

Tactic Quick Guide

Preliminary FY21 Tactics



Nutrition & Health
Committee

NUTRITION & HEALTH COMMITTEE TACTIC OVERVIEW

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Contractor: Foundation for Meat and Poultry Research and Education

Subcontractor:

Tactic#: 2110-B: Science-Based Research on the Nutritional and Health Benefits of Processed Beef, Knowledge Dissemination and Stakeholder Engagement

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

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

All meat is processed to varying degrees. This can include any meat product produced via the physical or biochemical transformation of meat from its native form (*i.e.* carcass, wholesale cut) into a final or finished product deemed desirable by consumers.

For this purpose, the definition of further processed, as defined by the American Meat Science Association Meat Science Lexicon, will serve as the definition of processed meat.

Further Processing:

Any process where meat products undergo a transformation, beyond minimal processing, containing approved ingredients, and may be subjected to a preservation or processing step(s) through the application of salting, curing, fermentation, thermal processing (smoking and/or cooking), batter/breading, or other processes to enhance sensory, quality, and safety attributes. These products may include ready-to-cook and ready-to-eat products.¹

¹ Seman, D. L., D. D. Boler, C. C. Carr, M. E. Dikeman, C. M. Owens, J. T. Keeton, T. D. Pringle, J. J. Sindelar, D. R. Woerner, A. S. de Mello, and T. H. Powell. 2018. Meat Science Lexicon*. Meat and Muscle Biology 2:1-15. doi:10.22175/mmb2017.12.0059.

Within this definition, there are varying degrees or levels of complexity of processing ranging from seasoning and drying to make a product like beef jerky to multipart recipes requiring ingredients, formation and cooking for products like beef hot dogs. Given the differences in preparation, there are thousands of different varieties of processed meats.

Processed beef products can fit easily into healthy meals. Products such as marinated beef fajita strips and beef dinner sausage can be center of the plate food items joining vegetables and grains which together can lead to greater nutrition and nutrient absorption. Deli roast beef can easily be incorporated into a sandwich or as a salad topping for a healthy meal. Menu models have demonstrated how these processed products fit in a dietary pattern.

Research conducted within this tactic will provide scientific evidence to support the beef industry's ability to produce, market and maintain the public enjoyment of processed beef products as a convenient, affordable and safe source of high-quality protein. While the scope of processed beef products is broad in general, specific product types will be selected for research. These products may include, but are not limited to, beef jerky, beef snack sticks, deli beef products, beef hot dogs and beef sausages. Through science-based research, the role of processed beef products in a healthy, well-balanced diet will be defined. Data collected will be shared with key nutrition opinion leaders, regulatory authorities and all stakeholders, including State Beef Councils and producers.

Promoting processed beef products is critical to the bottom line of producers. A major component of many ready-to-eat and ready-to-cook processed beef items is 50 percent chemical lean (CL) beef trim. Approximately 10 percent of the weight of a fed steer carcass ends up as 50 percent CL trim, which is essentially, the largest "wholesale cut" on the beef carcass. Accordingly, the market value of the 50 percent CL trim, like the cut-out values of whole muscle cuts, directly affects live cattle prices. By creating demand for processed beef items, demand is created for 50 percent CL, which in turn bolsters live cattle prices and ROI for producers.

Retail reports underscore how promoting processed beef products is critical to the bottom line of cattle producers. The *Power of Meat 2019* report provides insights into consumer purchasing behaviors, preferences and beef's role in the meat case.

- Last year's retail data indicates that the processed meat category represents over \$34 billion in sales. Beef alone has approximately \$5.9 billion in sales.
- Nielsen data from January 2019 cites that \$23 billion of meat items are sold beyond the fresh meat department – including \$13 billion in the deli department.²
- In a given month, shoppers are buying meat across the store including 37% in the deli, 39% fully-cooked, and 49% frozen.³

² 202 Analytics. *2019 Power of Meat: An In Depth Look at Meat Department Through the Shoppers Eyes*. Food Marketing Institute and Foundation for Meat and Poultry Research and Education.

