

Tactic Quick Guide
Preliminary FY22 Tactics



Stakeholder Engagement
Committee

STAKEHOLDER ENGAGEMENT COMMITTEE TACTIC OVERVIEW

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Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2250-A: Key Audience Listening and Analytics

LRP Initiatives Addressed by this Tactic *SEE NOTE BELOW FROM CONTRACTOR***

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 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 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

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Committee(s) to Score this Tactic

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

Tactic Description:

Actively listening to producers - and key audiences surrounding them - on a national level is what provides a meaningful link between all strategies and tactics outlined in this AR. Listening is done best when communication is clear and efficient. Each effort under this tactic seeks to better identify and understand key audiences, and create more targeted, purposeful messaging that can be shared and leveraged across national and state Checkoff programs.

Quantitative: Key Audience Research and Insights: As the need grows from both state and national Checkoff programs to better understand producers - where they live, what they do, who influences them, what organizations they belong to, their educational background, and even their generational ranching footprint - so too does the need to research and capture as much data and information as possible about our farmers and ranchers. By taking a deeper look at the layers of data surrounding producers and key audiences, we will have the ability to develop even more targeted messaging based on a producer’s own journey and operation. This strategy is important to the growth of producer communications efforts and overall state and national Checkoff sentiment and understanding. Key research insights will be pulled from a variety of data sources and shared with Checkoff stakeholders to help define how to engage with producers and key audiences most efficiently, and will also inform our messaging and content strategy for FY22 and beyond.

Quantitative: The Producer Attitude Survey (PAS): The annual PAS is a national, quantitative, random, independently guided survey of 1,200 producers. The sample size is a statistically valid representation of producers and participants spread across six regions of the U.S. The annual survey provides valuable benchmarks of producer awareness and affinity for the Checkoff, and it highlights the strengths and weaknesses of ongoing producer communications efforts. Additionally, each Qualified State Beef Council (QSBC) has the opportunity to further fund expansion of this study within its

respective state to gain deeper producer insights there. Insights from the PAS will be used as a data source for key audience research in FY22.

Qualitative: Checkoff Communication Roundtable Discussions: Roundtable discussions have continued to be a useful communications platform, bringing industry voices together. In FY21, the roundtables were expanded to include quarterly discussions between QSBCs, national Checkoff contractors and ag trade media groups to share updates, fulfill content needs, and seek program input. In June 2021, the Producer Communications program hosted a roundtable of livestock market owners at the Livestock Marketing Association (LMA) annual convention in Nashville, TN. In FY22, we will build off progress made in FY21 by continuing these roundtables to engage with QSBCs, contractors and now livestock markets, and seek further opportunities to gather insights from other important groups inside and out of the Checkoff.

Qualitative: Direct Producer Listening: Simply listening to producers is important. We will continue to seek out producers for individual listening efforts in a way that is convenient for them, so we can better understand what their experiences are with the Checkoff and what shapes their perceptions of it. For the tactic of Direct Producer Listening, we will expand our efforts to listen and review producer feedback in the digital space through the Checkoff website, ongoing digital surveys, tracking and organizing organic producer calls that are received, exploring roundtable opportunities to help inform key audience research, and by strategically attending events where producers gather.

Listening Tools: Our program has sophisticated monitoring systems and media analytics built into our channels for social media, print, digital and websites. These analytics provide context around a specific message's public impact and visibility. These analytics reports provide a 360-degree view of current topics, real-time monitoring, and provide quarterly communications analytics for the Producer Communications program.

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):

1. Plan, develop and share insights from one key audience research initiative to define how to engage with producers and key audiences most efficiently.
2. Conduct one independent, national quantitative study/survey of producers to gauge input and sentiment of the Beef Checkoff and the PC program.
3. Conduct four roundtable discussions across QSBCs, Contractors, Brand Inspectors, and Livestock Markets to seek feedback into the PC program and provide updates.

