

# Tactic Quick Guide

## Preliminary FY21 Tactics



Investor Relations  
Working Group

# INVESTOR RELATIONS WORKING GROUP TACTIC OVERVIEW

<b>Pages</b>	<b>Tactic #</b>	<b>Tactic Name</b>	<b>Contractor</b>
3-5	2112-A	The Distributional and Indirect Effects of the Beef Checkoff	USCA
6-7	2150-A	Beef Checkoff – Producer Listening	CBB
8-12	2150-B	Beef Checkoff – Integrated Producer Communications Platform	CBB
13-15	2150-C	Public Relations	CBB
16-17	2151-A	Beef Checkoff – Educational Curriculum and Materials	CBB
18-19	2151-B	Beef Checkoff – Producer Advocacy Program	CBB
20-21	2151-C	Beef Checkoff – Industry Collaboration and Outreach	CBB

**Contractor: United States Cattlemen’s Association**

**Subcontractor: Dr. Harry Kaiser, Ph.D**

**Tactic#: 2112-A: The Distributional and Indirect Effects of the Beef Checkoff**

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

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

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

The Beef Checkoff has a central mission to increase the demand for beef through implementing consumer advertising, marketing partnerships, public relations, educational programming, research, and new product development.

A 2019 study found that the Beef Checkoff had a positive and significant impact on beef demand compared to what it would have been in its absence (Kaiser, 2019). Had there not been any domestic Beef Checkoff demand enhancing activities over the latest 5-year period, 2014 through 2018, total domestic beef demand would have been 14.3% lower than it was. Similarly, had there not been any Beef Checkoff contributions to the FAS and USMEF’s foreign market development program over the past 5 years, U.S. beef export demand would have been 5.5% lower than it actually was in the eight foreign markets studied here. More importantly, the overall benefit-cost ratio for the Beef Checkoff was \$11.91. In other words, an extra dollar invested in Beef Checkoff activities over the period, 2014-18, returned \$11.91 to beef industry producer profit.

This is useful information to the stakeholders of the program. However, the 2019 study (indeed no previous study) did not examine the indirect or distributional effects of the Beef Checkoff. For example, did the Beef Checkoff activities increase beef packers’ demand, price, and profits at the wholesale level of the beef market. Likewise, did the Beef Checkoff activities increase retailers’ beef demand, prices, and profits? If so, by how much? In addition, what were the indirect impacts of the increase in domestic and foreign beef demand on the macro-economy? For instance, what was its impact on employment, GDP, and tax revenue? These distributional and indirect effects may be just as significant, if not more significant than the direct effects that were measured in the 2019 study.

**Objective:**

Accordingly, the purpose of the proposed research project is to measure the distributional and indirect effects of the Beef Checkoff. Specifically, this research proposes to address two main objectives:

1. Quantify and measure the economic benefits of Beef Checkoff -funded programs for the period 2013-2018 on wholesale and retail beef demand, prices, and profits.
2. Quantify and measure the indirect economic benefits of Beef Checkoff-funded programs for the period 2014-2019 on the general economy including the impact on incremental employment, GDP, and tax revenue.

**Procedural Overview:**

Similar to a dairy industry study by Kaiser (1997), an industry-wide econometric model will be developed, where the beef industry will be divided into three markets: farm-level, wholesale or processing, and retail markets. At each market-level, respective demand and supply equations will be estimated with time series data. The promotion effort by the Beef Checkoff will be modeled as one of the demand drivers at the retail level, in addition to other demand drivers such as retail beef price, price of beef substitutes, and consumer income. If Beef Checkoff promotion increases the retail demand by consumers for beef, the model will be able to measure how this impacts the wholesale demand for beef products at the processing level, and how this impacts the farm demand for beef. We would expect that an increase in retail beef demand will impact prices at all three levels, and such a model will be capable of measuring these impacts. The estimated industry econometric model will then be simulated for two scenarios for the past 5 years: (1) a baseline scenario in which Beef Checkoff promotion is in effect and expenditures on promotion are set at actual levels; (2) a counterfactual scenario, where the Beef Checkoff is eliminated.

The difference between the two scenarios gives the impact of Beef Checkoff promotion expenditures on beef demand and prices at the retail, processor and farm-levels of the beef industry.

