

AUTHORIZATION REQUEST FOR FY 2023**CBB Budget Category:** Research**Name of Contractor:** National Cattlemen's Beef Association**Name of Organization Subcontracting:****Start Date:** 10/1/2022**End Date:** 9/30/2025**AR OVERVIEW****AR Purpose and Description**

The National Cattlemen's Beef Association (NCBA), working in conjunction with State Beef Council partners, has developed a three-year strategy to ensure they are conducting work that aligns with the Beef Industry Long Range Plan and executing their work in the most effective and efficient way possible. This process has allowed NCBA to ensure they are working to meet the national needs of the industry in each Authorization Request. It also maximizes their ability to expand the reach and impact of their Checkoff-funded work at the national, regional, state, and local levels. It also allows their research, marketing, promotion, and educational resources to be extended in ways that exceed industry expectations.

NCBA has outlined 2023 AR tactics in accordance with this strategy. The proposed programs will continue to build on beef's position as the top protein. Each tactic centers around one or more of the Consumer Beef Demand Drivers (eating experience, nutrition, raised and grown, price and convenience/versatility) and focuses on the following strategic goals.

- Build Foundation - use resources to increase efficiency and impact
- Educate Broadly - empower others through greater knowledge and understanding
- Engage Advocates - arm stakeholders to further NCBA's message for exponential reach
- Inspire People - enable greater excitement, connection, and loyalty to beef

The partnership with State Beef Councils, the focus on demand drivers, and the alignment across ARs to these goals has enabled NCBA to make strategic requests that are broad and multi-channel. These efforts will result in meaningful national programs to serve the beef industry.

Through these programs, and to accomplish the stated deliverables and outcomes, traveling to/from and attending key influencer/stakeholder/partner meetings may be required. The attendance will enable staff to gain or provide more strategic guidance and training, engage in briefings and/or educational sessions/events and disseminate knowledge. To accomplish this, it may be necessary for the Checkoff to fund international travel to/from the U.S. AR funds may be used to communicate results to stakeholders, including producers, and to implement current and previously funded ARs. Also note that legal counsel may be sought for routine, day-to-day content development, program planning and contracting to ensure compliance with federal rules or regulations.

FY23 CBB/BPOC Funding Request		
Direct Costs	Implementation	Total
\$4,688,300	\$3,411,700	\$8,100,000

Beef Industry Long Range Plan (LRP) Core Strategies Addressed by this AR

(Check all that apply)

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

PROGRAM INFORMATION FOR THIS AR

Tactic A

Tactic Name: Safety Research and Scientific Affairs

Tactic Description

NCBA, on behalf of the Beef Checkoff, leads scientific research on pre-harvest beef and directly shares it with key decision makers to educate broadly and engage beef safety advocates. This work also builds the scientific foundation for pre-harvest beef safety communications, thought leader education and consumer messages. Historical and active program results demonstrate the industry’s commitment to ensuring the safety of beef and addresses improvements that can be made pre-harvest to reduce food safety hazards to the rest of the industry and to consumers.

Results generated through this program are targeted at the scientific community including academia, scientific organization (American Meat Science Association, International Association for Food Protection), beef safety decision makers throughout the industry (feedlot operators, packers, processors, retail, foodservice, corporate food safety scientist) and regulatory sectors. Through collaborations with State Beef Councils, other NCBA Checkoff programs as well as other Checkoff contractors (e.g., USMEF, FMPRE, etc.), research and education outcomes are further leveraged for broader impact.

Over time, this program has evolved from a single pathogen focus (*E. coli*) to address several potentially harmful bacterial, chemical, or physical threats to beef safety. As the microbial environment evolves, other pathogens such as *Salmonella* challenge beef's safety. Today, consumers expect beef to be safe from pathogens and other safety threats, but also that the beef industry takes steps to evolve and improve the safety of the beef they purchase. Research in this program advances the industry's commitment and progress towards addressing these consumer/influencer concerns.