CBB/BPOC Funding Request: \$300,000

Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2250-B: Integrated Producer Communications Platform

LRP Initiatives Addressed by this Tactic *SEE NOTE BELOW FROM CONTRACTOR***

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
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Tactic Description:

Every communications effort needs a strong mechanism to push out information - and the Integrated Producer Communications Platform is the machine for all-things Checkoff. A multi-channel publishing platform, housing *The Drive*, *The Drive in Five*, social media properties, the Checkoff website, multimedia campaigns, and more, this tactic focuses on the expansion of the producer reach and recall of the Checkoff. Focus in FY22 will be on expansion of visibility for all pieces for *The Drive* platform, demonstrating growth of outreach to producers.

The Drive Publishing Platform: At the center of the Producer Communications efforts is *The Drive*. A multi-channel publishing platform that includes a quarterly print newsletter, *The Drive in Five* quarterly video segments, online at DrivingDemandforBeef.com, regular eNewsletters, social channels like Facebook, YouTube, and LinkedIn, and serves as our base for communication about Checkoff programming and education. Since establishing the producer-focused publishing platform *The Drive* three years ago, the Producer Communications program has been able to greatly expand its reach to producers and key audiences across the country.

In FY22, the focus will remain on platform growth and consistent, quality content. By increasing the total number of producers reached, we will expand Checkoff visibility, and the overall footprint and recall of Checkoff efforts. Consistently creating quality, educational and relevant content and stories gives producers the access to the information needed - in the format they prefer - and keeps them engaged.

A critical part of *The Drive* is the state/national partnership with Qualified State Beef Councils (QSBCs). Throughout FY21, *The Drive* partnered with more than 30 QSBCs to share state content through the national distribution channels - via eNewsletters with state-specific modules, and/or with stand-alone paper inserts, mailed inside the national quarterly printed editions of *The Drive* newsletters. This partnership provides valuable, cost-effective opportunities for QSBCs to extend their messages to a broader producer audience within their state, along with providing more local breadth to the national Checkoff content, too.

Producer Awareness and Engagement Campaign: Capitalizing on our key audience research and insights effort in Tactic A, we will use limited, targeted paid media to reach those producers across the country that lack an understanding of the Checkoff and the value it provides to them as producers. A strategy for this paid media is to make the ads feel more organic: a paid radio segment that sounds like an interview featuring a board member; a print advertorial or column - written by a producer of our choosing; or digital stories placed specifically to lead back to DrivingDemandForBeef.com.

As the direction of paid media shifts to be less about traditional ads and more about content placement, we will evaluate the campaign efforts. The nationally award-winning *Your Dollar Does* multi-faceted Checkoff ad campaign features producer portraits from across the country paired with strong statements about the Checkoff's successes. This campaign has been well-received in-market since the campaign launched in FY19. To maintain resonance and proper visibility, in FY22 we will test additional concepts for this campaign with producers.

The Hub: The newly updated online platform *The Hub* allows QSBCs, Cattlemen's Beef Board members, Federation of State Beef Council Directors, and Checkoff Contractors access to ready-made and customizable PC marketing materials that have been USDA-approved through a convenient and secure online portal. New materials are added every month - from collateral materials like Checkoff-wide program update pocket cards and private-treaty fliers, to articles, print ads, graphics, and regional photography assets. This ensures easy replication and alignment of Checkoff messaging and content assets across state and national entities.

Through collaboration with the CBB, *The Hub* now also contains key information for new board members to access when onboarding; Checkoff collections compliance; educational materials and presentations about the Checkoff; and important regulatory and branding information that may be used throughout state and national partners.

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):

1. Maintain a base distribution and focus on growth in *The Drive* print and email subscribers by 10%, based on the FY21 Q3 benchmark.

2. Develop and distribute four episodes of *The Drive in Five*, utilizing our publishing platform channels including *The Drive* eNewsletters, Checkoff social media properties, *Beef Brief*, and DrivingDemandForBeef.com.
3. Distribute state-specific content through *The Drive* print and email platforms for an average of 15 QSBCs per quarter.

CBB/BPOC Funding Request: \$1,590,000

Contractor: Cattlemen’s Beef Board

Subcontractor:

Tactic#: 2250-C: Industry Collaboration and Outreach

LRP Initiatives Addressed by this Tactic **SEE NOTE BELOW FROM CONTRACTOR

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Committee(s) to Score this Tactic

Consumer Trust	Domestic Marketing	International Marketing	Nutrition & Health	Safety & Product Innovation	Stakeholder Engagement
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Tactic Description:

The thirty-five-year-old Beef Checkoff program plays a key role in developing demand for beef amid an increasingly competitive protein market both in the U.S. and abroad. However, a generation of producers have been born and raised since the Checkoff was first implemented in 1986, and many do not fully understand the important role the Checkoff plays in the industry.