³ *Ibid.*

- “The *Sealed Air/Cryovac National Meat Case Study* finds that 66 percent of the packages in the self-service case are fresh meat (beef, pork, lamb, veal, chicken and turkey) with the remaining 34 percent being items such as processed, fully-cooked and value-added meat/poultry.”⁴

Applying the Meat Science Lexicon definition, fully-cooked meat products are processed meats. Fully-cooked meat and poultry products accounted for nearly \$11 billion in storewide sales last year, an increase of 2.5 percent in dollar sales. A majority of fully-cooked meat sales come from the deli department, which represents \$6.1 billion in sales, growing 5.4 percent over last year. Fully-cooked beef accounted for \$117 million in sales, a 7 percent increase. While fully-cooked chicken and pork currently have greater shares of sales, sales of each decreased by 2 to 7 percent respectively.⁵ Sales of fully-cooked beef are growing faster than other species in this category.

Sixty-four percent of processed meat buyers surveyed had a brand preference.⁶ According to IRI, branded meat products, both manufacturer and private, accounted for \$32 billion in sales and beef’s share is \$10.9 billion. Beef saw increases in both sales and volume, 1.3 and .5 percent respectively. While chicken had a similar increase in sales, pork sales decreased by 8 percent. Beef was the only species to increase in volume.⁷ Data did not detail sales or volume for branded processed beef.

The *Power of Meat 2020 report*, which examined many new topics but did not carry forward several topics from 2019, showed that value-added meat products provided for \$4.7 billion in sales in 2019. Sales in dollars increased by 3.9 percent and volume by 3.7 percent. Beef represented nearly half of value-added meat sales at \$2.3 billion.⁸ According to the *Power of Meat*, value-added products are “addressing several trends driving growth in the perimeter and center-store categories: convenience and adventurous eating, the quest for fun and different flavor profiles, and the growing popularity of international cuisines, such as pre-marinated fajita meat.”⁹ No matter how you slice it, processed beef is extremely valuable to our industry.

However, a number of significant challenges face the processed beef category and are rooted in the same dogma—limit the consumption of red and processed meat for optimum health. Draft conclusions from the 2020 Dietary Guidelines Advisory Committee (DGAC) have identified dietary patterns lower in red and processed meats with a reduced risk of colorectal cancer, type 2 diabetes, cardiovascular disease and all-cause mortality. However, other draft conclusions address the role of lean meat in

⁴ *Ibid.*

⁵ *Ibid.*

⁶ *Ibid.*

⁷ *Ibid.*

⁸ 202 Analytics. *2020 Power of Meat: An In Depth Look at Meat Department Through the Shoppers Eyes*. Food Marketing Institute and Foundation for Meat and Poultry Research and Education.

⁹ *Ibid.*

healthy dietary patterns. Red and processed meats are often grouped together as foods to reduce or limit, and lean meats as foods to encourage. Rarely is it recognized that red meat and processed meats can be different foods or the same, and that they can be lean. The DGAC will issue its report to the Secretaries of Agriculture and Health and Human Services who will then develop the *Dietary Guidelines for Americans*, which is the basis for all federal nutrition policies and programs. Continued research demonstrating the role of processed beef in healthy dietary patterns is critical to ensure they remain a part of federal dietary guidance.

There are also several other reports questioning the role of processed beef in dietary patterns. In January 2019, the EAT-*Lancet* report on “Food in the Anthropocene: the EAT-*Lancet* Commission on healthy diets from sustainable food systems” was published. The report outlined dietary recommendations it claims are ideal for human and planetary health. The diet suggested that people limit red meat consumption to one serving per week and poultry to two servings per week.