The current research roadmap developed and maintained with an industry expert advisory group, builds a foundation of research that addresses challenges and opportunities related to pre-harvest beef safety focusing on pathogen mitigation strategies, pathogen harbors, and microbial physiology. Scientific reviews of emerging beef safety topics will also be commissioned. Research outcomes will be shared with advisory groups developing safety guidance, and scientific and regulatory communities in public forums/symposia (i.e., Beef Industry Safety Summit and other scientific forums), through written materials, visual tools or in-person meetings. Strategic planning sessions will be conducted as needed with third-party experts to refine beef safety research gaps. This tactic directly addresses the demand drivers of eating experience and how food is raised/grown that influence consumption and preference.

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. Conduct a minimum of two original scientific research projects focused on all three of the research roadmap pillars (mitigation strategies, harbors and physiology).
2. Engage 25 pre-harvest beef safety thought leaders.
3. Secure placement of at least 30 pre-harvest beef safety research results external to this tactic.

Performance Efficiency Measures

PEM is not required for Research ARs.

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 the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & 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 climate and environmental impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input type="checkbox"/> Align & 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"/> Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their 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 <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities 	<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 products 	<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 checked="" 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 innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research

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 type="checkbox"/>

Tactic B

Tactic Name: Nutrition Research and Scientific Affairs

Tactic Description

NCBA, on behalf of the Beef Checkoff, leads scientific research on beef's role in a healthy diet and directly shares it with the scientific community with the purpose of educating broadly and engaging advocates. This work also builds the scientific foundation for beef nutrition communications, health professional education and consumer messages. As the only beef-centric U.S. based nutrition research initiative on understanding beef's positive role in health, this program uniquely contributes to the "body of science" needed to promote, protect, and defend beef's role in healthy diets to nourish and optimize Americans' health at every life stage. This is also the program that is responsible for providing the scientific evidence about beef's role in health to authoritative bodies like the *Dietary Guidelines for Americans* and others that guide consumers on what/how eat.

This program targets and partners with the scientific community including those in academia, government, and health organizations (such as American Heart Association), scientific associations (American Society for Nutrition and Institute of Food Technologists), and industry (corporate scientists in food and/or health and wellness companies). Through collaborations with State Beef Councils, other NCBA Checkoff programs, as well other Checkoff contractors (e.g., NEBPI, FMPRE, etc.) research and education outcomes are further leveraged for broader impact.

Recently, this program has highlighted beef's superior protein quality in comparison to plant-based alternatives and has demonstrated the positive role of beef's nutrient profile across the lifespan, from enhancing the diets of infants and young children to its role in healthy aging, heart health and weight management. Checkoff research also drives understanding of how beef is a source of nourishment in sustainable, healthy diets.

The current research roadmap developed and maintained with an industry expert advisory group builds a foundation of research that addresses challenges and opportunities related to beef's role in optimal human health, the prevention of chronic diseases and aims to understand beef's unique matrix. Scientific reviews of emerging beef relevant topics will also be commissioned. Through scientific affairs activities, such as briefings, symposia, conferences, written materials, and visual tools (infographics), this program will aim to drive acceptance of beef nutrition science within the scientific community and provides value to the industry by providing science-based information to promote and defend the nutritional attributes of beef in healthy diets. Strategic planning sessions will be conducted as needed with third-party experts to refine beef nutrition research gaps. This tactic directly addresses the demand drivers of nutrition that influence preference and consumption.

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. Conduct a minimum of three original human nutrition research studies focused on the research roadmap pillars (original scientific research, existing research assessments and scientific community education).
2. Engage 35% of the top 100 Nutrition Science thought leaders (as identified by historical data monitoring).
3. Secure placement of at least 75 nutrition research results external to this tactic.

Performance Efficiency Measures

PEM is not required for Research ARs.

