

Tactic Quick Guide
Preliminary FY22 Tactics



Consumer Trust
Committee

CONSUMER TRUST COMMITTEE

TACTIC OVERVIEW

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Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2211-D: Sustainability Research and Scientific Affairs

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> ■ Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input type="checkbox"/> Expand efforts in education the general public about BQA program & it’s impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> ■ Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef’s advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> ■ Demonstrate beef’s positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef’s product identity <input type="checkbox"/> Ensure beef’s inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

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 addresses all three areas of sustainability as identified by the beef industry: environment, social and economic.

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 (thought leaders, influencers and consumer media).

Previous completion of the foundational U.S. beef sustainability life cycle assessment (LCA) measured the beef industry’s improvements on beef’s 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. 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 sustainability assessments. It is critical for the beef industry to better understand these complex topics to maintain consumer confidence in beef production.

With the new LRP, a new research roadmap has been developed with an industry expert advisory group. The roadmap focuses on all three pillars of sustainability: environmental, economic and social sustainability. In 2022, research will be funded to measure improvements in beef sustainability in one or more of the three sustainability pillars. This includes collecting data to benchmark and demonstrate beef’s unique positive contribution to society by investigating the impacts of cattle across the three pillars. Scientific outreach will focus on leveraging research results and content to key audiences, including through development of technical presentations and educational tools in conjunction with other tactics. Strategic planning sessions will be conducted as needed to refine beef sustainability research gaps and roadmap. This tactic directly addresses the demand driver of how a food is raised/grown that influence consumption.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Conduct a minimum of four original scientific research projects focused on the three pillars of environmental, social and economic sustainability as noted in the new sustainability roadmap
- Conduct a minimum of ten individual presentations to a variety of audiences (i.e., scientific community, thought leaders and influencers, retail or foodservice, etc.) on how beef is sustainably raised today, leveraging beef sustainability research insights.
- Disseminate a minimum of five sustainability research results in support of the new research roadmap posted on BeefResearch.org.

CBB/BPOC Funding Request: \$1,447,600

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2222-C: Media & Public Relations Efforts

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
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Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

Tactic Description:

This tactic positions beef as the top protein with media and consumers, and proactively protects the reputation of the beef industry. Over the past several years, NCBA has focused efforts on pitching information on a variety of beef topic – from positioning subject matter experts in stories about how beef is raised, to securing coverage about new checkoff-funded research, to sharing recipes and securing cooking segments with national 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. Additionally, in FY21 NCBA hosted four satellite media tours reaching millions of consumers across the country with beef recipes and positive information about how beef is sustainably produced.

With today’s rapidly changing news cycle, it is imperative to respond quickly to inaccurate media stories and common misconceptions about beef AND share positive, proactive stories about beef with consumers. This comes to life in a variety of ways, including work with media outlets (broadcast, print, digital, radio, podcasts and more), as well as event sponsorships and involvement. In the first half of FY21 alone, NCBA, a contractor to the Beef Checkoff, responded to reporters and major media outlets more than 20 times correcting misinformation and providing resources. Additionally, the team placed 41 letters to the editor addressing sustainability concerns in local publications across the country.

In FY22, NCBA will build on this momentum to continue to share positive stories about beef and protect the reputation of the industry. This will come to life with continued proactive pitching of stories and cooking segments, satellite media tours and press releases, content partnerships and strategic placement of information to combat misinformation, and science communications efforts to share the latest beef-related research. In addition to proactive placements secured in a variety of media outlets, response tactics will be used to respond to inaccurate information and build relationships with key journalists and outlets.

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 FY22, 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, research and promotion Authorization Requests, this media and public relations tactic will reach important consumer and stakeholder audiences with timely and valuable stories about beef.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Host at least four satellite media tours reaching 15 or more media markets each time.
- Place at least four positive stories, including but not limited to features, op-eds, quotes, and/or key data about the beef eating experience, beef's great versatility, beef price, how beef is raised or beef's nutritional value in top-tier national consumer media outlets (*Washington Post, GMA.com, etc.*).
- Place at least five positive stories, including but not limited to features, op-eds, quotes, and/or key data about the beef eating experience, beef's great versatility, beef price, how beef is raised or beef's nutritional value in top-tier supply chain media outlets (ex. *Progressive Grocer*).
- Place, or assist in the placement of, information from checkoff-funded scientific research in at least two national outlets – either scientific or consumer-facing.
- Participate in two content partnerships or one national event addressing concerns about beef nutrition or how beef is raised (BQA, sustainability, etc.) to protect beef's reputation.

CBB/BPOC Funding Request: \$1,987,900

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2233-A: Issues and Crisis Management and Planning

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
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Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

Tactic Description:

Effectively preparing for and managing issues and crises as they arise is critical to maintaining the marketing environment for beef. This tactic delivers the resources needed to prepare for potential issues and crises and develops the appropriate tools (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 state beef councils are important partners in managing issues, this tactic also supports states in their issues response preparation and training efforts.