**Benefits to Partners:**

Unlike the 2019 study by Kaiser, this analysis will be able to measure the direct benefits of the CBB not only for beef producers and importers, but also for beef packers and retailers. The benefits will be measured at each market level as the incremental profits or net revenue accruing from the existence of the Beef Checkoff. This will provide important information previously not available since both beef processors and retailers benefit from the increase in beef demand generated by beef producers through the Beef Checkoff.

In addition, the Beef Checkoff indirectly benefits a range of actors beyond beef producers, packers, and retailers. For example, local input suppliers benefit from additional feed purchases by beef producers due to the Beef Checkoff. Local workers benefit from either higher wages, or more farm and post-farm processing jobs due to the Beef Checkoff. State and local governments also benefit from the incremental taxes associated with growers' earnings.

**Data and Information Gathered:**

To examine these indirect effects of the Beef Checkoff, an “input-output” model of the U.S. macro- economy will be used to simulate the same two scenarios as above. In comparing the two scenarios, Dr. Kaiser will calculate the implied increment in employment, labor income, value added, tax revenue, and GDP associated with the having Beef Checkoff promotion in effect. The results will provide a summary measure of the broader regional-macroeconomic impact of Beef Checkoff promotion. These impacts will be measured at the national level.

An input-output model called IMPLAN (IMpact analysis for PLANning, Mig, Inc.), which consists of a large-scale input-output database representing nearly every industry in the U.S. at the ZIP code, county, and state level, will be used to evaluate the impact of Beef Checkoff promotion on the broader U.S. economy.

**Project Timeline:**

This project will take four months to complete once approved with the following time schedule:

Month 1-2: data assembly. This phase of the project will consist of the development of the data base.

Month 2-3: econometric estimation. After the data is compiled, the beef industry econometric model will be estimated.

Month 4: simulation analysis and reporting phase. During this phase, the market impacts of the scenarios described above will be simulated and the report will be written.

**Reporting:**

The final product will be a comprehensive report delivered to Beef Checkoff members and disseminated to industry stakeholders.

**References:**

Kaiser, Harry M. “An Economic Analysis of the Cattlemen’s Beef Promotion and Research Board Demand-Enhancing Programs.” 2019.

Kaiser, Harry M. “Impact of National Dairy Advertising on Dairy Markets, 1984-95.” *Journal of Agricultural and Applied Economics*. 29(1997):303-14.

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

Specific objectives include:

- 1) Quantify and measure the economic benefits of CBB-funded programs for the period 2013-2018 on wholesale and retail beef demand, prices, and profits.
- 2) Quantify and measure the indirect economic benefits of CBB-funded programs for the period 2014-2019 on the general economy including the impact on incremental employment, GDP, and tax revenue
- 3) In-person dissemination of findings and implications to producers and industry stakeholders.

**CBB/BPOC Funding Request:** \$72,000

**Contractor: Cattlemen’s Beef Board**

**Subcontractor:**

**Tactic#: 2150-A: Beef Checkoff – Producer Listening**

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

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

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

Broad-based, national producer listening provides a meaningful link between all of the strategies and tactics outlined in this AR. In order for listening to provide objective value, it must include all producers and others who influence the conversations in which producers engage. Each effort under this tactic seeks to engage and learn from our key audience’s conversations, opinions and sentiments.

**Quantitative: The Producer Attitude Survey (PAS)**

The annual PAS is a quantitative, random, independent survey of 1,200 producers. The sample size is a statistically valid representation of producers and participants spread across six regions of the U.S. The survey, now in its fifteenth year, provides valuable benchmarks of producer awareness and affinity for the Checkoff, and it highlights the strengths and weaknesses of ongoing Producer Communications efforts. Additionally, each QBC has the opportunity to further fund this survey, expanding its reach within its respective state to gain deeper producer insights there. In the coming year, we will explore the possibility of adding a supplemental survey to collect data beyond the annual effort. In this way, we could get a deeper look into a more narrowly defined sub-demographic of producers -- the next generation of farmers and ranchers, for example.