The International Agency for Research on Cancer (IARC) published the long awaited the monograph declaring processed meats and red meats as carcinogenic agents in March 2018.¹⁰ IARC is an authoritative body and this monograph can be included as support for federal or state polices or regulations. The World Cancer Research Fund’s (WCRF) *Third Expert Report: Diet, Nutrition, Physical Activity and Cancer: a Global Perspective*, released in May 2018 is another challenge. The Report’s Cancer Prevention Recommendations include “limit red and processed meat – eat no more than moderate amounts of red meat, such as beef...eat little, if any, processed meat.”¹¹ More recently, the American Cancer Society updated it’s Guidelines for Diet and Physical Activity for Cancer Prevention. These guidelines include a recommendation that a healthy eating pattern limits or does not include red and processed meats.¹²

By demonstrating how processed beef products fit in a healthy dietary pattern associated with positive health outcomes, the conversation can be turned towards how these products can contribute to overall health and well-being and away from the focus on negative health outcomes. Research findings will be critical to ensure processed beef remains in dietary guidance. Every opportunity will be pursued to submit scientific research to add to the body of evidence in support of this effort.

A standing advisory committee of industry and academic experts, including other contractors to the beef checkoff, and practitioners will establish research priorities and

¹⁰ IARC Monographs on the Evaluation of Carcinogenic Risks to Humans Volume 114: Red Meat and Processed Meat. <http://publications.iarc.fr/564>. Accessed June 12, 2020.

¹¹ World Cancer Research Fund Third Expert Report, “Diet, Nutrition, Physical Activity and Cancer: a Global Perspective.” 2018. <https://www.wcrf.org/dietandcancer/recommendations/limit-red-processed-meat>. Accessed June 12, 2020.

¹² American Cancer Society Guideline for Diet and Physical Activity for Cancer Prevention, CA Cancer J Clin 2020;0:1-27.

evaluate proposals. Based upon their recommendations, contracts are awarded based on merit and priority need. After the award, the research contracts will be closely monitored to ensure timely and complete research work products are available for distribution to the industry. This tactic is focused on processed beef. If complementary research with other meat animal species is developed, they will be expected to contribute proportionally to the research funding.

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

- Manage the execution of a minimum of three research projects addressing current knowledge gaps. Topics may include but are not limited to: a risk-benefit analysis on the consumption of further processed beef as a component of a healthy diet and lifestyle; comprehensive white paper(s) to assess what is currently known and any potential data gaps on the mechanistic development of cancer in humans for processed beef components; and menu modeling demonstrating the role of further processed beef in the healthy dietary patterns identified in the 2020-2025 Dietary Guidelines.
- Assess research impact over time by cataloging citations for research funded by the Beef Checkoff and administered by the Foundation. Since Foundation administered research in this area is relatively new, the initial target is 2 references citing Beef Checkoff funded research used to develop regulatory guidelines, standard operating procedures or best practices by the end date of this AR.
- Facilitate the dissemination of research data and knowledge sharing through cumulatively four meetings, webinars, documents or other events targeted to nutrition and beef industry professionals, key opinion leaders, registered dietitians, healthcare professions and retail influencers.
 - Reach at least 1,000 stakeholders through combined activities.
 - Newsletter distribution will achieve at least 27 percent open rate.

CBB/BPOC Funding Request: \$550,000

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2102-B: Social Media and Digital Advertising

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

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

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 checked="" 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 checked="" 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 checked="" type="checkbox"/>	Research & communicate beef’s nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef’s image	<input type="checkbox"/>	Develop crises management plans	<input checked="" type="checkbox"/>	Connect & communicate directly with consumers
		<input checked="" type="checkbox"/>	Engage beef advocates	<input checked="" type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