By having plans and resources in place we are able to effectively communicate with consumers, media, influencers and other stakeholders when an issue or crisis arises. Effective communication is crucial to protecting the beef industry and driving demand.

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 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 for the numerous issues that arise daily, Beef Checkoff-funded programs have maintained consumer confidence in beef and consumer demand. This is thanks to continuous media and pop culture monitoring and advance planning and preparation. For example, during the COVID-19 crisis, NCBA developed 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 ongoing misinformation about beef sustainability, production and nutrition, the Dietary Guidelines for Americans 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 looks for trends and other opportunities to tell beef’s positive stories and address prevalent myths about beef. Thanks to monitoring, NCBA is able to create and disseminate materials addressing the beef topics most prevalently covered by media and discussed in social media. Specifically, many topics considered demand drivers, including, but not limited to beef prices, how beef is raised and beef’s nutritional value. This monitoring ensures NCBA’s issues response tactics

are appropriate for any given issue and also informs other teams to help make NCBA programming relevant and effective in relation to current events and conversations. Additionally, the team provides regular monitoring services to state beef councils. 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.

In addition to the general issues monitoring, planning, and resource creation outlined above, in coming fiscal year, NCBA will also continue preparing for a possible Foot and Mouth Disease (FMD) outbreak via coordination with 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

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Maintain the issues 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.
- Lead three beef issues training workshops with state beef councils
- Produce and distribute four Quarterly Issues Newsletters summarizing issues management work and trending issues and develop and distribute Beef Issues Alerts as needed, maintaining an open rate of 30% for Beef Issues Alerts.

CBB/BPOC Funding Request: \$597,900

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2233-B: Beef Advocacy Training and Engagement

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
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Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

Tactic Description:

Research funded by the Beef Checkoff repeatedly shows that consumers and influencers trust farmers and ranchers. When they have questions about farming and ranching practices they respond favorably when their questions are answered by the people who produce food. NCBA, on behalf of the Beef Checkoff, provides training to develop credible advocates and spokespeople within the beef community, ranging from pasture to plate, and then equips them with information and resources to readily engage in conversations and address consumer concerns about beef and how cattle are raised.

These advocates and spokespeople reach consumers through many avenues, including conversations with consumers online and in-person and, participation in written, online, and media opportunities. Through these communications, they help to educate consumers and influencers about the role of beef in a healthy diet for strength and fitness and how beef farmers and ranchers raise beef responsibly. These advocates also help to respond when there is misinformation in the public about beef production and other beef-related issues.

As part of the beef advocacy training and engagement (BATE) program, advocates and spokespeople are trained and equipped to share their beef stories and expertise through the completion of the online Masters of Beef Advocacy (MBA) courses and in-person training events. The MBA program consists of five online courses to equip advocates and spokespeople with knowledge of the beef lifecycle and information to respond to consumer concerns. In FY21, we completed the extensive process of updating the MBA modules, MBA teacher toolkit, and moving the modules to a new, more user-friendly learning management platform. We plan to continue to improve the MBA modules in FY22 by making new updates to include the latest information about beef sustainability.

Upon completion of the MBA courses (over 19,000) advocates and spokespeople are continuously equipped with resources and information, as well as called to engage on specific platforms or topics in response to consumer concerns, through email campaigns and a private MBA alumni Facebook group. A portion of the success of these activations and beef advocacy training and engagement programs is through the collaboration we do with teams from other tactics. BATE takes an integrated approach with our content and programs to leverage other tactics' research and information, including campaigns from the Beef Checkoff and *Beef. It's What's For Dinner.* to help extend information to a larger audience and better equip and inform advocates.

As an example, in FY21 MBA extended the *Beef. It's What's for Dinner.*, Every Bite Counts Campaign focused on sharing information about incorporating beef through the various life stages, including for infants and toddlers. This campaign was delivered to our MBA graduates through a monthly newsletter, private MBA Alumni Facebook group, and by leveraging our in-house experts to co-host a continuing education webinar educating advocates about the topic and strategies for sharing with their audiences.

In FY22, we will continue this work with other teams and state partners to leverage their content to the MBA audience and to utilize our MBA-trained advocates and spokespeople into their campaign activations and executions to more fully integrate all Checkoff-funded activities. We will also continue to find efficiencies with the Beef Quality Assurance program, nutrition outreach, and supply chain outreach. One way we do this is by sharing technology platforms for our respective online training programs. We will also continue to cross-promote programs between our teams.

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 to be influential advocates and spokespeople at the local, state, and national levels. Training programs include in-person training for media, communication, and advocacy skills for members of the beef community; including producers, service providers, food influencers, athletes fueled by beef, among others, through training workshops, convention keynotes, online webinars, and other events.