The goal of this tactic is to communicate the Checkoff’s efforts in driving beef demand by connecting key Checkoff voices with those who can amplify the message -- especially trade media and industry influencers.

CBB Thought Leadership & Checkoff Spokesperson Development: While producer communication efforts continue to work diligently at connecting with producers, many still don’t understand how the Beef Checkoff works or who manages the program. This knowledge gap provides an opportunity for opposition groups to distort the truth and further misconceptions about the Checkoff and the beef industry as a whole.

Past years have established the CBB and Federation Officer teams, Checkoff committee leadership, and CBB staff as key thought leaders when representing the Checkoff. By identifying, developing and positioning these key thought leaders for speaking opportunities around the country, and as resources for print, online and radio interviews, as well as on social media, we can educate beef industry stakeholders and present the Checkoff in the most positive manner. Extensive media training and spokesperson development programs will continue for these individuals, supporting their knowledge of how to tackle important issues that arise seemingly during every event and interview about the Checkoff program.

Media Relations: Developing relationships with editors and broadcasters is critical for earned media coverage. A strong media relations effort can support the authentic partnership of transparent communications, foster media relationships and help tell the Beef Checkoff story. It also helps ensure that editors and broadcasters include CBB execs and members when developing their own stories about current topics affecting the beef industry. Access may include the opportunity to interview board members and state executives to demonstrate their commitment to the programming of the Checkoff and the beef industry at large. We will continue to provide ag trade media with data and

valuable access to regional or local Checkoff insiders to ensure that they are able to present their producer audiences with the most transparent and accurate program information, as well as their own personal perspectives as cattle producers.

Ag Trade Media Roundtables: In previous years, the Producer Communications program brought together several virtual roundtables with ag trade media, including print, radio, broadcast, podcast and television representation. These roundtables provided very specific feedback from editors and key media contacts about what their audiences want to hear from the Beef Checkoff and what types of content are most in demand for their channels. Their feedback was positive about our past and current efforts, but the media also pointed out some areas of improvement, like providing more authentic producer voices for interviews and other opportunities. In FY22, we will follow-up with a new set of media roundtables to again seek input and benchmark improvement since last year.

Industry Outreach: In FY22, we will communicate with those who communicate with producers. We will align and collaborate with traditional and non-traditional partners to tell the positive story of beef cattle production. This year our efforts will focus primarily on outreach to livestock auction markets and brand inspectors across the country. Together with QSBCs, we will develop an engaging, customizable outreach program that can be used at the state level, with materials, talking points, best practices, videos, and in-person meetings. As we develop and implement this program, we will seek feedback from QSBCs and livestock markets / brand inspectors to determine how we can improve it.

Additionally, we will define and identify other industry thought leaders outside of the Checkoff and explore how to best build relationships with them to expand our messaging. Once we've established these relationships, we will provide training modules on Checkoff basics and program successes so that these new grassroots spokespeople can be activated on behalf of the Checkoff.

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):

1. Conduct 4 media training and Checkoff spokesperson development sessions reaching new board members, CBB officers, Checkoff program committee co-chairs, QSBC executives and staff, and Checkoff stakeholders.
2. Grow total number of Checkoff media hits across ag-industry print and broadcast by 8% over FY21 Q3 benchmark.
3. Conduct one focus-group style roundtable of ag-industry trade media individuals, consisting of at least 10 participants spanning various types of media.
4. Develop a set of 4 shareable materials for use by QSBCs and Checkoff spokespeople when engaging with livestock markets and brand inspectors.

