

# Tactic Quick Guides

## Preliminary FY23 Tactics



Stakeholder Engagement  
Committee

# STAKEHOLDER ENGAGEMENT COMMITTEE TACTIC OVERVIEW

<b>Pages</b>	<b>Tactic #</b>	<b>Tactic Name</b>	<b>Contractor</b>
3-7	2331-A	12th Annual NIAA Antibiotic Symposium	NIAA
8-11	2331-B	Beef Producer Engagement with the Centers for Disease Control and Prevention (CDC)	NIAA
12-15	2231-C	Strategic Training Exercise - Antibiotic Use in Livestock	NIAA
16-19	2332-A	Animal Ag. Innovation Strategy Session- Beef Industry	NIAA
20-23	2332-B	NIAA Advanced Training for Animal Agriculture Leaders - Innovation Session	NIAA
24-28	2333-B	Beef Advocacy Training and Engagement	NCBA
29-32	2333-C	Beef Quality Assurance (BQA)	NCBA
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**Name of Contractor:** National Institute for Animal Agriculture

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$125,000

**CBB/BPOC Funding Request for this Tactic:** \$60,000

**Tactic#:** 2331-A

**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 Name:** 12<sup>th</sup> Annual NIAA Antibiotic Symposium

**Tactic Description:**

The 12th 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).<sup>1</sup> 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 2022 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<sup>2</sup>** 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 2022 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.

**Citations:**

<sup>1</sup>The Center for Food Integrity - [Trust Model - The Center for Food Integrity](#)

<sup>2</sup> [One Health | CDC](#)

### **Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Stakeholders from all 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.
  
2. 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 65,000 beef producers with key take-aways advanced by the Symposium agenda.

## 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"> <li><input type="checkbox"/> Drive the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health &amp; well-being of cattle and our markets from the effects of contagious diseases</li> <li><input type="checkbox"/> Identify &amp; address export customer needs &amp; values</li> <li><input type="checkbox"/> Collaborate with targeted partners to promote U.S. beef in foreign markets</li> <li><input type="checkbox"/> Invest in research, marketing &amp; education programs</li> </ul>	<ul style="list-style-type: none"> <li>■ Measure, document, improve &amp; communicate the net climate and environmental impact of beef production</li> <li>■ Educate medical, diet &amp; health professionals about beef &amp; beef production</li> <li>■ Align &amp; collaborate with traditional &amp; nontraditional partners to tell the positive story of beef production</li> <li>■ Engage positively in the sustainable nutrition conversation</li> <li>■ Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA &amp; their impact on animal well-being</li> <li><input type="checkbox"/> Expand BQA program to include verification</li> <li><input type="checkbox"/> Develop a direct-to-consumer beef safety campaign</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Use innovative methods &amp; technologies to value carcasses based on eating satisfaction &amp; red meat yield</li> <li><input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution</li> <li><input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Promote the role of beef in a health &amp; sustainable diet</li> <li><input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins</li> <li><input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments</li> <li><input type="checkbox"/> Cultivate collaborative promotion partnerships</li> <li><input type="checkbox"/> Promote innovative online marketing, packaging &amp; shipping solutions to enable the direct marketing of beef</li> <li><input type="checkbox"/> Engage consumers in a memorable beef eating experience</li> <li><input type="checkbox"/> Develop a more interactive &amp; exciting beef purchasing experience</li> <li><input type="checkbox"/> Promote underutilized beef cuts &amp; new variety meat products</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Demonstrate beef's positive sustainability message &amp; key role in regenerative agriculture</li> <li><input type="checkbox"/> Defend beef's product identity</li> <li><input type="checkbox"/> Ensure beef's inclusion in dietary recommendations</li> <li><input type="checkbox"/> Drive continuous improvement in food safety</li> <li><input type="checkbox"/> Develop crisis management plans</li> </ul>	<ul style="list-style-type: none"> <li>■ Attract innovation &amp; intellectual capital &amp; cultivate the next generation of talent into the beef industry</li> <li><input type="checkbox"/> Encourage the cooperation &amp; collaboration of existing industry advisory committees to identify &amp; prioritize research efforts</li> <li><input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research</li> </ul>