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 the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & 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 climate and environmental impact of beef production <ul style="list-style-type: none"> ■ Educate medical, diet & health professionals about beef & beef production <input type="checkbox"/> Align & 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"/> Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their 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 <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities 	<ul style="list-style-type: none"> <ul style="list-style-type: none"> ■ Promote the role of beef in a health & sustainable diet <input type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat products 	<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 <ul style="list-style-type: none"> ■ 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 innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research

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"/>

Tactic C

Tactic Name: Product Research and Technical Expertise

Tactic Description

NCBA, on behalf of the Beef Checkoff, leads the primary product quality focused research initiative in the U.S. and shares findings with the scientific community and industry stakeholders with the purpose of educating broadly and engaging advocates. This program also builds the scientific foundation and generates unique research insights to reduce product inconsistencies, optimize product utilization, and improve beef eating satisfaction. This is essential for the beef industry as it is the only research funded on beef quality that is not proprietary or for competitive advantage.

Results generated through this program are targeted at the scientific community including academia, product quality decision makers, industry partners, and science associations (American Meat Science Association, American Association of Meat Processors, etc.). Through collaborations with State Beef Councils, other NCBA Checkoff programs, as well as other Checkoff contractors (e.g., USMEF, FMPRE, etc.) research and education outcomes are further leveraged for broader impact.

Over time, this program has evolved from a focus on beef tenderness challenges to address several factors of overall eating experience including aging, cooking, and beef flavor as well product storage and processing evolutions post-pandemic. As the beef industry evolves, the program addresses inconsistency from animal, product handling, and supply challenges. Today, consumers expect beef to provide a quality and repeatable eating experience. Research in this program advances the industry's commitment and progress towards addressing these consumer/influencer concerns.

The current research roadmap developed and maintained with an industry expert advisory group builds a foundation of research that addresses challenges and opportunities focusing on beef palatability and product yield. Scientific reviews of emerging beef relevant topics will also be commissioned. Strategic planning sessions will be conducted as needed with third-party experts to refine product quality research gaps. Through scientific affairs activities, such as public conferences (i.e., the annual Reciprocal Meats Conference), written materials, visual tools and/or in-person meetings, this program will aim to drive product consistency. Taste is beef's top demand driver and the top reason consumers chose beef. To protect the most important product attribute - taste, this tactic directly addresses the demand drivers of eating experience, convenience/versatility and price.

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. Conduct a minimum of six original scientific research projects focused on the research roadmap pillars (applied research, basic research and technical services).
2. Engage 25 beef product quality thought leaders.
3. Secure placement of at least 30 beef product quality research results external to this tactic.

Performance Efficiency Measures

PEM is not required for Research ARs.

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 the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & 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 climate and environmental impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input type="checkbox"/> Align & 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"/> Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their 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 checked="" type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities 	<ul style="list-style-type: none"> <input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input checked="" type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input checked="" type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input checked="" type="checkbox"/> Promote underutilized beef cuts & new variety meat products 	<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 innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research

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 type="checkbox"/>

Tactic D

Tactic Name: Sustainability Research and Scientific Affairs

Tactic Description

NCBA, on behalf of the Beef Checkoff, leads scientific research to inform and engage industry stakeholders on the comprehensive topic of beef sustainability with the purpose of educating broadly and engaging advocates. This work also builds the scientific foundation for beef sustainability communications, thought leader education and consumer messages. Though a complex topic for all audiences, sustainability research continues to provide clarity for audiences by identifying and benchmarking areas for improvement.

Multiple audiences are targeted with this program work, including the scientific community, regulatory decision makers, the supply chain sectors (retail, foodservice, packers, and the feeding sector), and those that influence consumer opinion (thought leaders, influencers, and consumer media). Through collaborations with State Beef Councils, other NCBA, Checkoff programs as well as other Checkoff contractors (e.g., American Farm Bureau Federation, USMEF, etc.) research and education outcomes are further leveraged for broader impact.