CBB/BPOC Funding Request: \$260,000

Contractor: National Institute of Animal Agriculture (NIAA)

Subcontractor:

Tactic#: 2231-A: 11th Annual NIAA Antibiotics Symposium

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

Tactic Description:

The 11th Annual NIAA Antibiotic Symposium will continue the work and collaborations established in prior symposia, funded in part by the Beef Checkoff. The Symposium will focus on continued knowledge and insights about responsible antibiotic use and the primary efforts aimed at combating antimicrobial resistance (AMR). All components of the Symposium impact the beef value chain:

- 1) **Science:** understanding causal links, resistance mechanisms, bacterial genomics, the microbiome, current/future research, and more.
- 2) **Alternatives:** preventative and intervention strategies, ensuring antibiotic stewardship, needs and challenges, innovation, and technology.
- 3) **Communication:** How to effectively engage beef producers with reliable and information, which can be shared when beef producers are engaging with influencers and consumers.
- 4) **Education:** How are colleges and universities preparing the next generation of animal agriculture leaders to utilize antibiotics responsibly while engaging in AMR conversations and solutions?

Researchers who explore the consumer decision-making process continually find that shared values are what drive human decision-making (The Center for Food Integrity, 2009). Upon establishment of shared values, messengers (beef producers) can then share scientific and economic facts that will also be used within the decision-making process. The 2021 Symposium will ensure beef producers and their fellow attendees are prepared to engage with influencers and consumers through shared values while also having the knowledge and insights about the science behind responsible antibiotic use and measures to address antimicrobial resistance (AMR) by animal agriculture leaders. Each of these areas will be addressed in the content that will drive improvements in how animal agriculture communicates and engages, leading with common values and science.

The Symposium is unique in its design as it follows the **One Health** approach. **One Health** recognizes the health of people is connected to the health of animals and the environment. Building upon the 2020 Symposium and current societal drivers, the Symposium will more significantly explore and connect the responsible use of antibiotics to environmental stewardship.

The Symposium creates a synergistic environment where stakeholders from the Centers for Disease Control & Prevention (CDC), the U.S. Food & Drug Administration (FDA), United States Department of Agriculture (USDA), American Veterinary Medical Association (AVMA), National Institute for Antimicrobial Resistance Research and Education (NIAMRRE), state public health offices, and experts from all points along the beef (animal agriculture) supply chain (producers, packers, retailers, etc.), industry

associations, and other animal agriculture leaders can come together to celebrate the progress and diligent efforts of industry and veterinary medicine and the work that has broadened the **One Health** collaboration with human medicine and environmental activities. In addition, the Symposium fosters shared learning, networking, and collaboration as, together, food and agriculture system leaders continuously improve the responsible use of antibiotics in animal agriculture while ensuring animal agriculture is doing its part to combat antimicrobial resistance (AMR).

Through keynote addresses, panel conversations and breakout sessions that allow for further exploration and application of knowledge, beef producers will leave the 2021 Symposium and follow-up conversations with skills, knowledge, and insights to more effectively engage with key opinion leaders as they preserve and enhance trust in beef production, safety, and products. Farmers and ranchers also will leave with additional resources to add to the 2020 toolkit of resources to ensure they are able to engage with influencers and consumers on a variety of platforms – social media, traditional media, in-person, etc.

As society continues to come out of the COVID-19 pandemic, NIAA and its planning committee for the 2021 Symposium are planning a hybrid Symposium setting – in-person and virtual options, for attendance.

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):

- 175 stakeholders from the following segments will attend the 2021 Symposium: Animal agriculture leaders (including beef producers), processors, retailers, research scientists, academia, environmental NGOs, human health professionals, and government. Success is:
 - At least 80 percent of attendees sharing that the Symposium improves their knowledge and understanding of responsible antibiotic use and measure to combat AMR.
 - A successful Symposium will have 80 percent of attendees reporting increased knowledge and skills about communicating with influencers and consumers.

- Engage at least two state beef councils in pre- and post-Symposium media interviews, such as commercial radio, podcasts, farm news, etc. that reach a minimum of 20,000 beef producers with key take-aways advanced by the Symposium agenda.

CBB/BPOC Funding Request: \$52,500

Contractor: National Institute of Animal Agriculture (NIAA)

Subcontractor:

Tactic#: 2231-B: Beef Producer Engagement with the Centers for Disease Control and Prevention (CDC)

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 ■ Educate medical, diet & health professionals about beef & beef production ■ 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 ■ 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"> ■ 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 ■ 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Tactic Description:

Previously, the Beef Checkoff has provided specific funding for beef producers to engage in antibiotic symposia events and a subsequent meeting with the Centers for Disease Control and Prevention (CDC) and related stakeholder groups. Building on the positive outcomes of previous producer engagement with the CDC, a group (approx. 15 to 20)* of state beef council producer leaders will attend and participate in the Antibiotic Symposium and after the Symposium at least 15 to 20 beef producers will attend meetings at the CDC in Atlanta, GA.