**Qualitative: One-on-One Producer Listening**

Building on the positive outcomes of the individual listening efforts, we will expand our qualitative data collection via in-person interviews, direct polls, recurring surveys and online forums. While the PAS is designed to primarily measure opinion, the 1:1 dimension allows us to reach out on a more personal level. By better understanding

how the contextual issues producers face may shape their Checkoff perceptions, we can develop specific content tailored to meet their needs. In FY21 we must continue to incorporate and expand this specific tactical element.

### **Checkoff Communication Roundtable Discussions**

Since our listening efforts began in FY19, we have learned the value of bringing our QSBC voices together. This past year, collaboration with qualified state beef councils helped us determine in which areas states needed more support from the national PC program, as well as their desire for additional educational Checkoff materials and programs. In the coming year, we will continue these bi-annual QSBC virtual meetings with some additional upfront participant surveys to better understand key topics beforehand, allowing us to tailor the discussion and agenda to their needs.

From this year's QSBC roundtable discussion, we learned that states want greater insight into contractor efforts, and conversely, contractors want more communication with the states to share updates and seek input. In FY21, we will expand the roundtable program to include regular discussions with the contractor groups and trade media. We will use these sessions to inform the overall PC content calendar and give contractors the opportunity to present progress on their AR objectives to the states. By bringing the contractors and the states together more frequently, we hope to amplify the work being done on behalf of the Checkoff.

### **Current Listening Tools:**

Advanced media monitoring software extends our listening beyond the qualitative and quantitative efforts outlined above. These tools provide the Checkoff with access to critical news stories and social media hits impacting our producers via real-time monitoring and cross-channel alerts. Sophisticated monitoring systems and media analytics built into all other channels such as social media, print, digital and website all provide context around a specific message's impact and visibility. These analytics reports provide a 360-degree view of current topics, allowing us to inform our board members and governing body on a quarterly effort.

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

- Conduct one independent, national quantitative study/survey of producers to inform the efforts of the Investor Relations Working Group and the PC program.
- Engage with at least 50 separate producers on current topics to inform content development, and findings will be shared quarterly with internal stakeholders.
- Conduct two roundtable discussions with at least 25 QSBC KOLs in order to seek feedback into the PC program and provide updates.
- Conduct two roundtable discussions with QSBCs and Checkoff contractors.

**CBB/BPOC Funding Request:** \$240,000

**Contractor: Cattlemen’s Beef Board**

**Subcontractor:**

**Tactic#: 2150-B: Beef Checkoff – Integrated Producer Communications Platform**

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

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

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

Moving into FY21, we will evolve and enhance our multi-channel publishing strategy to expand the Checkoff’s reach and recall with producers and those that impact them most. Program visibility remains high in FY20, and it’s clear that producers continue to pay attention. A greater percentage have seen, read or heard something about the Beef Checkoff than in previous years.

**The Drive Publishing Platform**

*The Drive* serves as our base for Producer Communications, and we will continue educating producers on the efforts and outcomes of Checkoff-funded projects through this platform. Growing *The Drive* publishing platform’s footprint ensures we’ll reach more producers with positive messages about Checkoff successes.

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

- **The Drive: Enewsletter:**  
Increasing subscriptions for *The Drive* eNewsletter will be top of mind in FY21. Within our QSBC partnerships, we’ll encourage and distribute relevant, locally targeted content, as well as solicit additional subscriber lists. To help us expand database subscriptions throughout the states, we will provide QSBCs with list growth plans and tools such as forms, pop-ups and banners for promotion on their websites. We will mine cumulative data collected from past issues to further hone in on producer preferences and use that information to further target and customize content.

- The *Drive*: Print Newsletter:

We saw substantial growth in the number of recipients getting *The Drive* printed newsletter this year, with our producer database expanding to include more than 83,000 subscribers, almost double from FY19. Subscription growth remains a critical objective as it is displayed as the primary call to action in all outbound communications.

Sharing a balance of national and more locally derived news enhances our relevancy to producers. Our partnership with QSBCs to collect and distribute state-specific inserts within the newsletter is paramount. In FY20, 17 states have participated in the insert program.

To offset the increase in print and postage expenses, we have been actively pursuing several avenues for sponsorship and/or cost-sharing for *The Drive*. We hope to secure these opportunities in early FY21.