Previous completion of the foundational U.S. beef sustainability life cycle assessment (LCA) measured the beef industry's improvements on beef's sustainability footprint and provided a benchmark to share with the public. The collection of region-specific data continues to reflect the geographical differences in how beef is raised sustainably. The program has evolved to identify alternative research needs in line with the three sustainability pillars (social, economic and environmental) to reflect the true sustainability of beef more accurately, and better inform future sustainability assessments and opportunities for further improvement. It is critical for the beef industry to better understand these complex topics to maintain consumer confidence in beef production.

The current research roadmap developed and maintained with an industry expert advisory group, builds a foundation of research that addresses challenges and opportunities related to beef sustainability focusing on the three pillars of sustainability: environmental, economic and social sustainability. Scientific outreach will focus on leveraging research results and content to key audiences, including through development of technical presentations and educational tools with other tactics. Strategic planning sessions will be conducted as needed to refine beef sustainability research gaps and roadmap. This tactic directly addresses the demand driver of how food is raised/grown that influence consumption.

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. Conduct a minimum of four original scientific research projects focused on the research roadmap pillars (environmental, economic and social research).
2. Engage 20beef sustainability thought leaders.
3. Secure placement of at least 30 beef sustainability research results external to this tactic.

Performance Efficiency Measures

PEM is not required for Research ARs.

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 the adoption of traceability for all U.S. cattle to help promote U.S. beef through (verified) value-added programs, while protecting the health & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & 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 checked="" type="checkbox"/> Measure, document, improve & communicate the net climate and environmental impact of beef production <input type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input type="checkbox"/> Align & 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"/> Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their 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 <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities 	<ul style="list-style-type: none"> <input checked="" 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 products 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input type="checkbox"/> Ensure beef's inclusion in dietary recommendations <input type="checkbox"/> Drive continuous improvement in food safety <input type="checkbox"/> Develop crisis management plans 	<ul style="list-style-type: none"> <input type="checkbox"/> Attract innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research

Committee(s) to Score this Tactic

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

Tactic E

Tactic Name: Consumer Market Research

Tactic Description

NCBA, on behalf of the Beef Checkoff, provides insights that enable all Checkoff programs to develop and implement more effective demand driving initiatives by exploring key topics, testing messages and assets, and by leveraging a variety of industry data sources to inform state, national and industry-wide annual and long-range plans of demand building and protecting activities.

Industry stakeholders, including state and national Checkoff programs, rely on the insights from this tactic to make smart, strategic, and demand-driving decisions. For example, data and insights from this tactic were instrumental in keeping the Checkoff up to date on how beef was trending before, during and post-pandemic. Continuous tracking of consumer perceptions and purchase intent of traditional competition and plant-based meat substitutes has allowed for the identification of opportunities and impact of other Checkoff program projects. Each year, new assets for consumers, influencers, supply chain, media, scientists and other partners are developed. This tactic provides the platform and process to test and refine assets to ensure success with the target audience before market placement.

This tactic will build on past industry metrics by continuing to monitor, analyze and disseminate information on consumer attitudes, perceptions and purchases through the consumer beef tracker that continues to build on years of insight. The ongoing tracker survey of at least 500 consumers a month allows for data summaries to be developed to support Checkoff programs both state and national. Channel intelligence data (retail scanner data and foodservice operator data) will continue to be licensed, analyzed, and disseminated. Comparison of state to national consumer trends will be developed for SBC partner program planning and segmentation will provide targeting insights for all consumer facing programming. Projects to assess program effectiveness and value to stakeholders will allow for continuous improvement and effectiveness of the *Beef. It's What's For Dinner.* brand as well as other program efforts. This tactic directly addresses all demand drivers; besides being the tactic that demand drivers are derived and updated from.

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. Conduct a minimum of 10 state dashboard projects and follow up presentations.
2. Conduct a minimum of 6 research projects related to demand driver activity, asset testing or continuous consumer monitoring.
3. Secure external placement/usage of at least 40 consumer market research results or insights.
4. Prepare 8 reports of consumer insights to be shared on BeefItsWhatsForDinner.com and/or Beefresearch.org.

Performance Efficiency Measures

PEM is not required for Research ARs.