Tactic Description

Today’s consumers are more connected than ever before using multiple screens, devices, and social media platforms to engage and communicate. During the coronavirus pandemic, use of social media and digital media soared as people turned to their digital devices for everything—from work to play to connecting with family and friends around the world. According to a report by Tubi, the average American is now streaming eight hours of content per day as consumers spend more time binge-watching Connected TV platforms such as Netflix, Roku and Hulu. Time spent on social media platforms has continued to grow as peoples spend more time-consuming content on social media, especially video content. A study by eMarketer predicts that in 2020, people will spend an average of 1 hour and 20 minutes per day with social media—an increase of 6 minutes per day compared to the forecast prior to coronavirus. Instagram is expected to see the strongest growth out of all social networks, which is projected to sustain into the future as people turn to additional features such as Instagram Live and Instagram TV, which provide the video-focused content that consumers are craving. This tactic allows *Beef. It’s What’s For Dinner.* constantly to connect with consumers throughout their day and throughout the digital platforms that they spend time on—whether that’s when they’re at home watching online videos, listening to digital radio at work, searching the web for information, reading an article online or connecting with friends through social media. As mentioned above, market research 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.

Since relaunching the *Beef. It's What's For Dinner.* brand in FY2018, NCBA focused digital and social media advertising efforts on three key messaging areas: the pleasurable eating experience of beef, the amazing people that raise beef today and the powerful protein that beef provides. By doing this and targeting consumers with a variety of storytelling opportunities on different platforms, NCBA increased the *Beef. It's What's For Dinner.* brand presence on a variety of social media and digital platforms and reached more consumers more often with positive beef messaging. This tactic executed new multi-media campaigns, such as the Beef Substitutes campaign which reached over 31 million consumers and exceeded over 10 million video views to the wide-reaching United We Steak summer grilling campaign to negotiating strategic partnerships that can help get beef "back on TV" through popular prime-time shows like NBC's American Ninja Warrior and FOX's MasterChef and MasterChef, Jr., In FY2019, this tactic reached consumers over 1 billion times (according to PEM reach guidelines) with positive beef and *Beef. It's What's For Dinner.* brand messaging.

In FY2021, this tactic will continue to manage the *Beef. It's What's For Dinner.* digital presence to ensure that beef is positioned as the top protein to consumers. This program manages the *Beef. It's What's For Dinner.* social media properties (1.025 MM+ Facebook fans, 37,900+ Twitter followers, 13,600+ Pinterest followers, 20,600+ Instagram followers, 18,500+ YouTube subscribers and over 98 MM YouTube video views and counting year-to-date) and brings to life positive stories about beef through a fully integrated digital media strategy including but not limited to online banner ads, video advertising, digital radio advertising, paid search and social amplification. Throughout the year, this tactic will allow *Beef. It's What's For Dinner.* proactively to share beef's positive story with millions of consumers nationwide.

A critical part of this tactic is the state/national partnership with state beef councils. This tactic allows NCBA to work as a "free" digital consulting agency, providing state beef councils with social media counsel and "how-to's," executing their online advertising, designing media plan approaches, and providing in-depth search engine optimization support. On average, this saves state beef councils at least 15-20% by utilizing the in-house talent and counsel that NCBA provides. Not only is this a cost-savings for state partners and producers, but it ensures alignment and synchronization of beef messaging and content assets and stretches checkoff resources further to ensure that the states can use more financial resources to reach consumers in their local areas.

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

- Distribute a minimum of three paid media campaigns to ensure favorable beef messaging on digital platforms.
- Generate a consumer reach of 500,000,000, as defined by the Performance Efficiency Metric) to ensure that *Beef. It's What's For Dinner.* assets and messages are reaching the consumer frequently.
- Maintain awareness of the *Beef. It's What's For Dinner.* brand at an average of 40% annually, as measured by the Consumer Beef Tracker.