Since 2014, we have offered different levels of training, including advanced instruction through national and state Top of the Class (TOTC) programs to identify and equip top level advocates in becoming well-rounded communication experts to address tough conversations and questions in a variety of settings. Beginning Fall 2021, an advanced beef advocacy training program titled, Trailblazers, will complement the Masters of Beef Advocacy (MBA) program by cohesively working in unison to establish a grassroots cadre of well-trained agriculturalists who can competently and confidently approach beef-related issues in all social environments.

The training efforts established by the MBA and Trailblazers programs, respectively, provide support to beef community spokespeople in preparing for proactive and reactive communication strategies. Training efforts by the BATE team allow for the continuation of an enhanced database of go-to spokespeople that continue to build trust in the individuals who raise beef. Furthermore, the continuation of adding new MBA graduates and conducting advanced training programs will assist in the creation of empowered, well-informed, and prepared community members of grassroots advocates who can be mobilized and called upon to act within their respective communities, further exposing the benefit of the Beef Checkoff to uniformed audiences.

Measurable Objectives:

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Add 800 new MBA graduates to the nationwide network.
- Produce and distribute at least 12 email campaigns for advocate information, activation, or engagement.
- Establish a grassroots advocacy pilot program to increase advanced spokesperson training and dissemination of sound information into local communities by actively informing new audiences about the beef industry.
- 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: \$532,500

Contractor: National Cattlemen’s Beef Association

Subcontractor:

Tactic#: 2233-C: Beef Quality Assurance (BQA)

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
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Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

Tactic Description:

Cattle producers must effectively “walk the walk,” in raising healthy, thriving cattle that meet consumer expectations. The beef industry’s primary mechanism to aid producers in successfully accomplishing this expectation 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 raised responsibly and enhance consumer trust in how beef is raised. The BQA program not only targets producers with its programming but also engages and collaborates with stakeholders across the supply chain to develop and implement the necessary tools, resources 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 2022, BQA programming will provide updated content, including revisions of BQA self-assessments, additional online training modules, and other tools for training so producers (seedstock; cow-calf; stocker/backgrounders; 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); calf ranches through the Calf Care & Quality Assurance (CCQA) program, auction markets and transporters) can 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. Programming 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 BQA training and certification efforts with our state coordinator network is a hallmark of the program. We will continue to collaborate, offer training resources and data management support, as well as looking for ways to create more consistency across programs. We will also collaborate on research, often with state BQA program coordinators, which strengthens BQA guidance and/or content. 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 Checkoff-funded online training programs at NCBA. We cross-promote our programs between these groups as well. 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 2022 as we finalize the research phases of the next National Beef Quality Audit and move toward strategy and outreach planning.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Increase the number of producers that are BQA certified (or equivalent) by 10% over 2021 certification numbers.
- Engage over half of the nation's state BQA coordinators (coordinators from at least twenty-three states) in continuing education and collaboration with by conducting a minimum of three "in person" or virtual meetings each year.
- Launch at least one additional BQA advanced education online module.
- Establish unified training and certification framework for state BQA programs.

CBB/BPOC Funding Request: \$1,901,100

Contractor: American Farm Bureau Foundation for Agriculture

Subcontractor:

Tactic#: 2221-A: Immersive professional development and accurate science education materials for STEM educators

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input type="checkbox"/> Expand efforts in education the general public about BQA program & it's impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tactic Description:

Tactic A continues the work that was begun in prior years with the goal of expanding reach and impact. This AR will build the capacity of teachers to work directly with agricultural literacy groups in their states to deliver immersive events similar to the national On The Farm STEM event as well as develop the skills of educators to deliver professional development around beef-funded education materials at their local or regional education centers, creating a system in which state ag. literacy groups could take the lead in planning and executing these types of events and could rely on “beef-trained” teacher facilitators.

Tactic A focuses on three categories: Professional Development, Education Resources, and Evaluation. Throughout all three categories, this program plans to expand its reach by providing the resources and materials needed to those facilitating these efforts at the state/local level.

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 do not represent agriculture accurately or in a balanced way, and beef production might be at the forefront of the misinformation.

As the Next Generation Science Standards (NGSS) are implemented in 44 states across the country, science teachers are facing a new educational landscape in which they must alter or rewrite their curricula. This new direction from the NGSS requires teachers to connect students with more tangible, real-world context. Agriculture continues to prove it is a great context for science education with this regard. However, as teachers turn toward the internet for information when designing lessons, they are faced with sorting through misinformation and propaganda from various groups pushing agendas.

Furthermore, NGSS requires teachers to approach challenging topics such as climate change and sustainability. Making sense of such challenging and nuanced topics such as these requires collaborative efforts and accurate information. There is a need to provide such opportunities as too often the loudest voices prevail, and teachers and students are exposed to inaccurate and/or misleading information. To achieve balance, and to ensure accuracy of information, a concerted effort must be made to engage teachers in the conversation around these topics.

