic, NCBA has the experience, expertise, passion and plans in place to deploy the right message, to the right audience, at the right time. In these cases, and numerous issues that pop up daily, Beef Checkoff-funded programs have maintained consumer confidence in beef and consumer demand, thanks to monitoring and advance planning and preparation. For example, during the first few months of the COVID-19 crisis, NCBA created and provided state beef council partners with a variety of messaging documents to address the situation and answer common consumer and stakeholder questions. These

materials were not only used by state beef councils but also across NCBA checkoff-funded programming and audiences to ensure consistent messaging and reassurance to consumers about beef's safety and availability. Other key issues-related topics addressed by NCBA in FY20 include: the Dietary Guidelines for Americans process, sustainability misinformation, particularly around greenhouse gas emissions, ongoing beef health and production myths and plant-based meat substitutes, among others.

Today, utilizing the beef Digital Command Center which is powered by a variety of traditional and social media listening systems and software, NCBA works to respond to issues and crises in real time, and to look for trends and other opportunities to tell beef's positive stories and address prevalent myths about beef. The value of these monitoring tools was clear during the first several months of the COVID-19 crisis. Thanks to monitoring, NCBA was able to create and disseminate materials addressing the beef topics most prevalently covered by media and discussed in social media, like questions about the role of animal agriculture in zoonotic diseases. This monitoring also ensured NCBA's response efforts were appropriate given the amount and trajectory of COVID-19 and beef-related media coverage and social content. The NCBA team has 24/7 access to its monitoring systems and has staffing redundancies in place to ensure monitoring can be continuous and robust.

However, effective issues management is not just about responding to issues. It is also about working to mitigate and get ahead of potential issues via trust and reputation-building strategies and tactics, particularly those reaching key opinion leaders in food and agriculture. By engaging in discussions about the future of the food industry at high-profile and influential conferences, media roundtables and other events, NCBA can help shape the national dialogue about the beef industry, and this can have a positive effect on beef's reputation with consumers. In 2021, NCBA will identify opportunities to have a presence at these events in order to get ahead of issues and positively influence beef's reputation.

In the coming fiscal year, NCBA will also continue preparing for a possible FMD outbreak via participation in the FMD Cross-Species Team. This team works together across dairy, sheep and pork to prepare coordinated plans and materials that can be used in the event of an outbreak. This work is in conjunction with ongoing FMD planning on behalf of the beef industry. Working together, this tactic ensures that the entire beef industry is well positioned to respond to a variety of issues and crises and, ultimately, that the beef industry maintains consumer confidence and demand when issues and crises arise.

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

- Maintain issues and reputation management program as a “trusted counselor” and “go-to resource” for state beef councils, achieving an average agreement score of 8 on a 10-point scale according to annual CBB survey.
- Participate in at least one national food- or sustainability-focused thought leadership event, either in-person or virtually.

- Produce and distribute four Quarterly Issues Newsletters summarizing issues management work and trending issues and develop and distribute Beef Issues FYIs as needed maintaining an open rate of 20% for FYIs.

CBB/BPOC Funding Request: \$985,300

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2133-B: Beef Advocacy Training and Engagement

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description:

Research funded by the Beef Checkoff repeatedly shows that consumers and influencers/thought leaders trust farmers and ranchers. When they have questions about the beef industry, they respond favorably to answers from the people who produce food. This makes grassroots advocacy a powerful tool in shaping consumer perceptions and addressing common myths and misconceptions about beef.

NCBA, on behalf of the Beef Checkoff, provides training to develop credible advocates and spokespeople within the beef community. NCBA then equips these advocates with information and resources to engage in conversations with consumers about the beef industry, whether that’s answering questions or sharing the latest beef research and recipes. These advocates also help to respond to misinformation about beef. An example of the value of this training was clear in late 2019 when several advocates were called on to participate in heated social conversations on beef sustainability-related topics. These advocates defended the beef industry by sharing facts and research communicating beef’s sustainability story. In FY21, NCBA will continue to work with advocates to respond to beef industry issues, whether that is as a media spokesperson or addressing misinformation on social media.

As part of the beef advocacy training and engagement program, advocates and spokespeople are trained and equipped to share their beef stories and expertise through completion of the online Masters of Beef Advocacy (MBA) courses and in-person training events. The MBA program consists of five online lessons, continuing education resources and ongoing engagement to equip advocates and spokespeople

with knowledge of the beef lifecycle and information to respond to consumer concerns. For example, in FY20 hundreds of advocates participated in continuing education webinars addressing frequently asked consumer questions on important beef topics, like the supply chain and nutrition.