CBB/BPOC Funding Request: \$6,377,700

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2111-B: Nutrition 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
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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 checked="" 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 checked="" type="checkbox"/>	Research & communicate beef’s nutritional benefits
		<input checked="" type="checkbox"/>	Protect beef’s image	<input type="checkbox"/>	Develop crises management plans	<input checked="" type="checkbox"/>	Connect & communicate directly with consumers
		<input checked="" type="checkbox"/>	Engage beef advocates	<input checked="" type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

Tactic Description

NCBA, on behalf of the Beef Checkoff, leads scientific research on beef’s role in a healthy diet and directly shares it with the scientific community. This work is also used to ensure beef nutrition communications to media, food and health thought leaders, consumers and agriculture advocates are based in sound science and that the research supported by this program also becomes part of the evidence base considered for dietary recommendations. As the only beef centric U.S. based nutrition research initiative on understanding beef’s positive role in health, this program uniquely contributes to the “body of science” needed to promote, protect and defend beef’s role in health.

This program is targeted to the scientific community including those in academia, government and health organizations (such as American Heart Association), scientific associations (American Society for Nutrition and Institute of Food Technologists), other checkoff programs, state beef council partners, and industry (corporate scientists in food and/or health and wellness companies).

Since the 1920s, Beef Checkoff nutrition research has contributed important discoveries about beef’s role in health. Recently, this program has demonstrated beef’s positive role in healthy diets across the lifespan, such as: beef’s nourishing role in the early years; beef’s role in preserving muscles through aging and how beef can be the protein of choice in diets recommended for weight management, heart health and diabetes. Checkoff research also has been used to effectively refute the hypotheses about a proposed relationship between meat and cancer and myths about overconsumption.

Nutrition research will be funded on the role of beef in diets for supporting healthier metabolisms, beef's unique nutrient matrix, strength and performance, and its impact as a source of nourishment across the lifespan. Emerging or hot scientific topics such as sustainable nutrition will be monitored and addressed through scientific communications and research. Research findings will be shared with the scientific community, including advisory groups developing nutrition guidance, in scientific forums (symposia), written materials (public comments, manuscripts, fact sheets) visual tools (infographics, video, web content) and in-person briefings. Strategic planning sessions will be conducted as needed to document beef human nutrition research gaps.

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

- Conduct a minimum of three original human nutrition research studies on healthy diets, where beef is used as the primary source of dietary protein.
- Increase engagement from 45% to 50% in 2021 of the top 100 Nutrition Science Influencers (as identified by historical data monitoring).
- Leverage a minimum of four human nutrition research results across at least four tactical areas of the beef science communications framework.

CBB/BPOC Funding Request: \$2,776,900

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2111-G: Foundational Market Research

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

Consumer Trust	Export Growth	Innovation	Nutrition & Health	Safety	Investor Relations	Mkt. Research
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" 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
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		<input type="checkbox"/>	Engage beef advocates	<input type="checkbox"/>	Defend beef’s product identity	<input type="checkbox"/>	Improve our product

Tactic Description

NCBA, on behalf of the Beef Checkoff, provides insights that reach across checkoff demand building and issues management efforts. These studies accomplish this by assessing broad consumer/influencer/stakeholder attitudes, knowledge and needs, and by tracking progress towards key long-term goals. It also plays an important role in the development of state, national and industry-wide annual and long-range planning by identifying key industry challenges and opportunities.

Specifically, this tactic will include the tracking of the most important consumer attitudes, usage of and preference for beef. These studies monitor beef’s ongoing competitive position in the marketplace related to beef’s value proposition, focusing on key attributes that support the beef industry long range plan. Surveying 500 consumers each month, the consumer beef tracker data, for example, is analyzed to uncover and track beefs strengths and challenges to support checkoff program development and overall industry awareness. Insights are disseminated widely across the industry and data is integrated into internal planning presentations, consumer and influencer promotion and public relations campaigns, state trend overviews and supply chain efforts focused on opportunities for increasing beef demand.

For example, data gathered from this tactic has provided consumer insights that clearly show that consumer beef consumption and positive perceptions of beef were not impacted during the pandemic, and in some cases were even stronger. Further, this tactic has also determined that consumers who have tried plant-based meat

substitutes are still eating beef just as frequently as they ever have. In fact, meat substitutes are just considered one more option among a variety of food choices consumer have to choose from.