# STAKEHOLDER ENGAGEMENT COMMITTEE

## Tactic Score Sheet Considerations, Scores, and Notes

	Tactic Considerations	Table Agreement Level
1.	This tactic addresses the LRP initiatives.	
2.	This tactic addresses an industry need that will aid in stimulating, either directly or indirectly, the demand for beef.	
<b>Additional Notes:</b>		

**Name of Contractor:** National Institute for Animal Agriculture

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$125,000

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

**Tactic#:** 2331-B

**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 Name:** Beef Producer Engagement with the Centers for Disease Control and Prevention (CDC)

**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 5 to 10 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.

### **Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Between 5 to 10 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.
  
2. 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.

## 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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# STAKEHOLDER ENGAGEMENT COMMITTEE

## Tactic Score Sheet Considerations, Scores, and Notes

	Tactic Considerations	Table Agreement Level
1.	<p>This tactic addresses the LRP initiatives.</p>	
2.	<p>This tactic addresses an industry need that will aid in stimulating, either directly or indirectly, the demand for beef.</p>	
<b>Additional Notes:</b>		

**Name of Contractor:** National Institute for Animal Agriculture

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$125,000

**CBB/BPOC Funding Request for this Tactic:** \$55,000

**Tactic#:** 2331-C

**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 Name:** Strategic Training Exercise – Antibiotic Use in Livestock

**Tactic Description:**

The dynamic nature of today's food system is one of increased rate of change, complexity, and consumer choice. While NIAA works with its members and partners to foster informed decision-making about the use of antibiotics in livestock [beef] production, the use of antibiotics in the "animal care toolbox" is no longer a certainty. Just as the beef industry created the Beef Quality Assurance program to address real and perceived beef safety issues, animal agriculture needs to prepare for the future - considering real and perceived issues of antimicrobial stewardship and resistance.

NIAA's mission is to *convene animal agriculture experts and allies in collaborative settings to explore, discuss, learn, and develop knowledge that fosters interdisciplinary cooperation for the improvement and continuous progress of animal agriculture.* This tactic fully exemplifies NIAA's mission in action. Through two, facilitated, in-person strategic training exercises, NIAA and its partner, will empower the beef industry with strategic intelligence and research that is timely, relevant, and actionable. Insights from the exercise will inform animal agriculture [beef industry] tactical work plan engagements with a variety of key audiences.

Three objectives for the exercises have been identified:

1. Understand the emerging regulatory and societal environment that affects animal agriculture's (beef's) social license<sup>1</sup> to utilize antimicrobials. This social license then affects beef demand, food safety, animal welfare, environmental stewardship and more.
2. Facilitate engagement from multi-disciplinary stakeholders
3. Explore education and communication strategies linking animal and human health.

Through this AR, NIAA and its partner will deliver a written summary of the observations, findings, and recommendations from the exercises, summary slides of the intelligence garnered, a summary of the post event survey results, exercise specific materials, a 60-minute virtual presentation of the results, and any necessary follow ups to finalize delivery of the objectives.

**Citations:**

<sup>1</sup> Social License - [Social License to Operate \(SLO\) Definition \(investopedia.com\)](https://www.investopedia.com/terms/s/social-license-to-operate-definition/)

**Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. A detailed research report with key insights for the beef industry on perceived and actual issues affecting antimicrobial stewardship and resistance.
2. A strategic direction report based on the NIAA-facilitated strategic training exercise detailing specific strategies and tactics the beef industry can take to mitigate/solve actual and perceived issues related to antimicrobial stewardship and resistance.