Incorporating regular, brief surveys within the print and email version of *The Drive* will help us further refine producer preferences for frequency and types of content.

- *The Drive*: LIVE!:

We will grow our digital communications platform with *The Drive*: LIVE! to foster engagement with audiences who use online platforms as a resource for industry news. This online resource will be more specifically geared to producers who are aged 35 and under. We can repurpose some of the content that has been generated for our print and email platforms and use it to drive discussions and engagement online. We see this being carried out in informational webinars, podcasts, via Facebook Live and other social platforms. We will leverage the expertise of the CBB board and committee members to drive positive dialogue and thought leadership.

- Website: [BeefBoard.org/DrivingDemandForBeef.com](http://BeefBoard.org/DrivingDemandForBeef.com):

Over the last year, the PC program has made several website enhancements to BeefBoard.org in an effort to improve the user experience. Monitoring user experience in the coming year will be key. We will focus on making the website experience more interactive for users and make social sharing easier. Web visits will be a more personalized experience, and we'll glean user preferences with online polls where they can rate content. This will allow us to re-engage visitors with relevant stories based on previous reactions. We will continue to leverage our partnerships with state beef councils and bridge the gap between the national and individual state websites. Geo-filtering will allow us to serve local news to visitors based on their locations.

- Social Media:

In FY21, we will further reach producers through Facebook and Twitter, and we will establish a presence on LinkedIn as an avenue to reach Key Opinion Leaders. We will look at creating new audiences using data gained from consumer insight tools.

In addition, we'll use "dark posts" as a way to geo-target followers with relevant stories and create more video and infographics to engage producers.

### **Your Dollar Does Producer Campaign**

In FY21, we'll push the strong messaging and powerful visuals of this campaign through print, digital and radio platforms. A revamped landing page on BeefBoard.org, completed in late FY20, highlights the most impactful statistics that demonstrate how the collective \$1/head has helped drive beef demand. The landing page will be regularly optimized, using it as a bridge between paid media advertisements and the work of the individual Checkoff contractors. We see Your Dollar Does paid media continuing to both drive visits to the website and encourage producers to engage with *The Drive*.

We will keep this campaign fresh by scheduling four additional Your Dollar Does photo shoots to represent more diverse producers and geographies. More QSBC's will be encouraged to take advantage of the produced media and customize it for their states. For those QSBCs that would like to take advantage of state-specific photography, we will explore the possibility of cost-sharing.

### **Paid Media**

Producer Attitude Surveys indicate the more informed a producer is about the Checkoff, the more supportive they are of the program overall. Continuing a consistent media plan in FY21 is key to getting producers to engage with the Checkoff and *The Drive* publishing platform.

We will carry forward our national media mix of print, digital and radio. We will look to do a marketing push in regional markets to improve producer sentiment in states where it's less positive. This will be a timely effort in the months leading up to the Producer Attitude Survey, after which we can test the impact of the marketing heavy-ups. To reach Key Opinion Leaders, we will establish partnerships with advocates and influencers and participate in their live/digital communication efforts. We will also look for opportunities to showcase CBB thought leaders on podcasts and other live/digital platforms.

### **Content Development**

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

- Promote - Sharing the successes of Checkoff-funded programs and activities is at the heart of Producer Communications. It is here that we will highlight the progress and wins from each of the Checkoff's program areas. Examples of promotional materials include contractor highlights and semi-annual pocket cards. We will work with contractors proactively to learn more about their various programs and events before they happen and provide more content that presents the results of these initiatives.
- Educate - Knowledge of the Checkoff and producer sentiment toward it have a direct correlation: as producers better understand Checkoff operations, their approval of the program increases. By developing materials that increase Checkoff familiarity and trust, we can improve producer sentiment. These materials include, but are not limited to, information about Checkoff structure,

details of the Long-Range Plan, ROI study logistics and the flow of the Checkoff dollar.

- Humanize - Our ability to humanize the administration of the Checkoff and become more relatable to producers in the “moveable middle” of sentiment is key to correcting misinformation. Our ability to empathize with the producers we serve is also a critical component of this content effort. Through our listening efforts, we hear and see what is most important to our core audience and through our content, we can express that we are listening.

