

# Cattlemen's Beef Board 2022-2026 Strategic Plan



Funded by the Beef Checkoff

# Background



- The Beef Promotion and Research Act (the Act) was passed as part of the 1985 Farm Bill and provides the mission and the base for development of a producer-funded beef promotion and research program — the Beef Checkoff Program — aimed at building demand for beef and beef products, both domestically and internationally. The Checkoff is administered by the Cattlemen’s Beef Board (CBB) who reviews and approves funding priorities from the Beef Promotion Operating Committee. The Checkoff funds come from \$1/head levied each time cattle are sold in the U.S. as well as on imported beef and cattle. Qualified State Beef Councils administer \$0.50 of each dollar collected. The CBB manages the other fifty cents which, along with collections on imports (the equivalent of \$1 per head), adds up to over \$40MM annually administered by the Board.
- The industry has created the Beef Industry Long Range Plan, but that plan does not specifically indicate individual or organizational responsibilities. The impetus of this plan for CBB is both the long range industry plan, but also the need for CBB to direct its future for the next five years.
- Input for this plan includes:
  - 24 interviews of a total of 38 individuals comprising staff, contractors, USDA, U.S. beef producers, state beef councils, volunteer CBB leaders, and other industry experts.
  - A survey of the QSBCs conducted during the fall of 2021.
  - The long range beef industry plan and its adaptation by certain QSBCs.
- Given that CBB’s administrative funds are capped at 5% of total projected national assessment dollars, most of the programs in this plan will be fulfilled by qualified contractors under CBB’s oversight and management.

# *Cattlemen's Beef Board's Purpose*



## **We believe that:**

*The beef industry working together will make beef the most popular protein for everyday use in the U.S. and globally based on the taste, convenience, nutritional benefits, value, safety, and versatility of beef.*

## **Our purpose:**

*Through stewardship of the Beef Checkoff, lead demand-driving research, insights, promotion, and education programs to engage consumers, thus sustaining the beef industry while engaging and supporting beef producers and importers.*

# *Mission: Why Cattlemen's Beef Board Exists*



*The mission of the Cattlemen's Beef Board is to serve as stewards of the Beef Checkoff to grow beef demand and optimize investments made by Beef Checkoff contributors.*

# ***Vision: The North Star of Cattlemen's Beef Board's Work***



*To ensure that beef is the most trusted and preferred protein globally and considered by consumers the favorite “center of the plate” part of any meal while sustaining an economically strong beef industry which supports Beef Checkoff contributors.*

# *Values and Principles: How the Cattlemen's Beef Board Works*



- We operate with transparency, inclusiveness, open-mindedness and mutual trust.
- We deliver optimal short and long-term value from Beef Checkoff investments to our contributors.
- We believe that an engaged, motivated, and educated staff and Board are key to CBB's success.
- We believe and support the goal that fulfilling the needs of today's beef producers and consumers can be accomplished without compromising the needs of future generations.
- We facilitate innovation, finding new ways to build demand for beef in the U.S. and for U.S. beef globally.
- We operate in a culture of inquiry, open to new ideas and exploring divergent views with mutual respect, collaborating with other industry partners.
- We work with other industry and commodity organizations to maximize the results from shared resources.
- We partner with the USDA, state beef councils, and contractors.
- We show no favoritism when making investment decisions with Beef Checkoff dollars.
- We are focused on the long-term viability of every part of the U.S. beef industry, including dairy and veal.

# Strategic Pillars



## ▪ **Integrated Consumer Marketing Communications:**

- Promotions
- Consumer Education
- Sustainability
- Health and nutrition

## ▪ **Industry Services:**

- Producer Communication
- Quality Assurance
- Crisis/Issues Management
- Leadership Development
- State Beef Council Oversight & Support

## ▪ **Research and Innovation:**

- Nutrition
- Consumer, Influencer, Producer
- Sustainability

## ▪ **Export Market Development:**

- Develop new and existing markets
- Displace competition
- Defend market share

## ▪ **Checkoff Management:**

- Compliance
- Collections
- Efficiency
- Evaluation and Measurement
- Contractor Coordination
- USDA Coordination
- Additional Funding Sources

# *Integrated Consumer Marketing Communications*



- Develop a five-year plan for marketing communications that builds upon learnings to date, and has the greatest opportunity to increase and sustain long-term demand for beef. Institute that plan by utilizing qualified contractors to promote beef in a healthy lifestyle and sustainable diet, through every market channel.
- Hold an annual meeting of all contractors, state beef councils, and other beef organizations to share best practices in integrated marketing communications that can be instituted across multiple programs.
- Undertake a market mix study that complements regular ROI research but is more prescriptive at the program level.
- Build consumer trust through education programs focused on nutrition, health, sustainability, taste, value, management practices, and versatility. Utilize and engage thought leaders (e.g. medical, health and diet professionals) as relevant.
- Regularly conduct studies that determine how best to drive beef demand by message, channel and messenger, and ensure all contractors have access to and can reflect these learnings in their ARs.
- Actively support contractors to ensure the best possible impact to Beef Checkoff contributors, while allowing for continuous improvement, innovation, and collaboration in all programs.