## 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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## STAKEHOLDER ENGAGEMENT COMMITTEE

### Tactic Score Sheet Considerations, Scores, and Notes

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1.	<p>This tactic addresses the LRP initiatives.</p>	
2.	<p>This tactic addresses an industry need that will aid in stimulating, either directly or indirectly, the demand for beef.</p>	
<b>Additional Notes:</b>		

**Name of Contractor:** National Institute for Animal Agriculture

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$37,500

**CBB/BPOC Funding Request for this Tactic:** \$17,500

**Tactic#:** 2332-A

**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 Name:** Animal Ag. Innovation Strategy Session – Beef Industry

**Tactic Description:**

While Agri-FoodTech is a "hot" space for venture capital, all sectors are not receiving equitable investment and attention. The National Institute for Animal Agriculture's hypothesis is that because of the "closed" nature of the animal agriculture sector, entrepreneurs are not aware of the opportunities to bring technology and innovation to the sector. This "vacuum" of innovation and technology then leads to a lack of investments from venture capital, economic development agencies - private and public, and other organizations who affect the viability of innovative ideas and technologies.

In 2023, NIAA will convene two roundtable strategy-setting sessions to further explore where technology and innovation can affect positive change within animal agriculture. Beef Checkoff funding will specifically produce a report that highlights the opportunities entrepreneurs may address - increasing beef demand while affecting eating experience, sustainability, animal welfare, and more. Ideally, synergies between animal-derived proteins can be achieved to further extend the resources invested.

Strategy-setting sessions will be supported by quantitative research conducted by NIAA and garnered from additional organizations' insights that can foster greater exploration, discussion, and collaboration. Additionally, resources for entrepreneurs will be provided within the report.

### **Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. One of two strategy-setting sessions will specifically focus on opportunities for greater technology and innovation within the beef sector of animal agriculture. The session will aggregate feedback and ideas from at least 50 animal agriculture leaders who represent interdisciplinary backgrounds - thought-leading farmers and ranchers, veterinarians, allied industry, processors, retailers, food service leaders, dietitians, NGOs, etc.
2. A beef industry-specific report highlighting tangible ideas for greater investment in innovations and technologies that affect beef quality, sustainability, animal welfare, etc. While the report will be shared broadly, specific focus will be placed on sharing the report with Beef Checkoff contractors, university "incubators," venture capital firms, and top-producing beef states - QSBCs and economic development professionals.

## LRP Initiatives Addressed by this Tactic

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### Tactic Score Sheet Considerations, Scores, and Notes

	Tactic Considerations	Table Agreement Level
1.	This tactic addresses the LRP initiatives.	
2.	This tactic addresses an industry need that will aid in stimulating, either directly or indirectly, the demand for beef.	
<b>Additional Notes:</b>		

**Name of Contractor:** National Institute for Animal Agriculture

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$37,500

**CBB/BPOC Funding Request for this Tactic:** \$20,000

**Tactic#:** 2332-B

**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 Name:** NIAA Advanced Training for Animal Agriculture Leaders – Innovation Session

**Tactic Description:**

The Advanced Training for Animal Agriculture Leaders is a program developed by the National Institute for Animal Agriculture (NIAA) to empower animal agriculture leaders to positively affect the future of animal agriculture in the U.S. and around the world. Leaders selected for the program grow and develop through experiential learning and participating in an engaging, dynamic curriculum. The program provides participants – leaders from the entire value chain – the advanced skills necessary to lead animal agriculture into the future.

Leadership program participants participate in five (5) in-person sessions and multiple virtual sessions throughout their 16-month experience. The experience culminates with teams presenting a capstone project that offers a solution to a specific issue within animal agriculture. The need for greater investment, technology, and innovation is one such issue NIAA members and volunteer-leaders has identified. Lessons learned by beef sector leaders participating in the program can greatly affect their ability to lead work that increases beef demand while working within the Beef Industry Long Range Plan.

The Beef Checkoff's investment in the NIAA Advanced Training for Animal Agriculture Leaders program will ensure the session focused on innovation and the team addressing how to increase investment, technology, and innovation in animal agriculture [beef production] has the necessary resources for a quality experience.

### **Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Fifteen (15) to twenty (20) animal agriculture leaders will participate in a 2023 session focused on attracting investment, technology, and innovation to the animal agriculture [beef] sector of today's food system. The session will include at least one speaker/panel that specifically focuses on beef opportunities to leverage and threats to overcome.
2. The Beef Checkoff - especially via QSBCs, will receive the leadership cohort team's capstone project report highlighting their recommendations for attracting greater investment, technology, and innovation to animal agriculture [beef]. The cohort team also will present their findings at the April 2024 annual conference of NIAA. The report will be available after the conference.