The proven content strategy will continue in FY21, consistently creating quality, educational and relevant stories.

### **Producer Database Development and Management**

To fully maximize our listening platform, we must be able to accurately identify and communicate with all producers. In FY20, we identified the need for a nationwide, all-encompassing producer database. Through our communication efforts with *The Drive* publishing platform, social/paid media and list sharing with QSBCs, we have nearly doubled the size of our producer database from FY19 to FY20.

We understand the need for a “Plan of Use” for this database as it continues to grow. We will utilize an external list management system to house and secure the database. Ownership of this database will be maintained by the CBB Producer Communications team, and we will outline what that means for usership and formalities of that responsibility.

It is also our intent to use the new list management system to generate new producer “leads” and target advanced communications to our current producers as we flesh out their personas.

### **The Hub**

In FY21, we will further build out and enhance the use of USDA-approved, ready-made and customizable PC marketing materials on the hub. In Q2 of FY20, 806 total assets were currently on the hub. New materials will be added every month, and we anticipate a jump in producer photography as we add new photoshoots to the Your Dollar Does campaign.

In addition to viewing and downloading materials, users can also print-on-demand. We also see the hub being utilized as an online commerce system where QSBCs and contractors can order collateral from a stocked fulfillment center. This should streamline requests for printed pieces and put the states more in control of their collateral needs. We will look at setting a per-piece pricing structure for these orders that is consistent across the board.

Improving the hub experience will be a top priority, and we will look for enhanced analytics to help us better understand how producers use the site and the types of content with which they engage.

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

**Producer Communications Publishing Platform**

- Maintain a base distribution of 14,000 for the Drive's eNewsletter and focus on growth across the print and email database by 10%, based on the FY20 Q3 benchmark.

**Producer Awareness and Engagement Campaign**

- Maintain or increase recall levels of the Beef Checkoff by 3 points -- an increase, from 48% in FY20 to 51%.
- Continue upward awareness trend for The Drive, increasing from 22% in FY20 to 27% in FY21.

**The Drive Live!**

- Plan and launch a new platform for The Drive to further engage producer audiences and those in the beef industry who seek to better understand Checkoff topics and programs. Executing at minimum 2 events in the first year, with 100 participants in each session.

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

**Contractor: Cattlemen’s Beef Board**

**Subcontractor:**

**Tactic#: 2150-C: Public Relations**

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

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

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

The goal of this programming is to communicate the Checkoff’s efforts in driving beef demand by connecting key Checkoff voices with those who can amplify the message -- the media. We will provide factual, educational content to counteract misinformation and change misperceptions. Through this tactic, we provide data to support the positive efforts of Checkoff contractors, develop and disseminate content to ensure ongoing positive media positioning for the Beef Checkoff, build credibility with industry media and producers, and ensure that the Checkoff owns its narrative. We will accomplish this goal by implementing the following tactics:

**Thought Leadership**

Connecting our thought leaders with the media has never been more important. Many producers have strong opinions about the Checkoff that are built upon misinformation or a lack of understanding about how the Checkoff operates. They simply don’t know how the Beef Checkoff works or who manages the program or what the Checkoff can and cannot do. The Checkoff needs to ensure that it has a voice in closing the existing knowledge gap.

By positioning CBB leadership and officers for speaking opportunities and as resources for print, online and radio interviews, as well as on social media, we can educate beef industry stakeholders and present the Checkoff in the most positive manner. As we approach FY21, we will expand our thought leadership efforts to more fully capture the opportunities that are available by partnering with the states to speak at events and association gatherings. We’ll also focus resources and efforts in areas around the country where producer sentiment is lower than we’d like it to be.

## **Checkoff Reputation Management and Response Activation**

When an issue arises that has the potential to compromise the Beef Checkoff's integrity and/or reputation, we must respond quickly. In situations like these, misinformation is prevalent, and it can rapidly spiral out of control. In order to effectively support all of the other tactics in this plan, reputation management and response counsel is a necessary element of our strategic communications efforts. In FY20 we established a protocol that details the pathway for issue identification and ownership within the industry. We review this living document annually and update it with the most current information. If the Beef Checkoff "owns" an issue, we will provide step-by-step guidance to help assess the situation; immediately inform all stakeholders; develop appropriate messaging/responses for internal audiences, external audiences and the media; and determine any needed follow-up actions.