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
<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 & well-being of cattle and our markets from the effects of contagious diseases <input type="checkbox"/> Identify & address export customer needs & 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	<input type="checkbox"/> Measure, document, improve & communicate the net climate and environmental impact of beef production <input checked="" type="checkbox"/> Educate medical, diet & health professionals about beef & beef production <input checked="" type="checkbox"/> Align & 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"/> Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA & their 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	<input type="checkbox"/> Use innovative methods & technologies to value carcasses based on eating satisfaction & red meat yield <input type="checkbox"/> Develop production/processing/marketing systems that result in more equitable margin distribution <input type="checkbox"/> Explore business models and risk management tools that result in more sustainable producer profit opportunities	<input type="checkbox"/> Promote the role of beef in a health & sustainable diet <input checked="" type="checkbox"/> Implement a marketing campaign that communicates beef's advantage compared to alternative proteins <input checked="" type="checkbox"/> Develop targeted marketing programs focused on the highest opportunity market segments <input checked="" type="checkbox"/> Cultivate collaborative promotion partnerships <input type="checkbox"/> Promote innovative online marketing, packaging & shipping solutions to enable the direct marketing of beef <input checked="" type="checkbox"/> Engage consumers in a memorable beef eating experience <input checked="" type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat products	<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	<input type="checkbox"/> Attract innovation & intellectual capital & cultivate the next generation of talent into the beef industry <input type="checkbox"/> Encourage the cooperation & collaboration of existing industry advisory committees to identify & prioritize research efforts <input type="checkbox"/> Increase industry funds for beef marketing, promotion, and research

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

SUPPLEMENTAL INFORMATION FOR THIS AR**1. Please explain changes from the FY 2022 approved AR:**

Culinary Expertise program activities and support are no longer research-based programs but more in support of promotion activities and thus moved to the Promotion AR as part of the *Beef. It's What's For Dinner.* tactics.

Foundational Market Research and Key Topics Market Research tactics have been combined to help clear up confusion that NCBA heard from committee members in the past and to provide opportunities for increase efficiency. Projects in each area are interconnected and can be better leveraged if all activity occurs in one tactic.

2. List any proposed vendors/agencies that will be used to complete the work in this AR.

Various laboratories, universities, health science centers and their affiliated research scientists, independent research companies, government agencies and other contractors and vendors may be used to complete research. Subcontractors will be chosen via a request for proposals process and/or through the development of targeted research projects that are based on previous research expertise, budget rational, and industry need and/or research roadmap priorities.

Dynata Survey Platforms, or comparable vendor, with Pure Spectrum as the sample provider will be used for cost effective and efficient surveying and analyzing. Work related to consumer tracking and segmentation will be conducted by Directions Research. They were selected after a competitive bid process due to their deeper knowledge of consumer tracking and segmentation analysis. NPD will continue to provide insights into the foodservice channel. They also provide a suite of strategic services and proprietary databases by foundational market research to explore and act on a variety of foodservice insights. NielsenIQ has built a custom system for analyzing the value of beef sold at retail, starting with scanner data, and reassembling cuts back to beef primals, so that long-term value to producers can be tracked. Other contractors will be selected based on expertise in respective areas (e.g., nutrition, channel data analysis, focus group facilitation, etc.) and will be part of the competitive bid process.

3. Will all work with vendors/agencies be competitively bid?

No. Because of the broad scope of the work in this AR, various entities will be utilized for expertise, see above.

4. Please list any relationships between this AR and projects previously funded by the Beef Promotion Operating Committee (BPOC).

The programs in this AR build on, but do not duplicate work from previous ARs and is leveraged by other Checkoff programs, key industry stakeholders and the research community.

Some of the research included in this AR is ongoing tracking research that has been funded for a number of years. It is important that the industry stay current on consumer trends and perceptions to ensure that the industry is properly responding to changes as they occur.