## 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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## STAKEHOLDER ENGAGEMENT COMMITTEE

### Tactic Score Sheet Considerations, Scores, and Notes

	Tactic Considerations	Table Agreement Level
1.	This tactic addresses the LRP initiatives.	
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<b>Additional Notes:</b>		

**Name of Contractor:** National Cattlemen’s Beef Association

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2022

**CBB/BPOC Funding Request for this AR:** \$3,536,900

**CBB/BPOC Funding Request for this Tactic:** \$754,800

**Tactic#:** 2333-B

**Committee(s) to Score this Tactic**

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

**Tactic Name:** Beef Advocacy Training and 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, consumers favorably respond to answers from the people who produce the food. NCBA, on behalf of the Beef Checkoff, provides training to develop credible advocates and spokespeople within the beef community, and equips them with information and resources to engage readily 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 they participate in traditional and digital media opportunities. Through these communication efforts, advocates and spokespeople help educate consumers and influencers about the role of beef in a healthy diet and how beef farmers and ranchers raise beef responsibly and sustainably. 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 equipped to share their beef stories and expertise through the completion of the online Masters of Beef Advocacy (MBA) courses, the advanced spokesperson development program, Trailblazers, and in-person training events. The MBA program comprises five online courses to equip advocates and spokespeople with knowledge of the beef lifecycle and information to respond to consumer concerns. In FY2022, MBA modules and MBA teacher toolkit were updated to include the latest beef facts and improve user experience for teachers and students. NCBA plans to continue to

provide the latest facts about beef and find ways to improve the user experience in FY2023.

Upon completion of the MBA courses advocates and spokespeople (more than 21,000 to date) are continuously provided resources and information and called on to engage on specific platforms or topics in response to consumer concerns, through monthly emails, continuing education webinars and a private MBA alumni Facebook group.

A portion of the success of these activations and BATE programs is through the collaboration with teams from other tactics. BATE takes an integrated approach with 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 FY2022 MBA extended the *Beef. It's What's for Dinner.* Raised and Grown Campaign, focused on showcasing how around the country, in every state, beef farmers and ranchers are raising sustainable beef. This campaign was delivered to MBA graduates through a monthly newsletter, private MBA Alumni Facebook group, and by leveraging NCBA's in-house experts to co-host a continuing education webinar instructing advocates about the topic and strategies for sharing their story with their audiences. In FY2023, NCBA plans to continue this work with other teams and state partners to leverage their content to trained advocates and spokespeople for their campaign activations and executions to integrate all Checkoff-funded activities more fully. They will also continue to find efficiencies with the Beef Quality Assurance program, nutrition outreach, and supply chain outreach. One way they do this is by sharing technology platforms for their respective online training programs. NCBA will also continue to cross-promote programs between teams.

As part of the BATE 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 level. Training programs include in-person or virtual 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.

Since 2014, NCBA has offered different levels of training, including advanced instruction through national and state 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. In FY2022, they designed a program to take top-level advocacy training to the next level. This program, titled Trailblazers, was designed to complement the Masters of Beef Advocacy (MBA) program by 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. Highly trained producer advocates and spokespeople are critical to responding to misinformation in the media and sharing beef's story across communication channels. In FY2023, NCBA plans to continue developing top advocates through the Trailblazers program and finding opportunities for them to engage with media and consumers.

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 creating 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 requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Add 800 new MBA graduates to the nationwide network.
2. Produce and distribute at least 12 email campaigns for advocate information, activation, or engagement, maintaining an open rate of at least 15%.
3. 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.
4. Select and employ the 2023 cohort of Trailblazers to participate in yearlong training as official spokespeople for the beef community.
5. Streamline advocacy training resources and launch virtual training platform to effectively meet the needs of state partners and top advocates.