Today, there are more than 18,000 MBA graduates, which is a large grassroots army passionate about advocating on behalf of the beef industry. In FY21, while NCBA will continue to focus on growing this network, additional effort will be paid to activate and engage these advocates more effectively. As part of these efforts, new communications vehicles and tactics will be put in place to ensure advocates are getting the information and support they need to evolve their advocacy work. Additionally, NCBA will work to build deeper relationships with the most engaged advocates to develop and distribute powerful content and find more valuable opportunities for consumer education. Using advocates in the FY20 “Real Facts About Real Beef” videos produced by the Consumer Marketing team is an example of the storytelling power of these top advocates and their value across NCBA programming.

In the coming fiscal year, efforts will also continue to be made to inspire advocates to incorporate information and resources from the Beef Checkoff and *Beef. It's What's For Dinner.* campaigns into their advocacy efforts. NCBA will also continue to find efficiencies with the Beef Quality Assurance program. One ongoing opportunity for this alignment comes from sharing training technology platforms. Cross-promotion between the two groups will also continue.

As part of the beef advocacy training and engagement program, advocates and spokespeople from the beef community receive continuous training to strengthen their communication and advocacy skills. For the past six years, different levels of trainings have been offered, including national Top of the Class (TOTC) and State Top Advocate Training workshops. These trainings identify and train top-level advocates to become well-rounded communication experts ready to address tough conversations and questions in a variety of settings. In FY21 these trainings will continue to be optimized to offer the greatest value for participants and return on investment for the Beef Checkoff.

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

- Add 600 new MBA graduates to the nationwide network.
- Produce and distribute at least 12 email campaigns for advocate information, activation, or engagement.
- Conduct at least 25 in-depth training sessions and/or educational sessions for state and national advocates, staff and third-party subject matter experts, and key food and agriculture influencers from across the beef community.

CBB/BPOC Funding Request: \$954,900

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2133-C: Beef Quality Assurance (BQA)

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

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

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

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

In FY 2021, BQA programing will provide updated content, including revisions of BQA self-assessments, online training modules, and other audit tools for training so producers (seedstock; cow-calf; stocker/backgroundunder; calf raisers; feeder; youth, through support of the Youth for the Quality Care of Animals (YQCA); dairy, through support of the National Dairy Farmers Assuring Responsible Management (FARM); auction markets and transporters) become certified and/or adopt current

techniques/methods (i.e., cattle care and handling in multiple languages). External review of the BQA program, tools and materials will be considered as a strategy to increase program credibility and standing with key stakeholders. Programing will continue to enhance collaboration between the beef and dairy sectors of the cattle production industry and will place additional focus on creating training content which is relevant and easily accessible for dairy-beef producers. Collaborating on research, often with state BQA program coordinators, which strengthens BQA guidance and/or content will continue to be a pillar of the program. Extending BQA promotion resources, content and tools through state beef councils, state cattlemen's and breed associations, state extension programs, veterinary organizations and other livestock organizations willing to partner in promoting BQA will continue to be a focus through traditional and social media, demonstrations, seminars/webinars, speakers for panels and other engagement opportunities. The program will continue efforts to promote training and certification through relevant award recognition, public relations, advertisement, sponsorships, face-to-face and virtual opportunities. We will also continue to find efficiencies with the Masters of Beef Advocacy program. One way we do this is by sharing technology platforms for the training programs. We cross-promote our programs between these two groups. Promoting the understanding of the BQA program and the positive outcomes it provides for the cattle industry will be leveraged to the supply chain. This will be even more important in 2021 as we begin the process of planning and data collection for the next National Beef Quality Audit.

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

- Increase the number of producers that are BQA certified (or equivalent) by 10% over 2020 certification numbers.
- Engage over half of the nation's BQA coordinators in continuing education and collaboration with state BQA coordinators by conducting a minimum of three "in person" or virtual meetings each year.
- Launch collaborative calf raiser quality assurance training and certification program.