The cattle industry is doing many great things rooted in science to work toward a sustainable future and we intend to introduce teachers, and therefore students, to those efforts and concepts. This connection will lead to a deeper understanding and appreciation of the beef industry as current and future consumers become better equipped to sort fact from fiction.

The Proposed Solution

The proposed tactic is working under the assumption that 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 FY22 AR timeframe.

To maximize the number of educators who are reached with the program, this tactic will focus on strengthening relationships with State Beef Councils (SBCs). AFBFA and select teachers from its expansive network will work with SBCs to implement some aspects of this initiative to obtain a broader level of participation and further reach of resources. AFBFA will work at a national level to train facilitators that are prepared to lead additional state-level events put on by SBCs. This will create more opportunities for teachers to be reached in their own localities and strengthens connections to key industry leaders.

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

In-Person Professional Development

1. On The Farm STEM – National Event

- Teams of middle school teachers will engage in extensive training on the Next Generation Science Standards and apply their learning through an immersive experience that connects teachers, cattle producers, and industry experts. This national event will serve to grow the pool of educators eligible to join the On The Farm Train-the-Trainer Program (described in the following bullet). These teachers will work as a team to accomplish the following:
 - Gain an understanding of the relevancy of cattle production to society and science education
 - Design materials for the On The Farm STEM Open Education Resource (OER) platform.
 - Implement materials across their district's middle school science curriculum

2. On The Farm STEM Train-the-Trainer Program

- This event will identify 10 – 12 teachers to enter a yearlong program to learn how to facilitate the connections between science and cattle production. Teachers would receive Continuing Education Units (CEU) for participation in the program. Based on the successful On The Farm STEM program, this initiative is designed to empower state ag. literacy groups to

host immersive science education events in their own states. Applicants would be sought through State Beef Councils and state Farm Bureau networks, along with AFBFA's network of past On The Farm STEM participants and open applications. Nominating entities would have direct access to facilitators to plan and host state and local experiences.

State Beef Councils, selected science teachers, and AFBFA will collaborate to achieve the following results through this initiative:

- Train teachers on NGSS connections and how to contextualize science education through the lens of cattle production
- Produce a facilitator guide that state ag. literacy groups can use to plan and deliver events
- Formalize an instructor led training that teachers can use when facilitating education and industry connections
- Teacher fellows and SBCs deliver 6 state-level On The Farm STEM events

3. On The Farm STEM – State Events

- This event, delivered by State Beef Councils (SBC), introduces science teachers and administrators to the scientific concepts that drive the cattle industry. This immersive tour would link science teachers and influencers directly to beef farmers and ranchers, industry scientists, and other industry experts. This training will build capacity of teachers who have awareness and understanding of beef production and deliver accurate science experiences in the K-12 classroom while strengthening connections at the state level.

Virtual Professional Development

1. Professional Development Livestream Events

- These two half-day online events continue the success from FY20 and FY21. Guest speakers from the industry are brought in to provide context to the application of scientific principles in the beef industry. These experts are non-biased and help the teachers to understand the challenging concepts that they may have never discussed or experienced otherwise. Connecting teachers to these experts ensures that they are receiving accurate information directly from the source rather than an opinion piece found online.

2. “*Science through the Lens of Agriculture*” Webinar Series – Beef Focused

- This series of webinars is proposed to feature the materials created by AFBFA as a contractor to the Beef Checkoff. An observation from the FY21 third-party external program review (managed through the Checkoff Evaluation Committee) was that teachers are hungry for more materials and guidance on the implementation of those materials. This series of webinars will promote and support teacher efforts to include beef-funded education materials in their classroom.

3. eLearning Courses

- Asynchronous learning opportunities in the form of eLearning modules have become even more desired after the COVID-19 pandemic highlighted a need for more resources for remote learning. Courses will be designed for teachers to engage with best practices in science education using interesting, engaging, and accurate science as context from the cattle industry. A module will also be created to support Farm Bureau and SBC members that helps volunteers understand how to promote the already funded resources in classrooms.

Educational Resources

1. Classroom Resources (Lessons, Assessments, Teacher Guides, Etc.)

- According to the external review of AFBFA programming, 9 out of 10 teachers reported a high interest in obtaining more materials that feature agriculture and beef production as a context for teaching science.* AFBFA will maintain/update existing materials while creating additional beef-science resources, including:
 - i. 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.
 - ii. Engage elementary education key opinion leaders to create an Elementary beef-science unit and pursue NGSS Design Badge, a certification provided by a third-party reviewer to units that meet or exceed educational standards. Currently few Elementary units are available. Due to scarcity, an Elementary unit has high potential for implementation.
 - iii. K-12 Assessment Transfer Tasks and Unit Starter Toolkits through the context of beef production. This continues work pioneered in collaboration with New York Beef Council and the Washington State Beef Commission.