## 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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## STAKEHOLDER ENGAGEMENT COMMITTEE

### Tactic Score Sheet Considerations, Scores, and Notes

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<b>Additional Notes:</b>		

**Name of Contractor:** National Cattlemen’s Beef Association

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2022

**CBB/BPOC Funding Request for this AR:** \$3,536,900

**CBB/BPOC Funding Request for this Tactic:** \$1,960,100

**Tactic#:** 2333-C

**Committee(s) to Score this Tactic**

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

**Tactic Name:** Beef Quality Assurance

**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 FY 2023, BQA programming will provide updated content, including revisions of BQA Transportation training resources, additional online training modules, and other tools for training so producers (seedstock; cow-calf; stocker/backgrounders; feeders; 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 cattle rearing techniques and 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.

Collaborating on BQA training and certification efforts with NCBA's state coordinator network is a hallmark of the program. They will continue to collaborate, offer training resources and data management support, as well as look for ways to continue creating more consistency across programs. They 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 national program will continue efforts to promote training and certification through relevant award recognition, public relations, advertisement, sponsorships, face-to-face and virtual opportunities. NCBA will also continue to find efficiencies with the Masters of Beef Advocacy program. One way they continue to do this is by sharing technology platforms and customer service resources for Checkoff-funded online training programs at NCBA.

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 2023 as NCBA finalizes the research phases of the latest National Beef Quality Audit and move forward with the strategy meeting and results roll-out.

### **Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Increase the number of producers that are BQA certified (or equivalent) by 10% over 2022 certification numbers.
2. Develop at least two new producer facing resources supporting the rollout of the latest National Beef Quality Audit.
3. Engage over half of the nation's state BQA coordinators (coordinators from at least twenty-three states) in continuing education and collaboration by conducting a minimum of three "in-person" and/or virtual meetings.
4. Launch new BQA continuing education content and corresponding platform for producer re-certification.

## 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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## STAKEHOLDER ENGAGEMENT COMMITTEE

### Tactic Score Sheet Considerations, Scores, and Notes

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<b>Additional Notes:</b>		

**Name of Contractor:** Cattlemen’s Beef Board

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$2,280,000

**CBB/BPOC Funding Request for this Tactic:** \$315,000

**Tactic#:** 2350-A

**Committee(s) to Score this Tactic**

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

**Tactic Name:** Key Audience Listening Platform

**Tactic Description:**

Actively listening to producers - and those surrounding them - is best done when communication is clear and efficient. Each effort under this tactic seeks to better identify and understand farmers and ranchers, and create more targeted, purposeful messaging that can be shared and leveraged across national and state Checkoff programs.

**Quantitative - The Producer Attitude Survey (PAS):** The annual PAS is a national, quantitative, random, independently administered survey of 1,200 producers nationwide. This 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 highlights areas for 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.

**Quantitative - Key Audience Research and Insights Platform:** To have a strong connection to producers, both state and national Checkoff programs seek to better understand, research and learn as much as possible about farmers and ranchers. By taking a deeper look at the layers of data surrounding this segment, more targeted messaging based on a producer’s own likes, dislikes, geographical location, etc., can be created. Key research insights about producers from a variety of data sources will be tabulated and shared with state and national Checkoff programs to enable more efficient producer communications, and will inform Checkoff messaging and content topics for FY23.

**Qualitative - Checkoff Communication Roundtable Discussions:** Roundtable discussions with various Checkoff and industry groups continue to be useful communication tools. In FY22, PC roundtables included quarterly discussions between QSBCs, national Checkoff contractors, and ag trade media groups. This allowed the PC team to share updates and seek program input into PC programming. In June 2022, Checkoff leadership hosted an in-person panel for livestock market owners at the Livestock Marketing Association (LMA) annual convention in Shipshewana, Indiana, allowing attendees the opportunity for open dialogue about the Checkoff and a fruitful question / answer session. In the coming year, we will build off progress made by continuing these roundtables to gather insights from these and other important groups inside and out of the Checkoff.