5. If applicable, explain how this AR can be extended by State Beef Councils or other contractors.

Key insights from this and previous Research ARs are utilized by State Beef Councils as the foundation for programming in other budget categories. Insights are shared upon request. Where State Beef Councils conduct research, expertise and insights are shared as appropriate.

POTENTIAL PARTNERSHIP LIST

Partners/collaborators does NOT include subcontractors.

1. Food Marketing Institute (FMI)
2. International Food Information Council (IFIC)
3. American Meat Science Association (AMSA)
4. U.S. Meat Export Federation (USMEF)
5. Beef Industry Food Safety Council (BIFSCo)
6. American Heart Association (AHA)
7. Academy of Science and Nutrition (ASN)
8. American Association of Meat Processors (AAMP)
9. American Farm Bureau Federation (AFBF)
10. North American Meat Institute (NAMI)
11. Foundation for Meat & Poultry Research and Education (FMPRE)
12. International Association of Food Protection (IAFP)
13. Institute of Food Technologist (IFT)
14. International Meat Secretariat (IMS)
15. American Society of Animal Science (ASAS)
16. Foundation for Food and Agriculture Research (FFAR)
17. Nobel Foundation
18. US Roundtable for Sustainable Beef (USRSB)
19. National Grazinglands Coalition

20. Ecosystem Service Market Consortium (ESMC)
21. Partnership of Rangeland Trusts Property and Environment Research Center (PERC)
22. Society for Range Management (SRM)

DETAILED BUDGET SUMMARY

In the following three sections, use the tables to report program budget information from the following funding sources:

- Cattlemen's Beef Board/Beef Promotion Operating Committee (CBB/BPOC)
- "Other Funding" sources such as:
 - Federation of State Beef Councils (FSBC)
 - Individual Qualified State Beef Council (QSBC) Funds
 - Government Funds (e.g., Market Access Program, Foreign Market Development)
 - Grain/Oilseed Funds (e.g., National Corn Growers Association, American Soybean Association)
 - Corporate Funds (e.g., tech and pharma companies)
 - Etc.

Section 1 – FY23 Funding Requested by Tactic

CBB/BPOC Funding Requested by Tactic

The following table outlines the amount of CBB/BPOC funding that is being requested for each tactic within this AR, and the committee(s) that has been selected to score each tactic.

CBB/BPOC Funding Requested by Tactic					
Committee Name	Tactic	Tactic Name	Direct Costs	Implementation	Total
Safety and Product Innovation	A	Safety Research and Scientific Affairs	\$700,000	\$320,800	\$1,020,800
Nutrition & Health	B	Nutrition Research and Scientific Affairs	\$1,705,000	\$982,300	\$2,687,300
Safety and Product Innovation	C	Product Quality Research and Technical Expertise	\$700,000	\$292,000	\$992,000
Consumer Trust	D	Sustainability Research and Scientific Affairs	\$650,000	\$549,800	\$1,199,800
Domestic Marketing	E	Consumer Market Research	\$933,300	\$1,266,800	\$2,200,100
TOTAL			\$4,688,300	\$3,411,700	\$8,100,000

Other Funding Sources Requested by Tactic

The following table reports the amount of proposed and/or anticipated "Other Funding" sources that would be applied to this AR's tactics. The funding information in this table is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

Other Funding Sources Requested by Tactic <i>(Informational Only)</i>			
Funding Source	Tactic	Tactic Name	Total
N/A	A	Safety Research and Scientific Affairs	\$
N/A	B	Nutrition Research and Scientific Affairs	\$
N/A	C	Product Quality Research and Technical Expertise	\$
N/A	D	Sustainability Research and Scientific Affairs	\$
N/A	E	Consumer Market Research	\$
TOTAL			\$

Use the space to below if you wish to provide additional comments/information on the FY23 CBB/BPOC or Other Funding amount that are being requested for this AR's tactics.