Monitoring industry conversations and sentiment is critical for a strong reputation management program. Supported largely by the listening tools outlined in Tactic A, we are able to view in near-real time how certain issues or stories are evolving, as well as view the context surrounding those topics, such as the size of the audience receiving the message and other demographic data.

### **Media Relations -**

Through our listening efforts in FY20, we brought together several voices within the ag media circle to participate in a virtual roundtable. During this roundtable, members of the media told us what their audiences want to hear from the Beef Checkoff and what types of content are most in demand for their channels. Their feedback was vastly positive about our past and current efforts, but the media also pointed out some areas in which we could improve, like providing more authentic producer voices for interviews and other opportunities. Our media outlets are hungry for news about the Beef Checkoff, and they know what content will truly resonate with their audiences.

In FY 2021, we will continue to focus on obtaining interviews and written coverage from the media. In FY20, we made great strides in providing regular content to key outlets via interviews, op-ed pieces from Greg Hanes and regular editorial columns. We need to continue stretching these efforts with more content. All participants in FY20's roundtable agreed that informative, data-based content in video and as bite-sized graphics would go a long way toward filling their content needs and matching audience preferences. We will focus our editorial on a variety of content formats from written pieces (press releases and opinion/editorials) to videos to podcasts to radio interviews. We'll also round out the Thought Leadership initiative above by providing access to our board members as a part of our media relations efforts. This access may include the opportunity to interview board members and state executives to demonstrate their commitment to the Checkoff and the beef industry at large.

Developing and maintaining strong media relationships is key to gaining favorable coverage from these print, broadcast and online outlets. We will continue to provide the media with data and valuable access to Checkoff insiders to ensure that they are able to present their producer audiences with the most transparent and accurate program information.

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

**Thought Leadership Objectives**

- Obtain twenty (20) speaking opportunities or media interviews with KOLs on the value of the beef checkoff.

**Checkoff Reputation Management and Response Activation**

- Conduct in-person media-training for the new CBB officers, CBB executive committee members and new Cattlemen's Beef Board members.

**Media Relations Objectives**

- Provide top and regional ag media as well as adjacent industries quarterly content on behalf of the Checkoff, resulting in at least 4 regular placements.

**CBB/BPOC Funding Request:** \$255,000

**Contractor: Cattlemen’s Beef Board**

**Subcontractor:**

**Tactic#: 2151-A: Beef Checkoff – Educational Curriculum and Materials**

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

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

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

To develop materials and curate content that will educate and build relationships with beef producers and importers, providing a better understanding of the Beef Checkoff.

**Checkoff Education: Modules and Materials** – The need for a clear, engaging and consistent Checkoff education program has grown significantly over the past decade. While basic resources to educate producers about the Checkoff have been available, our current situation dictates the development of a full-fledged curriculum and accompanying materials that different stakeholders can easily find and use. The curriculum’s initial design will include unique Checkoff modules. We will build these modules using engaging platforms and support them with matching quarterly slide decks, downloadable documents, video / webinar recordings, as well as other outreach methods deemed appropriate.

Additionally, we will curate and develop content for multiple “standalone” Checkoff educational documents, including general “Understanding the Checkoff” brochures and printed collateral for wide distribution. We will also continue to support our ongoing “Chatting about the Checkoff” fact sheets and Checkoff talking points for stakeholder use.

**Checkoff Education: Web and Digital Pages** – We will place the Checkoff education modules and downloadable documents on the Hub for gated stakeholder use; however, we will also develop a separate, completely public-facing platform of Checkoff history, governance and facts for the Checkoff’s website, DrivingDemandForBeef.com. This new section of the website will house engaging content as appropriate for a digital space.

**Checkoff Education: Media Presence** – We believe it's necessary for CBB and Checkoff leadership to speak about the Checkoff's attributes with ag trade media. In addition to other Producer Communications efforts outlined in proposed AR #2150-PC, we will place a special focus on developing and distributing recurring opinion/editorials or columns about the Checkoff and its operations through the voices of our thought leaders.