**Qualitative - Direct Producer Listening:** The PC team continues to seek convenient ways to listen to individual producers regarding the Checkoff. Expanded efforts to listen and review producer feedback in the digital space will happen through the Checkoff website, ongoing digital surveys, tracking and organizing producer calls, exploring new roundtable and outreach opportunities, and attending events where producers gather.

**Listening Tools:** The PC program has sophisticated media monitoring systems and user analytics built into channels for social media, print, digital and websites. These analytics provide context around a specific message's public impact and visibility, and analytics reports provide a 360-degree view of current topics, real-time monitoring, and quarterly communications insights that help to shape the PC program.

### **Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Gain a greater level of context and depth of information on particular topics following the Producer Attitude Survey findings through four regional producer focus groups and the expansion of the digital persona profiling tool.
2. Seek feedback into the PC program and provide Checkoff updates by completing four roundtable discussions across QSBCs (2), Contractors and Livestock Markets. Establish relationships with youth programming and collegiate ag programs for future roundtable opportunities.
3. Develop one survey to send to *The Drive* database to understand content preferences and topics of interest and identify 3 industry programs or organizations who are also willing to send the survey to their database.

## 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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## STAKEHOLDER ENGAGEMENT COMMITTEE

### Tactic Score Sheet Considerations, Scores, and Notes

	Tactic Considerations	Table Agreement Level
1.	This tactic addresses the LRP initiatives.	
2.	This tactic addresses an industry need that will aid in stimulating, either directly or indirectly, the demand for beef.	
<b>Additional Notes:</b>		

**Name of Contractor:** Cattlemen’s Beef Board

**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$2,280,000

**CBB/BPOC Funding Request for this Tactic:** \$1,705,000

**Tactic#:** 2350-B

**Committee(s) to Score this Tactic**

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

**Tactic Name:** Producer Outreach

**Tactic Description:**

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 producer reach, understanding and recall of the Checkoff. Focus in FY23 will be on expanded visibility for all pieces for *The Drive* platform, and demonstrated growth of outreach of producers.

***The Drive* Publishing Platform:** At the center of PC efforts is *The Drive*. A multi-channel publishing platform that includes a quarterly print newsletter, *The Drive in Five* quarterly video series, the website *DrivingDemandforBeef.com*, regular eNewsletters, social channels like Facebook, Twitter, YouTube, and LinkedIn, it serves as the foundation for communication about current Checkoff programming and information dissemination to those who pay into the program, and the beef industry as a whole.

In FY23, the focus will remain on growth and accessibility of *The Drive* platform and consistent, quality content. By increasing the total number of producers reached, so too will Checkoff visibility, and the overall footprint and recall of Checkoff efforts. Consistently creating quality, educational and highly-relevant content and stories that feature all contractor efforts 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. In FY22, *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 the reader more local flavor alongside the national Checkoff content, too.

**Social Media:** The PC team runs the social channels that carry the name “Beef Checkoff” - Facebook, Twitter, LinkedIn, and YouTube. Producer-facing in nature and content, these platforms allow communication to more diverse audiences, and push the Checkoff as a Thought Leader in the beef industry. Producer-facing social media carries different messaging and tone compared to consumer audience posts, and many state beef councils seek to replicate and share what works for the main Checkoff channels. In FY23, we will pilot the opportunity for a handful of QSBCs to mirror our national social pages, but with their own moniker, and ability to add local producer communications to their pages, too.

**Producer Awareness and Engagement Campaign:** The PC program uses limited, targeted paid media to reach farmers and ranchers across the country that lack an understanding of the Checkoff and the value it brings in driving beef demand. These paid ads are made to feel more natural and unscripted: a paid radio segment that features an interview of a committee member; a print advertorial or column written by a producer; or digital stories placed specifically to lead back to *DrivingDemandForBeef.com*. The nationally award-winning multifaceted *Your Dollar Does* 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. After testing new campaign concepts with producers in FY22, *Your Dollar Does* proved to be a continued producer favorite, and the updated look and feel of the campaign will continue in FY23.