Beef producers will be empowered to use face-to-face presentations to share information on both scientific developments learned at the Symposium and at the CDC meeting specifically within the beef industry to influence their peers' commitment toward continuous improvement, related to responsible antibiotic use. In addition, they will share the results of communication strategies and effectively communicating the safety and wholesomeness of beef.

This tactic includes support for working with Qualified State Beef Councils (QSBCs) to identify targeted in-person and online tools and events that can be leveraged to engage beef producers in important antibiotics-related conversations, that can be conducted via online webinars, state and regional cattle association meeting presentations, unique social media events, sponsored producer influencer events, etc.

*When NIAA works with QSBCs, if more beef producers are interested in taking part in this tactic, NIAA will work with CDC to offer additional sessions. Group size is limited to 15-20 to create an optimum environment for learning, conversation, and collaboration.

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):

- Between 15 to 20* beef producers will participate in a tour, presentations, demonstrations, and discussions with officials from the Centers for Disease Control, engaging in open dialogue, questions on next steps in communication and collaboration opportunities.
 - A minimum of five (5) beef producer participants will further engage with CDC leaders to serve as trusted resources on information related to farm/ranch practices. This will be measured via three-month, six-month and twelve-month surveys.
 - At least two (2) CDC professionals will visit/tour a beef farm/ranch.

- Create a short video featuring beef producers, and professionals from CDC, FDA or USDA to share the responsible use of antibiotics across the beef value chain. Share the video with a minimum of two influencer-based organizations such as the Food Marketing Institute, Grocery Manufacturers Association, National Restaurant Association, American Academy of Pediatrics, etc.

*As NIAA invites state beef council leaders to participate, if more producers are interested – than 15-20, NIAA will determine if additional meetings/interactions can be planned so more beef producers can engage with CDC.

CBB/BPOC Funding Request: \$42,500

Contractor: National Institute of Animal Agriculture (NIAA)

Subcontractor:

Tactic#: 2231-C: Antimicrobial Resistance Communication Support and Distribution to Amplify Supporting Messaging for Producer Education and Influencer 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
<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 <ul style="list-style-type: none"> ■ Educate medical, diet & health professionals about beef & beef production ■ 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 <ul style="list-style-type: none"> ■ 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"> <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 <ul style="list-style-type: none"> ■ 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 type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Tactic Description:

Previous symposia have included information on compelling research and scientific updates, innovative alternatives, and new technologies, along with sessions designed to help understand communication strategies to communicate to food system leaders, the media, and more effectively to consumer influencers down the line. The 2021 Symposium will build upon feedback and insights from previous symposia and will take communications about responsible antibiotic use and antimicrobial resistance (AMR) from *Good to Great*. After all, repetition is key to gaining proficiency in a skillset area and communication is no different – especially on topics that are complex and, at times, controversial. This tactic allows beef producers to gain proficiency.

This tactic is aimed at Ensuring Antibiotic Stewardship, Ensuring Beef Safety, Protecting Beef's Image and Engaging Beef Advocates. Keynote presentations, panelist discussion points, slide decks, white papers, talking points, web pages, resources and more will be shared, during and post-event, using influencer networks and social media to reach more stakeholders.

A variety of collaborations will be targeted within this tactic and will include partnerships with the National Institute for Antimicrobial Resistance Research and Education (NIAMRRE), QSBCs, and allied industry NGOs.

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):

- At least three (3) communication collaborations with stakeholders will reach at least 250,000 producers and key opinion leaders via social media (Facebook, Twitter, YouTube and LinkedIn) by September 30, 2022. These may include, but are not limited to interviews, videos, podcast, and proceedings.
- Quarterly follow-up meetings with state beef council leaders will be hosted to ensure the knowledge and insights garnered during Symposium and the CDC visit(s) are useful and affecting change within their engagements with other producers and thought leaders. This will be measured via pre- and post-event surveys. Success will be:
 - A minimum of 80 percent of beef producers attending rating the usefulness and change affected via surveys at least four (4) out of five (5) on a Likert Scale.