CBB/BPOC Funding Request: \$1,703,700

Contractor: American Farm Bureau Foundation for Agriculture

Subcontractor:

Tactic#: 2121-A: Build and support the community of science education influencers

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

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

LRP Strategic Initiatives Addressed by this Tactic

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

Tactic Description

Background:

AFBFA has pioneered a national program to bring together influencers in Science and STEM education for hands-on experience in the beef industry. Most recently pioneering virtual professional development linking beef experts directly with science education influencers. Over the past six years, AFBFA has engaged with a community of over 1,200 education key influencers including educators from the top 10 urban school districts in the nation. Many of these education key influencers engaged with AFBFA for beef industry experience because they:

- a) Came from states that did not offer immersive experiences targeting Science or STEM education professionals.
- b) Did not have an initial interest in the beef industry and were reached through national education channels; or
- c) Were drawn to the opportunity for high-quality professional development for science education using agriculture (beef) as the application of science principles.
- d) Recognize the beef-science resources and professional development are deemed high-quality by vetted educational institutions and organizations.

Based on the feedback from the key influencers participating in On the Farm programs, AFBFA recognized the opportunity to extend reach directly into the science classroom by developing high-quality instructional materials that were designed to meet the rigorous expectations of the recently adopted Framework for K-12 Science Education and Next Generation Science Standards (NGSS). Currently 20 states have adopted

NGSS, and 24 states have developed state standards based on the same framework as NGSS. Approximately 71% of all students live in these 44 states¹.

As part of the approved authorization request in FY19, AFBFA began development of three NGSS units of instruction to help the beef industry provide high-quality, freely available instructional material designed to support the rigor of new science standards in order to develop students that are prepared for college, career and life as an informed consumer as well as change perceptions about the beef industry by delivering accurate information through relevant science instruction. Last year, AFBFA brought forth an authorization request to promote the units of instruction nationwide to formal and informal science educators and key opinion leaders, specifically in urban settings. Through these promotional efforts, we have built a community of educators that have knowledge of the Checkoff funded resources and remain curious about how to apply beef production practices into their curriculum. These efforts have reached leadership in State Departments of Education and local districts large and small. We've directly engaged with practicing science educators and educational influencers in 7 of the top 10 largest school districts in the nation, including New York City, Los Angeles Unified, Chicago Public Schools, and Clark County (Las Vegas). A community of over 300 educators and educational influencers are actively engaging with the beef-science resources as a way to teach high-quality, relevant, engaging science education.

A key indicator for the demand of high-quality professional development tied to high-quality science resources was found as we were forced to pivot our FY20 plans into virtual experiences. Originally, we had aimed to engage 300 educators, but virtual plans opened the door to endless enrollment in the professional development around the beef-science units. We anticipate over 1000 teachers and educational influencers attending the livestream events in late July. We will collect data from attendees to identify the likelihood of engaging with similar events in the future.

The Need:

The need to provide support and resources to educators that promote scientifically accurate, unbiased messaging about the science of beef production is at an all-time high. Teachers and students are receiving information from educationally trusted sources that are not representing an unbiased approach to agriculture, and beef production might be at the forefront of the misinformation. For example, on May 11, 2020 Junior Scholastic ©, with a target audience of middle and high school age students, put out an article titled "This burger could help save the planet!" with sub titles "Producing beef takes a serious toll on the environment. Could growing meat in a lab be part of the solution?", and "Cars and factories get most of the blame for polluting the environment. But another major offender could be the beef on your plate". The call to action at the end of the article asks the reader to "Create a video, a poster or a podcast that encourages your friends and family to eat less beef." This single article, with

¹ <https://ngss.nsta.org/about.aspx>

estimated circulation to 250,000 classrooms, has huge potential to influence how 12 to 18-year-old citizens perceive beef production.

The single focus of the proposed tactic is to engage the gatekeepers of science content, the science teachers and science teacher influencers. The tactic is a multi-dimensional approach for further integration and perpetual application of the beef-science resources. The main goal is to build capacity of influencers within the education community to support their peers in applying information from a context, beef production, many are unfamiliar with.

The National Science Teachers Association (NSTA) estimates that the United States has more than 160,000 middle school and high school science teachers. The units of instruction developed by AFBFA focus on life science standards, therefore our appeal is roughly 75,000 of 90,000 teachers that teach Biology, General Science, and Integrated Science in states that use NGSS. While requirements for science vary from state to state and district by district, nearly all middle and high school students are required to take at least one biology/life science course. These teachers are the primary audience to use the resources and directly educate youth. To best support these teachers, we also include in our target audience those that influence formal and informal educators. This includes those people that are: state, regional and local curriculum coordinators, collegiate and technical schoolteacher-prep personnel, extension (and other organizations) that work closely with science educators, to name a few. Targeting both formal and informal educators who work with youth and the people who support them, provides the beef industry with the best opportunity to positively impact the next generation of American consumers.