2. Virtual Reality Simulation

- Design and build one virtual reality simulation for student exploration. Adding this resource to the beef-science portfolio would have rapid adoption as teachers look to make science concepts come to life in the classroom. Topics for exploration are endless and teachers have expressed a need for more virtual reality opportunities for their classrooms.

Evaluation

1. Year 2 of Longitudinal Study
 - Research and report the impact of different educational experiences and resources. Measurements on usage, efficacy, knowledge acquisition and learning, behavior and perception change, and other measures, of both teachers engaged with this programming. Analyzed results will be provided to CBB and Beef producers to gauge the return on expectations of the beef-science programs and resources. These evaluation measures will reach beyond that of PEM Data Reports to provide a clearer picture of this program's impact both in education and its influence on the perception of the cattle industry.
2. Pilot Program
 - Establish a pilot program focusing on the developed materials to ensure quality and proper implementation and messaging. Pilot program would also provide helpful student work samples and teacher testimonials. Pilot program data and feedback would be used to make iterations to existing materials.

Communications and Promotions

1. National Science Teaching Association
 - Continue 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) along with direct engagement with district and state curriculum administrators.
2. Educational Articles and Publications
 - Draft publications such as white papers, blog posts, articles, etc. for educational publications making the case for incorporating agriculture in general science education. Use these articles and publications to share the success of these programs.
3. Cattle Ranching Podcast Episode for Kids
 - Produce a podcast episode and a self-guided eLearning module accompaniment for the AFBFA podcast series "*Kids Ask, Farmer Says*" featuring cattle ranching. This podcast series targets primary students from kindergarten through third grade and share a positive message of agriculture while connecting the audience to producers.
4. Volunteer Engagement
 - Engage and equip volunteers (Farm Bureau and other organizations) 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.

* Prompted by the Beef Checkoff Evaluation Committee - External Program Review Report distributed by CBB Staff

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required, and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Maintain an average satisfaction score of 4 or higher on a 5-point Likert scale for all professional development events.
- 80% of teachers that participate in professional development events or use Checkoff-funded AFBFA educational materials will report a positive perception of the beef industry.
- Engage 3 or more state beef councils to host an immersive On The Farm STEM event in their state.

CBB/BPOC Funding Request: \$1,381,950

Contractor: American Farm Bureau Foundation for Agriculture

Subcontractor:

Tactic#: 2221-B: Expand, connect, and support the community of science education influencers

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input type="checkbox"/> Expand efforts in education the general public about BQA program & it's impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

Tactic Description:

Tactic B describes a collaboration between AFBFA and the National Institute for Animal Agriculture (NIAA). The aim of Tactic B is to engage teachers through the NIAA and the Antibiotic Symposium to design classroom resources and experiences for science teachers across the country.

A select cohort of educators will participate in the Antibiotic Symposium to identify key concepts for student exploration. Teachers will enter a collaborative program that pairs them with industry experts over the course of a year to ensure content accuracy. Industry mentors will form partnerships with teachers and their students to discuss science concepts. The knowledge and skills gained while at the Antibiotic Symposium and gained throughout their mentorship will be put to use helping the next generation of consumers and influencers better understand antimicrobial resistance in humans and animal agriculture.

These teachers will then be equipped to develop classroom materials to engage students in understanding how antibiotics work in animal agriculture; specifically, in beef cattle. Teachers will also be prepared to deliver professional development for other teachers looking to contextualize their science courses with these materials.

The Need:

Misconceptions of bacteria, antibiotics, and antibiotic resistance are widespread. Unfortunately, the responsible use of antibiotics in beef production is one of the most misunderstood topics amongst influencers and consumers and one that causes severe reactions. Farmers and ranchers are feeling pressure like never before around perceived links between antimicrobial resistance in humans and food animals, and they have been working hard to engage in meaningful conversations with influencers and consumers.

Understanding antimicrobial resistance begins with understanding bacteria, natural selection, and evolution. These topics are explored in many high school biology courses and are an important concept found in the Next Generation Science Standards (NGSS). There are too few connections in the typical high school science classroom involving animal agriculture for students to extend their learning and better understand the responsible use of antibiotics in beef production.

This lack of exposure at a young age further continues these widespread misunderstandings; creating an environment in which consumers do not have the knowledge and skills to think critically about misleading publications, food labels, and more.

The Proposed Solution:

The NIAA and AFBFA, like many animal agriculture leaders, sees the future of responsible antibiotic use will be shaped by consistent, effective communication, scientific collaboration, and increased efforts to educate a broader audience about these topics. Approaching science through the context of animal agriculture will result in more people being able to make sense of the complicated topic of antimicrobial resistance. This proposed tactic seeks to provide educators with the tools, content knowledge, and support to introduce these concepts to students in high school biology courses.