- A minimum of five (5) beef producers' sharing their story via consumer-focused social media channels – Facebook, Instagram, YouTube, etc. reaching a minimum of 500 followers (average 100 per beef producer) with at least 10 percent of followers engaging with the posts – commenting, sharing, following links to resources, etc.

CBB/BPOC Funding Request: \$20,000

Contractor: National Institute of Animal Agriculture (NIAA)

Subcontractor:

Tactic#: 2232-A: Advancing Investment, Innovation, and Technology in Animal Agriculture

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

Tactic Description:

To adequately address the lack of investment and innovation in animal agriculture [beef] production, the gap(s) between technologists, entrepreneurs, and animal agriculture leaders must be narrowed or eliminated. Building of capacity and knowledge are needed to advance investment, innovation, and technology in animal agriculture. Through this tactic, the National Institute for Animal Agriculture (NIAA) will bring together leaders from across the animal agriculture sector of today's food system to establish an educational continuum that will foster learning, knowledge, and collaboration. Areas of initial interest that have been identified are:

- Antimicrobial alternatives
- Food safety technologies
- Supply chain innovations – transportation, processing, distribution, etc.
- Improved genetics for quality, nutrient profile, sustainability, etc.
- Enhanced environmental stewardship
- Improved animal welfare

Currently, most accelerators and organizations working to foster greater innovation in food and agriculture – like many other industries, rely on a “shark tank” or “Ag Tech Idol” approach. While this allows for limited capacity building and the highlighting of one or two technologies and entrepreneurs, it does not allow for adequate capacity building – increased understanding of the true needs of animal agriculture [beef], limitations within segments of the value chain, nuances between production systems, etc., and an enhanced desire to focus within the food and agriculture industry and/or animal agriculture space. A new approach is needed.

NIAA, its members, and partners have a model that not only cultivates investment in beef industry research, marketing, and innovation but a model that leverages multi-specie resources, enhances the likelihood of needed and functional innovations, and de-risks the typical cycle of start-up organizations and technologies.

NIAA's model will meet the needs of:

- Food and agriculture industry sponsors by building an ecosystem to drive business growth,
- Technologists and entrepreneurs through investment, partnerships, access to knowledge, concept validation, etc.,
- Investors via preliminary vetting, and
- Animal agriculture with new ideas and concepts that truly address needs

To not adopt this new approach will lead to a continuation of discouraged investors and disillusioned technologists and innovators who do not develop the skills and knowledge needed to be successful. Both will further exacerbate the chasm between investment in

on-farm/ranch technologies and “down-stream” and the chasm between animal and plant agriculture.

Furthermore, the NIAA model can allow technologists and entrepreneurs access to extensive due diligence for their technologies, allow animal agriculture [beef] leaders opportunities for on-going engagement with technologists and entrepreneurs, mentoring between seasoned animal agriculture leaders and those entrepreneurs new to the sector, and the ability to measure success beyond simple return on investment.

The NIAA model will foster in technologists and entrepreneurs:

- Personal development
- Commercial skills development
- Practical experiences
- Mentoring
- Leadership

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):

- By September 30, 2022, 20 technologists/entrepreneurs will have begun their *NIAA Advancing Investment, Innovation, and Technology in Animal Agriculture* experience. Selected individuals will have been extensively vetted by the NIAA selection panel – including leaders from the beef segment of the animal agriculture sector of today’s food system.
- Technologists selected for the first cohort will have at least four (4) innovations or technologies that specifically address challenges identified by the NIAA selection panel – including leaders from the beef segment of the animal agriculture sector of today’s food system.
- By September 30, 2022, organizations participating in *NIAA’s Advancing Investment, Innovation, and Technology in Animal Agriculture* will have pledged/secured a minimum of \$25 million in investment capital – venture capital, private investment, government grants, etc.
- Initial survey results of participants and stakeholders will demonstrate at least an 85 percent satisfaction rate with the *NIAA Advancing Investment, Innovation, and Technology in Animal Agriculture*.

CBB/BPOC Funding Request: \$275,000