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

- Produce and distribute at least four unique Checkoff educational modules with support materials to stakeholder groups, with a goal to reach 5,000 producers/groups in the curriculum's initial year.
- Develop at least 10 Checkoff educational pages and links. Educational material will be posted to or linked to DrivingDemandForBeef.com and The Hub, as appropriate.
- Create 10 educational pieces about the history or workings of the Beef Checkoff for placement in ag trade media.

**CBB/BPOC Funding Request:** \$240,000

**Contractor: Cattlemen’s Beef Board**

**Subcontractor:**

**Tactic#: 2151-B: Beef Checkoff – Producer Advocacy Program**

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

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

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

**Checkoff Academy** – In many ways, every producer is a beef advocate, but not every producer is a Checkoff advocate. Furthermore, understanding the Checkoff does not automatically make one a Checkoff advocate! To develop a more efficient and effective advocacy program, we must first educate producers with expanded Checkoff “basics” as well as extensive media training, “selfie” video training and best practices in writing, social media and broadcast interviews. We also need to help producers better understand beef demand and which elements of the beef industry the Checkoff can and cannot affect. To accomplish these tasks, we must hone Checkoff messaging and create a platform our producers can use to garner peer support and share Checkoff facts and “wins.”

Our proposed Checkoff Academy would consist of a series of modules that producers must complete to become a member of the Checkoff Academy Advocates Program. Members of that program could receive ongoing Checkoff advocacy training; access to special private social media pages and gated websites; and monthly communications tailored to their advocacy roles.

**Alumni Network** - Outgoing and past Beef Board and Federation members who have been a part of the Checkoff process are an underutilized resource for advocacy and producer education. We will work to develop a core group of past members and provide supporting materials to help them continue engaging with others on the Checkoff’s behalf.

This network will initially include a newly established, robust Cattlemen’s Beef Board alumni group, led by a task force of former CBB members. After this inaugural year, we will seek input from outside groups to replicate this alumni structure across other

producer groups with ties to the Checkoff (Federation of State Beef Councils, Checkoff contractor boards, etc.)

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

- Develop and launch a robust Checkoff advocacy program, enrolling at least 50 producers in its initial year, with at least 50% completing the program to graduate by the end of FY21.
- Conduct interviews of 10 Checkoff Academy graduates for use throughout Checkoff communications. Interviews will focus on Checkoff content areas pertinent to the producer / Checkoff issues at the time of the interview.
- Coordinate a producer-led Cattlemen's Beef Board alumni network, led by a task force of former members, with the goal of adding 50 members to the network by end of FY21.

**CBB/BPOC Funding Request:** \$45,000

**Contractor: Cattlemen’s Beef Board**

**Subcontractor:**

**Tactic#: 2151-C: Beef Checkoff – Industry Collaboration 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>				

**LRP Strategic Initiatives Addressed by this Tactic**

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

**Tactic Description**

The importance of collaborating outside of the “Checkoff Bubble” is vital to the entire Checkoff program’s success. While Checkoff contractors work with outside groups each and every day for the purposes of beef promotion, research and education to drive demand, it’s become increasingly crucial to support the Checkoff’s external stakeholders and peripheral groups as a whole.

**Develop 3-year Collaboration and Outreach Strategic Plan** – This long-term plan will outline the specific groups tagged for Checkoff outreach, different outreach platforms and methods and factors that are key to a sustainable, successful program. Tracking our successes through collaboration is necessary.

**Industry Roundtables** – The external groups (youth organizations, animal health professionals, cattle auctions and markets, higher education / extension offices, etc.) we will work with are connected to beef producers every day. To determine their levels of Checkoff knowledge, we will host roundtable discussions to gain insights for developing a strong and sustainable outreach program. Following these gatherings, we will share findings from each roundtable with Checkoff stakeholders to encourage future outreach efforts.

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

- In the inaugural year, create a 3-year strategic plan that outlines the process for outreach and relationship development with external industry organizations and peripheral groups.

- Conduct one focus group-style roundtable each quarter with one KOL segment, consisting of at least 10 participants, to gain insight to their knowledge level of the Beef Checkoff.

Produce and distribute four recap reports of the industry roundtables to key stakeholders, reaching at least 75% of that group.

**CBB/BPOC Funding Request:** \$10,000