AFBFA and NIAA are proposing the following:

Teacher Development Program

1. NIAA Antibiotic Symposium

- NIAA and AFBFA will work to recruit a team of teachers to attend and participate in the National Antibiotic Institute. These teachers will collaborate with AFBFA and NIAA to create a framework for future educator involvement in the Symposium. Working alongside AFBFA, NIAA, and industry experts, these teachers will identify topics for classroom integration while establishing peer mentorships with experts to ensure content accuracy.

2. Peer Mentorship and Support

- Establish mentorship relationships between teachers and industry scientists and experts. This relationship will support teachers as they implement various topics into their classrooms, connecting more students and teachers to these topics and allowing for dialogue and understanding. Throughout the year, AFBFA will work with these experts to host virtual seminars and lectures to enhance teacher knowledge about the science of antibiotics in cattle production.

Resources and Support Materials

1. Classroom Materials

- Classroom materials will be developed by teachers for teachers that can be used to engage students in making sense of the science of antibiotics and antimicrobial resistance. These materials will use beef cattle as the context for student exploration, creating deep engagement with these complicated topics and ensuring a better public understanding of bacteria, antibiotics, and antimicrobial resistance while addressing misconceptions of antibiotic use in the cattle industry.

2. Facilitation Materials

- Handbooks and facilitator guides will be developed so that teachers can provide professional development to other teachers. These handbooks and guides will also be made available to State Beef Councils as well as other ag. literacy groups to assist in their efforts to engage and support teachers.

Promotion and Communication

1. Teacher Workshops

- The teacher team that has been selected to participate in this program would deliver professional development workshops at school districts, regional education centers, and other conferences to promote and support the implementation of the produced classroom resources.

2. Educational Conferences

- Participating teachers, along with AFBFA and NIAA staff, will present their efforts at national education conferences such as the annual NSTA conference and ASCD conference.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required, and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- 75% or more of participating teachers will report a deeper understanding of antibiotic use in beef production
- 75% or more of participating teachers will believe that the beef industry uses antibiotics in production in a responsible manner.
- Professional development workshops, delivered by AFBFA/NIAA trained teachers, will receive an average satisfaction score of 4 or higher on a 5-point Likert scale by participating educators

CBB/BPOC Funding Request: \$180,980

Contractor: North American Meat Institute

Subcontractor:

Tactic#: 2230-A: Veal Quality Assurance

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input checked="" type="checkbox"/> Expand efforts in education the general public about BQA program & it's impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> <input type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

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 FY22 AR will be continued program management to confirm all independent and company-owned formula-fed/grain-fed veal calves are raised on farms with farmers/managers that are VQA certified. This includes communication outreach to veal farmers, veterinarians, calf procurement managers and veal packer/processors involved in veal production as well as dairy industry partners who supply calves to veal growers/farmers. This AR ensures activities to support, verify and record certification initiatives and updates which are necessary for the integrity of the program.

A Veal Industry Long Range Plan was created at the 2021 Veal Industry Summit to mirror the Beef Industry Long Range Plan. This program specifically helps the veal industry meet Core Strategy II: Grow Consumer Trust in Veal and Veal Production.

Without the foundational VQA program outlined in this AR, the industry is unable to support these initiatives contained in the veal promotion AR which call for:

- Align and collaborate with traditional and non-traditional partners to tell the positive story of veal cattle production.
- Expand efforts in educating the public about the VQA program and its impact on animal well-being.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required, and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Provide ongoing program management to ensure 95% of all domestically produced U.S formula-fed/grain-fed veal are derived from VQA-certified farms as confirmed by licensed veterinarians.
- Provide program and industry updates on VQA to veal growers and industry professionals through a quarterly newsletter (emailed and printed) to approximately 250 farmer and 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 2022 Veal Summit to be delivered virtually online.

CBB/BPOC Funding Request: \$80,000

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2201-B: Veal Consumer Outreach and Engagement

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
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Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	■	□	□	□	□

Tactic Description:

Consumer Outreach programming aims to connect and communicate directly with consumers, specifically but not limited to millennials and first-time veal eaters. Research indicates that, in large part, veal is an undiscovered protein in the minds of consumers. Many millennials have little to no knowledge of either veal’s taste approval or production practices leading to low demand and awareness of veal as a protein choice.

In FY21, outreach efforts focused on delivering concise and consistent messaging positioning veal as a protein of choice with much to be discovered regarding veal’s quality, taste, safety, nutrition, and an opportunity to discover veal’s quality and sustainability. Continuing into FY22, this tactic will focus on delivering important messaging to consumers, increasing the discovery of veal. Programming will continue to focus on increasing consumer’s awareness of veal and encouraging confidence when cooking with veal. While 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 nationally syndicated 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. In FY21, an online campaign with Family Features achieved over 71 million impressions and a reach nearly 2 million consumers.