# Industry Services



- Support quality assurance and food safety programs with qualified contractors for beef, beef products, and veal, undertaking consumer education about these programs to ensure trust.
- Continue to build a robust producer communications program that ensures understanding and support among Checkoff contributors and allied organizations of how the Checkoff works and what is delivered back to those who pay the assessments.
- Coupled with the producer communications program, ensure that every payor can have a voice in how Checkoff funds are used through an active and expanded “listening” initiative.
- Institute an expanded program to coordinate with the state beef councils in such a way that leverages national and state dollars, along with additional funding sources, to create optimal returns to Checkoff contributors.
- Ensure an on-going crisis and issues preparedness and response program for all aspects of the beef industry to protect beef’s reputation as a safe and wholesome product.
- Support the continued development of volunteer leaders, young producers, and industry spokespeople.

- Hold an annual meeting of all contractors, state beef councils, and other beef organizations to share research programs and findings to the benefit of all industry programs, to not only review research findings, but to also prioritize future research efforts on the basis of their ability to drive beef demand and ensure long-term viability of the beef industry.
- Work with key industry stakeholders to develop a five-year research plan for all aspects of research supported by the Checkoff, reflecting research that is already being undertaken, key future priorities, and the needs of all Checkoff partners.
- Undertake regular consumer and producer research studies to guide communications and marketing programs at the national and state levels, and determine the effectiveness of producer and consumer communication and promotion programs.
- Create a shared research services program for contractors to provide consistently purchased services (e.g. media monitoring, newswires, audience research), at the lowest possible cost to the Checkoff.
- Support shared information services that bring together all relevant information on sustainability across the entire beef supply chain.
- Optimize the value of data and information by working with contractors and other partners to ensure research supported by the Checkoff is available to the entire industry.

# *Export Market Development*



- Create strategies to: develop new markets (both geographic as well as for products); displace competitive products with U.S. beef; and, defend market share that has been gained from both local and other imported products.
- Work with contractors to determine the best market opportunities for U.S. beef in all relevant global markets, as well as specific marketing strategies for each opportunity by product type, consumer segment and related health, nutrition, diet, cultural, sustainability and other purchasing considerations.
- Work with state beef councils to leverage state, national and other resources to increase export volume.
- Engage contractor support in the relevant markets working in partnership with other U.S. red meat and allied industries, as appropriate.
- Leverage Beef Checkoff funds with additional financial resources from federal and state governments, and industry partners to expand exports.
- Identify methods to increase the cross-sharing of strategies and tactics developed in both the international and domestic markets.

# Checkoff Management



- Regularly review the efficacy of the use of Checkoff dollars to ensure the long-term viability of the beef industry, and beef's strength in the marketplace.
- Continue to build a robust goal-setting and evaluation program for all ARs, and ensure that the results are useful to making contractor funding decisions and continuously improving programs. Consider the use of external experts who are not recipients of Checkoff funds for program reviews of evaluation results.
- Drive employee engagement and minimize turn-over through understanding of, and belief in, CBB's mission among employees. Provide challenging career opportunities with competitive compensation and benefits.
- Educate and develop Board members and Board leadership to ensure the highest level of stewardship and engagement.
- Utilize technology, such as electronic payments and other forms of bank transfers, to continually improve the Checkoff collection process as sales methods evolve.
- Through an active financial compliance review program, ensure Checkoff dollars at the state and national level are used appropriately.
- Undertake a five-year ROI study as required by USDA, and annually complement that with specific breakouts by type of activity, channel, and contractor. Factor in regular consumer "Attitude & Usage" studies. Utilize this information to help make funding decisions based on potential short- and long-term return to Checkoff contributors.
- Encourage program collaboration across all Contractors and QSBCs to ensure maximum impact from all Checkoff funds expended.
- Seek additional outside resources and organizations to drive beef demand for the industry while strengthening the beef industry's long-term position in the marketplace.

# Key Metrics



## ■ Overall Program:

- 5-year ROI
- 3rd Party evaluations
- Efficiency metrics (PEM) by contractor, channel and audience

## ■ Consumer:

- Trustworthiness, preference and value associated with beef, beef products, and veal across multiple health, nutrition, diet, safety, and sustainability attributes
- Overall beef industry image
- Exposure to Checkoff-funded programs as a driver of trust and preference
- Rejection of negative disinformation about beef

## ■ Producer:

- Knowledge, trust and support for the Beef Checkoff
- Belief in having an opportunity to have one's voice heard on Checkoff decisions
- Number of industry members willing to engage as a volunteer leader

## ■ Board Members and Employees:

- Engagement in terms of participation, mission support, and knowledge of the program
- Promote the importance of CBB and the Beef Checkoff

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