The federation funds are placeholders only and are subject to change. The Federation Division of the NCBA Executive Committee will have the jurisdiction and approval over how these funds will be applied to checkoff programs in FY 2023. For FY2023, if the threat of legal challenges does not impact State Beef Council investments, approximately \$4-\$5 million will be voluntarily invested by SBCs to supplement NCBA's Ars. This assumes the underlying ARs are funded at a sufficient level to execute the core elements of the programs. The supplemental funding will be used consistent with the principles outlined in the AR and deliverables for the industry will increase accordingly.

Section 2 – Summary of FY22 AR Budgets and Expenses

AR Classification

This section reports budget information on ARs that are continuing program work from last year. The below description outlines the classification category that describes this AR.

Classification: This AR is a continuation of, or builds up, program work from last year. CBB will report information in the "FY22 CBB/BPOC Funding" table and the contractor will provide information for the "FY22 Other Funding Sources" table.

FY22 CBB/BPOC Funding

The following table reports the amount of awarded and expended CBB/BPOC funding for this AR in FY22.

FY22 CBB/BPOC Funding			
<i>Note: The Cattlemen's Beef Board completed the fields in this table.</i>			
	AR# 2211-R		
	Direct Costs	Implementation	Total
Funds Awarded	\$4,353,900	\$3,746,100	\$8,100,000
Actual Expenses (October 1, 2021 – June 30, 2022)	\$849,597	\$1,586,993	\$2,436,590

FY22 Other Funding Sources

The following table reports the amount of committed and expended "Other Funding" sources for this AR in FY22. The funding information in this table is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

FY22 Other Funding Sources (Informational Only)			
	AR# 2211-R		
	Funding Source	Funds Committed	Funds Expended (October 1, 2021 – June 30, 2022)
A	FSBC Funds	\$7415,000	\$0

Use the space to below if you wish to provide additional comments/information on the FY22 CBB/BPOC or Other Funding budget and expense summaries.

As of June 30, 2022.

Section 3 – Historical Summary of AR Budgets and Expenses

AR Classification

This section reports budget information on ARs that are continuing program work from last two years (or longer). The below description outlines the classification category the describes this AR.

Classification: This AR is a continuation of, or builds upon, program work from the last two years (or longer). CBB will report information in the "CBB/BPOC Historical" table, and we will provide information for the "Other Funding Sources Historical" table.

CBB/BPOC Funding – Historical Summary

The following table reports the amount of awarded and expended CBB/BPOC funding for this AR in FY19, FY20, and FY21.

CBB/BPOC Funding				
<i>Note: The Cattlemen's Beef Board completed the fields in this table.</i>				
		FY21 AR# 2111-R	FY20 AR# 2011-R	FY19 AR# 1911-R
AR Period ¹	<i>Start Date:</i>	<i>October 1, 2020</i>	<i>October 1, 2019</i>	<i>October 1, 2018</i>
	<i>End Date:</i>	<i>September 30, 2023</i>	<i>September 30, 2022</i>	<i>September 30, 2022</i>
Funds Awarded		\$8,250,764	\$8,379,603	\$8,450,000
Actual Expenses ²		\$6,928,442	\$7,943,578	\$8,039,051

¹For multiyear ARs, the "End Date" reflects the date that the AR is schedule to be completed.

²If the AR "End Date" has not year occurred, actual expenses will be reflective of the following time period:
AR Start Date - June 30, 2022.

Other Funding – Historical Summary

The following table reports the amount of "Other Funding" source expenditures for this AR in FY19, FY20, and FY21. The funding information in this table is for informational purposes only and demonstrates external collaboration as delineated in the 2021-2025 Beef Industry Long Range Plan.

Other Funding Sources <i>(Informational Only)</i>						
	FY21 AR# 2111-R		FY20 AR# 2011-R		FY19 AR# 1911-R	
	Funding Source	Total Expenditures	Funding Source	Total Expenditures	Funding Source	Total Expenditures
A	FSBC Funds	\$557,973	FSBC Funds	\$686,483	FSBC Funds	\$907,183

Use the space to below if you wish to provide additional comments/information on the historical CBB/BPOC or Other Funding budget and expense summaries.

As of June 30, 2022.