AFBFA maintains close relationship with the nearly 1000 key influencers that have participated in On the Farm professional development experiences and will leverage those relationships to promote the beef science units of instruction, but leveraging those relationships alone would fall far short of driving more widespread use and adoption among the 75,000 to 90,000 teachers in our target audience.

The Proposed Solution:

The proposed tactic is working under the assumption school will return as usual in the Fall. However, we've considered each item carefully to make sure they can be executed alternatively if in-person experiences are not an option and school takes an alternative format during the FY21 AR timeframe.

AFBFA proposes the following activities to continue building and supporting a community of science education influencers:

Grow the Community

1. **Urban school district engagement** through professional development (In-Person if possible) as teacher training in three urban districts to promote and support the implementation of the beef-science units in their curriculum.

Cultivate the Community

2. **Build capacity of educators who can create** beef-science resources

- Two Immersive Educator On the Farm STEM resource developer trainings to link science educators and influencers directly to beef farmers and ranchers as they are simultaneously training in creating NGSS aligned Units of Instruction and Assessment Transfer Tasks. These two trainings will build capacity of teachers who understand beef production and can develop resources for the On the Farm STEM Open Education Resource (OER) platform.
 - Outputs of the trainings will include additional beef-science resources, including:
 1. Iterative improvement of current units of instruction based on user feedback to make them better as a larger scope of students and teachers engage with the beef-science units of instruction. Keeping the units current and improving will ensure better implementation.
 2. Engage elementary education key opinion leaders to create an Elementary beef-science unit and pursue NGSS Design Badge. Currently few Elementary units are available. Due to scarcity an Elementary unit has high potential for implementation.
 3. K-12 Assessment Transfer Tasks through the context of beef production.
- 3. **Build capacity of educators who can promote** beef-science resources
 - Host an On The Farm STEM Fellows Institute as a facilitator training with educators who are familiar with or have used the beef-science units of instruction to build capacity of trained educators that can lead professional development for other science teachers and educational influencers. Nominations for applicants would be sought through State Beef Councils and state Farm Bureau networks, along with open applications. Nominating entities would have direct access to facilitators to plan and host state and local experiences.
- 4. **Support efforts of educators using curriculum resources** in classrooms
 - On the Farm STEM virtual learning community offering year-round engagement with science education influencers. This online learning community will support, manage and maintain the dialogue among the beef-science unit users. The platform will:
 - Offer professional development opportunities through livestream events and learning modules.
 - Track usage and perception data of the cattle industry in general and the units of instruction.
- 5. **Build and maintain relationships between beef industry and education**
 - Directly connect educators to beef experts like cattle farmers and ranchers, other beef organizations, and researchers and scientists through livestream events and grassroots networks.

- Strategic partnerships and promotion within the educational community to target educational influencers and key opinion leaders to broaden the network of people engaging with the beef-science units and professional development opportunities. This will be completed by engaging with the National Science Teaching Association (NSTA) and the Association for Supervision and Curriculum Development (ASCD) along with direct engagement with district and state curriculum administrators.
- Mobilize and equip volunteers (Farm Bureau and other organization) to use beef resources in classroom visits and school engagements. As part of a broader effort to engage local volunteers passionate about ag literacy, AFBFA is committed to equipping volunteers with strategies and tools to use the developed beef resources in classroom visits and administrative meetings and as part of the overall community support movement with educators using beef-science in their curriculum.

Evaluate Investment Efforts

6. **Research and report the impact of different educational experiences** and resources. Using an ROI Institute model, <https://roiinstitute.net/>, measurements on usage, efficacy, knowledge acquisition and learning, behavior and perception change, and other measures, of both students and teachers will begin. Analyzed results will be provided to CBB and Beef producers to gauge the ROI on the beef-science programs.

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

1. Twelve thousand (12,000) students will gain knowledge about beef production by engaging with units of instruction and supporting resources.
2. Perceptions of cattle production and the beef industry will be positively shifted in sixty percent (60%) of students engaging with the units and supporting resources.
3. After engaging with units of instruction and corresponding trainings seventy-five percent (75%) of teachers and influencers will believe the positives of beef outweigh the negative.

CBB/BPOC Funding Request: \$1,667,693