In FY21, this tactic engaged with seven different opportunities to host or co-host consumer-direct cooking classes. Consumers came away from these classes with new recipes and techniques for cooking with veal. All consumers were surveyed to measure an overall opinion of veal, and after these, overall consumers had a more positive perception of veal. One consumer stated, “I learned veal is more versatile than I thought.” The second focus of this tactic in FY22 will be to continue working with State Beef Councils for in-person or virtual cooking classes to educate and create national consumer awareness of the ease of cooking with veal and increasing confidence in veal.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Develop a State Beef Council partnership to engage and co-host a consumer event for their audiences with a goal of having at least 15 consumers engaged. Following this event, the goal is to have at least a 25% increase in consumer knowledge of the veal industry.
- Distribute a quarterly consumer e-newsletter in conjunction with other online marketing campaigns that will deliver key messaging of this AR, including but not limited to featuring producers and stakeholders in the industry, recipe reveals, and developed content for consumer's consumption with an average open rate of at least 17% and at least 200 new subscribers.
- Achieve at least an average positive opinion rating of veal and or veal industry at 75%, following all cooking or consumer events.

CBB/BPOC Funding Request: \$70,800

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2201-C: Veal Influencer Outreach

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input checked="" type="checkbox"/> Expand efforts in education the general public about BQA program & it's impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input checked="" type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input checked="" type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input checked="" type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input checked="" type="checkbox"/> Engage consumers in a memorable beef eating experience <input checked="" type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	■	□	□	□	□

Tactic Description:

Influencer Outreach programming aims to further build veal awareness and confidence in veal through specialized influencer programs and immersion events. Culinary influencers, social influencers, and agriculture 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. While 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.

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 purpose is to educate the influencer and create veal advocates that will integrate the veal story and messaging into content for consumer outreach via social media channels. This tactic aims 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 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.org* and *Veal – Discover Delicious* platforms, both paid and unpaid.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Engage with at least eight social media influencers to create and promote innovative content about veal and the industry, including recipes, video, collateral for Veal.org, and other content or social media takeovers that reach at least 300,000 consumers (reach based on PEM goals).
- Perception of Veal as a protein choice and awareness will be measured via pre/post surveys for all influencer engagement events to show a 70% positive attitude toward veal and the veal industry.
- Engage or partner with at least four partners or stakeholders, including but not limited to State Beef Councils, contractors, and Industry Stake Holders, to share and develop relationships with influencers to create more veal advocates.

CBB/BPOC Funding Request: \$70,800

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2201-D: Veal Digital Marketing

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input checked="" type="checkbox"/> Expand efforts in education the general public about BQA program & it's impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input checked="" type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input checked="" type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input checked="" type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input checked="" type="checkbox"/> Engage consumers in a memorable beef eating experience <input checked="" type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	■	□	□	□	□

Tactic Description:

This tactic aims to continue to capitalize on current and developing media communication and outreach opportunities to deliver memorable veal experiences. 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, industry stakeholders, and social influencers, trained through VQA and Tactic E. The goal of this messaging and partnerships is to increase consumer awareness and demand.

In FY21, the Veal Farm and Veal Made Easy Platforms were integrated into the brand *Veal – Discover Delicious* and Veal.org. This integration created one cohesive farm to fork message. This website initially saw great organic engagement with nearly 15,000 views in the first five months. This initial data created a benchmark for which to measure the success of the platform moving forward.

One of the major focuses of digital marketing in FY21 was to increase awareness of *Veal – Discover Delicious* and the new social media platforms: Facebook, Instagram, Twitter, YouTube, and Pinterest. Themed promotions and campaigns with social influencers aided in brand awareness of *Veal – Discover Delicious*. The creation of newly developed content in-house at the New York Beef Council enabled the social media platforms to feature new materials, imagery, and recipes for consumers.

As a part of this AR, a strong emphasis will be placed on sponsored Google searches and digital social media marketing based on seasonally themed marketing, integrating veal’s production story with Veal.org and *Veal- Discover Delicious*. Pushing a progressive message of veal’s global trending recipes, protein strength, versatility, transparency, and sustainability. The main geographical targets for digital outreach will be in both veal production states (New York, Pennsylvania, Indiana, Ohio, Michigan, and Wisconsin) where most of the veal is raised, sold, and consumed, and veal consumption states where both older generation consumers of veal and the next generation millennial consumers of veal reside (California, Arizona, Nevada Florida, Texas, Illinois, Massachusetts, Louisiana, and Maryland.)

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. The new website and newly branded social media platforms have been used to share veal’s production story of quality, upcycling, and sustainability. Educating consumers and giving them the information to discover veal’s reputation as a quality and responsibly raised protein choice.

Syracuse University's Hill Communications School research project with New York Beef Council showed the millennial audience as a primary demographic; in FY22, 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-funded consumer research conducted in FY20 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.