More specifically:

- The checkoff-funded consumer beef tracker will continue to build on years of insight. The tracker will gather feedback from 1,500 consumers each quarter focusing on beef attitudes and behaviors across several attributes including taste, nutrition and production, as well as insights specific to meat substitutes. The tracker is an ongoing survey with data summaries available as needed to support checkoff programs and provide key demand-driving insights.
- With the consumer beef tracker, ongoing consumer segmentation analyses will be conducted to ensure checkoff-funded campaigns are focused on the right targets, with the right message, at the right time.
- This tactic will also measure the ongoing effectiveness of checkoff-funded campaigns focused on taste, strength and responsibly raised beef. These measures, included in the consumer beef tracker, provide a periodic read on how the various campaigns are impacting consumer perceptions of beef. These results serve to inform improvements to campaign planning and execution.
- In addition, ongoing consumer beef tracking insights will be provided to a number of state beef councils to support their in-state planning and program execution efforts.

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

- Share consumer tracker updates with all state beef council partners, key beef industry stakeholders and checkoff program managers to help ensure checkoff priority decisions continue to be data driven. Dissemination will include posting on relevant websites accessible by industry stakeholders and presentation of key findings (webinar or in-person) with at least fifteen state beef councils.
- Execute and present results of state dashboard measurements as requested for at least 10 state beef councils at least once a year.
- Execute ongoing campaign measurement at least quarterly to understand how campaigns are performing. Results will be shared with industry stakeholders and state beef council partners.
- Leverage a minimum of four foundational market research results across at least one tactical area of the beef science communications framework.

CBB/BPOC Funding Request: \$600,400

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2122-A: Thought Leader Outreach 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" 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
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Tactic Description

“Thought leaders” by definition are individuals recognized as an authority in a specialized field and whose expertise is sought. They are the “go-to” people in their field of expertise and the trusted sources who move and inspire others. NCBA, on behalf of The Beef Checkoff, builds relationships and leverages “thought leaders” to share their credentialed perspectives about beef to inspire peer and consumer acceptance of beef. The thought leader target audiences of this tactic includes health professionals, fitness professionals, credentialed nutrition experts and communicators, medical doctors/physician assistants, non-governmental organizations (NGOs), academics/third-party scientists, culinary leaders, bloggers, beef industry experts, and others with influence on consumer or peer attitudes and perceptions about how beef is raised, its health value and its role as a meal solution.

Historically, this program area has built strong and lasting relationships with a variety of thought leaders using techniques including immersion experiences that facilitate first-hand exposure to beef’s benefits from both a product and production standpoint and by addressing topics like how beef is raised, antibiotic and hormone use and beef in a healthy, sustainable diet. Experiences have also included training and engagement on preparing beef with food-focused culinarians, bloggers and other thought leaders. In 2020, this tactic leveraged key thought leaders for activations on holiday roasting, beef substitutes, summer grilling, cooking with beef at home during the COVID-19 crisis and others as well as speakers at conferences, on webinars and for continuing education credits for health professionals.

The tactic will allow The Beef Checkoff to identify individuals, groups or even events that target a variety of thought leader audiences on topics across nutrition, product, and production to serve as an educational resource for thought leaders wanting to learn more about beef. The extending of speaker bureaus/seminar programs will provide experts for both national and state programs that thought leaders attend. New content will be created for and with identified thought leaders and previously developed content (i.e., beef research and BeefItsWhatsForDinner.com website, videos, fact sheets, reports, web content, etc.) leveraged through on-line and in person opportunities.

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

- Maintain the total of 10 individuals in the beef experts' network to include subject matter experts across the food, health, and culinary and beef industry thought leader categories while establishing a new relationship in all categories for future leverage.
- Identify and execute three influencer campaigns utilizing thought leaders in the culinary, nutrition and food space.
- In collaboration with a research tactic, leverage a minimum of four research results across the thought leader subject matter areas of expertise in digital or written content or through a presentation to other influencers.

CBB/BPOC Funding Request: \$3,053,900

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