**The Hub and QSBC Resources:** *The Hub* allows QSBCs, Cattlemen’s Beef Board members, Federation of State Beef Council directors, and Checkoff contractors access to ready-made, customizable, USDA-approved PC marketing materials through a convenient and secure online portal. New materials are added monthly. These include collateral materials like *The Drive* newsletters, Sharing Successes semi-annual Checkoff update pocket cards and private-treaty fliers, articles, print and radio ads, graphics, and regional photography assets. *The Hub* ensures easy replication and alignment of Checkoff messaging and content assets across state and national entities. Through collaboration with the CBB, *the Hub* also contains key information regarding Checkoff collections compliance for QSBCs; Checkoff contractor evaluation materials and resources; Checkoff educational materials and presentations; and important regulatory and branding information that may be used by state and national partners.

The process, the platforms, and the messages used in producer communications are constantly changing. Producers and importers are multi-generational, diverse in location, Checkoff knowledge, operation size, etc. The PC office acts as a resource for QSBCs to aid them in this constantly changing landscape, educating them in best practices, new strategies, and more. In FY23, we will formalize this support to QSBCs, providing regular webinars on PC marketing communication topics such as social media practices, using producer voice in articles and topics for outreach; provide one-on-one PC strategy calls with QSBC staff; use of analytics to understand success; working with ag

trade media; launching local PC campaigns; and sharing our hard-won PC knowledge to aid in communicating with stakeholders.

**Measurable Objectives**

For tactics requesting \$100,000 or less of CBB/BPOC funding, two measurable objectives are required. For tactics requesting over \$100,000 of CBB/BPOC funding, at least three to five measurable objectives are required.

1. Maintain a base distribution and focus on growth in *The Drive* print and email subscribers by 10%, based on the FY22 Q3 benchmark.
2. Develop and distribute monthly content for *The Drive* platforms, including e-newsletters, printed newsletters, *The Drive in Five* video series, social posts, and Checkoff website articles.
3. Distribute state-specific content through *The Drive* print and email platforms for an average of 15 state versions/utilizations per quarter.
4. Partner with four QSBCs to pilot a state-specific producer communications social media presence, coupling state and national content distribution.

## 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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## STAKEHOLDER ENGAGEMENT COMMITTEE

### Tactic Score Sheet Considerations, Scores, and Notes

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**Name of Organization Subcontracting:**

**Start Date:** 10/1/2022

**End Date:** 9/30/2023

**CBB/BPOC Funding Request for this AR:** \$2,280,000

**CBB/BPOC Funding Request for this Tactic:** \$260,000

**Tactic#:** 2350-C

**Committee(s) to Score this Tactic**

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

**Tactic Name:** Industry and Media Collaboration

**Tactic Description:**

The Beef Checkoff 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.

**Checkoff Thought Leadership & Spokesperson Development:** Established thought leaders are identified in CBB and Federation of State Beef Council officer teams, Checkoff Program and Administrative Committee leadership, and CBB staff. 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 Checkoff spokesperson development programs will continue for these individuals, supporting their knowledge of how to tackle important issues.

**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 Qualified

State Beef Council executives to demonstrate their commitment to the programming of the Checkoff and the beef industry at large. Ag trade media will be supported 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 Checkoff updates and information.

**Industry Outreach:** In FY23, the PC program will continue to communicate with those who communicate with producers. This year, efforts will focus primarily around local visits and outreach to livestock auction markets across the country. Together with QSBCs, we will develop engaging, customizable outreach materials, talking points, best practices, videos, and in-person meetings. As the outreach program is developed and implemented, feedback from QSBCs and livestock markets will determine where improvement and support is needed.

### **Measurable Objectives**

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1. Conduct four media training and Checkoff spokesperson development sessions, reaching new CBB board members and 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 FY22 Q3 benchmark.
3. Elevate seven CBB board members by developing letters to the editor / op-ed pieces to be sent to local media, creating more of a grassroots feel to our Checkoff outreach.
4. Facilitate in-person visits to livestock auction markets across four states to create a better understanding of Checkoff workings and programs, and improve industry partner relationships.

## LRP Initiatives Addressed by this Tactic

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