Under the professional's page of the newly created Veal.org, a content library of sharable graphics for industry stakeholders and state beef councils was created in FY21. This branded content helps stakeholders share veal's story and provides more visibility for the new brand. Developed materials include veal lifecycle graphics, cooking, and recipe graphics, and social media imagery.

At the 2020 Veal Summit and again at the 2021 Veal Summit, industry stakeholders prioritized featuring veal in non-traditional ways through ethnic and family-focused recipes. This has been a goal through all tactics in FY21 featuring cooking classes for Cinco de Mayo, working with Latino chefs or social influencers, and by creating innovative recipes, all content that is now featured on Veal.org and in *Veal – Discover Delicious* social media platforms.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Reach more than 600,000 consumers (through organic and paid promotions) with existing and newly created content to create online consumer engagement by increasing the awareness of veal and consumer confidence in veal as a protein choice (reach based on PEM goals).
- Engage with more than 200,000 consumers through social media and consumer promotions with seasonal campaigns and monthly promotions (engagement based on PEM goals).
- Develop at least one digital marketing campaign utilizing Veal – Discover Delicious brand to increase visibility, confidence, and discovery of veal with consumers.

CBB/BPOC Funding Request: \$70,800

Contractor: North American Meat Institute

Subcontractor: New York Beef Council

Tactic#: 2201-E: Veal Advocacy & Training

LRP Initiatives Addressed by this Tactic

Drive Growth in Beef Exports	Grow Consumer Trust in Beef Production	Develop & Implement Better Business Models & Value Distribution Across All Segments	Promote & Capitalize on the Multiple Advantage of Beef	Improve the Business & Political Climate of Beef	Safeguard & Cultivate Investment in Beef, Industry Research, Marketing & Innovation
<ul style="list-style-type: none"> <input type="checkbox"/> Drive adoption of traceability <input type="checkbox"/> Identify & address export customer needs and values <input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets <input type="checkbox"/> Invest in research, marketing & education programs 	<ul style="list-style-type: none"> <input type="checkbox"/> Measure, document, improve & communicate the net environment impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align and collaborate with traditional & nontraditional partners to tell the positive story of beef production <input type="checkbox"/> Engage positively in the sustainable nutrition conversation <input checked="" type="checkbox"/> Expand efforts in education the general public about BQA program & it's impact on animal well-being <input type="checkbox"/> Expand BQA program to include verification <input type="checkbox"/> Develop a direct-to-consumer beef safety campaign 	<ul style="list-style-type: none"> <input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input checked="" type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input checked="" type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input checked="" type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat product 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovative & intellectual capital into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts

Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
■	□	□	□	□	□

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. At past Veal Summit's, industry leaders have requested additional resources and training to ensure the industry has knowledgeable and effective advocates for veal.

Advocates for veal must be continually identified and empowered to share cohesive messaging about the veal industry. These advocates include, but are not limited to, veal growers, veterinarians and animal nutritionists, dairy farmers, State Beef Council staff, social influencers, and other stakeholders that partner or engage with veal through the other tactics.

Online dairy influencers will be identified and engaged with to create more empowered voices for the veal industry. These advocates are particularly interested in the veal industry because of the direct relationship with the dairy industry. This additional collaboration is also beneficial given more than 50% of veal growers are Amish or Mennonite and are unavailable for media and online outreach. In FY21, two dairy bloggers joined a veal tour in Pennsylvania. As a result, their content about veal had around a million impressions on social media.

In FY22, program elements will continue to identify prospective advocates and training and empower individuals to help extend the on-farm veal message. Key messaging, communication guidelines, fact sheets, infographics, photography, video, and other resources as needed will be created or provided to support their efforts.

This tactic will also include continued communication with industry stakeholders through the annual Veal Summit with key input from Veal Quality Assurance as a part of the Industry Information AR. As an extension of the other AR tactics that share the on-farm veal story of animal care and sustainability, this tactic also extends education to consumers through key advocates and partners with cohesive messaging. The overall on-farm messaging will inspire millennial consumers to discover veal, know where they can purchase it (access), and be confident in the protein and the industry.

Measurable Objectives

(For tactics \$100,000 or less two measurable objectives are required and for tactics over \$100,000 at least three to five measurable objectives are required by the Checkoff Evaluation Committee):

- Conduct at least one advocacy or outreach planning program session with identified stakeholders to complete at least one initiative directed towards consumers to educate about veal and the veal industry.
- Develop a relationship with at least one dairy influencer to share the veal farm story in an online campaign that includes a series of at least 3 social media posts, with an estimated consumer reach of 7,000.
- Deliver at least one training session to an event such as the Center of the Plate training conducted by NAMI or other similar information transfer events. The training session provided results in a favorable rating of 70% or higher for veal from the attendees.

CBB/BPOC Funding Request: \$70,800