

AUTHORIZATION REQUEST FOR FY 2023

CBB Budget Category: Consumer Information

Name of Contractor: National Cattlemen's Beef Association

Name of Organization Subcontracting:

Start Date: 10/1/2022

End Date: 9/30/2023

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
\$2,260,700	\$3,759,300	\$6,020,000

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

PROGRAM INFORMATION FOR THIS AR

Tactic A

Tactic Name: Thought Leader Outreach and Engagement

Tactic Description

Thought leaders are individuals recognized as authorities in their field and whose expertise is sought. They are viewed as trustworthy, proficient, and authoritative. They have a like-minded community that follows them for their perspective in specific subject areas and they retain a loyal following. They are willing to share their knowledge and educate others. Working with thought leaders provides a way to amplify marketing messages and a way to interact with consumer audiences through credible third parties. NCBA, on behalf of the Beef Checkoff, builds relationships and leverages thought

leaders to share their perspectives about beef to educate and inspire their peers and consumers.

The thought leader target audiences of this tactic include culinary leaders, food influencers, beef industry experts, and other individuals with influence on consumer or peer attitudes and perceptions about how beef is raised, its nutritional value, and how to prepare it. Outside of individual thought leaders there are also partner organizations that can help extend content in a variety of ways. It is important to include a variety of influencer/thought leader types within the marketing mix to maximize budget, reach and engagement. Selected individuals and organizations should be a natural fit for the *Beef. It's What's For Dinner.* brand to create authentic content by being passionate about beef, being credible in their field, creating visually appealing content and must have a highly engaged national audience with followers matching the interests of identified consumer segments.

Historically, this program area has built strong and lasting relationships with a variety of thought leaders using techniques including immersion experiences that facilitate first-hand exposure to beef's benefits from both a product and production standpoint and by addressing topics like how beef is raised, sustainability, cuts and preparation and beef in a healthy diet. Experiences have also included training and engagement on preparing beef with food-focused culinarians, bloggers, and other thought leaders. In 2022, this tactic leveraged key thought leaders to create content for holiday preparation, summer grilling, sustainability, beef's versatility, and others, as well as providing beef education to consumers and their peers.

Building off the success of previous years and the growth of influencer marketing as a critical channel in the marketing mix, the Thought Leader Outreach and Engagement program plans to continue establishing favorable relationships for *Beef. It's What's For Dinner.* and leverage beef advocates to educate, engage and inspire consumers. This tactic will establish and build relationships with thought leaders, create educational opportunities to provide beef focused nutrition, research, culinary and production information and collaborate with thought leaders to create and share content that supports Checkoff campaigns and other moments in time in market. Holistically, this program creates compelling consumer content collaboratively with thought leaders and provides educational opportunities for them to tell the Beef story in a knowledgeable and authentic manner in their own voice but armed with relevant information. Projects will include photo and video social media posts, in-person and virtual events, and other promotional opportunities. Being able to integrate more influencer-driven content into the marketing mix will allow NCBA to capitalize on the brand affinity of thought leaders to strengthen their audience's relationship with Beef and the *Beef. It's What's For Dinner.* brand. The increase in popularity of video platforms like YouTube and TikTok as well as the pandemic's continued effect on consumers' social media consumption enables the thought leader space to thrive.

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. Manage and adjust Beef Expert Network at a level of twelve members including subject-matter experts across the food, culinary and beef industry thought leader categories.
2. Identify and execute four influencer campaigns utilizing thought leaders in the culinary, food and ag space.
3. Develop relationships with at least four new food, culinary or ag influencer partners.

Performance Efficiency Measures

A tactic can have up to three identified target audiences for the “General Target Audience” and “Key opinion Leaders” categories.

General Target Audience:

- Consumer Reach Goal: 18,000,000
- Consumer Engagement Goal: 300,000

Key Opinion Leaders:

- Chef, Food and Agricultural Influencers Reach Goal: 400
- Chef, Food and Agricultural Influencers Engagement Goal: 300

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 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 	<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 checked="" type="checkbox"/> Engage consumers in a memorable beef eating experience <input type="checkbox"/> Develop a more interactive & exciting beef purchasing experience <input type="checkbox"/> Promote underutilized beef cuts & new variety meat 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tactic B

Tactic Name: Nutrition & Health Thought Leader Outreach and Engagement

Tactic Description

Nutrition and health thought leaders are individuals and organizations who are considered trusted sources of medical, health, and fitness advice. They educate broadly and inspire people to choose beef for health. NCBA, on behalf of the Beef Checkoff, builds relationships and collaborates with engaged advocates to share credible perspectives about beef to inspire authentic peer and consumer support for beef's role in a healthy diet.

Audiences for this tactic include credentialed health and wellness experts including registered dietitians, medical doctors, physician assistants, nurses, fitness professionals, non-governmental organizations (NGOs), and other science-based associations with influence on consumer or peer attitudes and perceptions about beef's health value.

This tactic engages experts through rich educational programs and online activation with leading health and beef industry experts. Expert advocates learn, develop and share science-based content, including "how-to" information for including beef in sustainable, healthy diets. This is accomplished through tailored educational programming including webinars, speaker bureaus/seminar programs, conferences, immersive experiences and podcasts as well as online engagement using social media, website content and e-newsletters. Through this program, the Beef Checkoff also uses its own nutrition expertise to develop and extend original content and programming. This provides the entire beef industry with access to a valuable repository of credible information to use to encourage consumers to choose beef for health. Through collaboration with state beef councils, other NCBA Checkoff programs, as well as other Checkoff contractors (e.g., NEBPI, FMPRE, etc.) these programs are further leveraged for broader impact.

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 at least six nutrition subject matter experts who deliver beef nutrition education content through the Beef Expert Network.
2. Execute one nutrition-centric influencer campaigns focused on creating social and digital content targeted to nutrition and health thought leaders.
3. Develop and execute at one nutrition science-based external webinar to reach a broad health professional audience.

Performance Efficiency Measures

A tactic can have up to three identified target audiences for the “General Target Audience” and “Key opinion Leaders” categories.

General Target Audience:

- Reach Goal: N/A
- Engagement Goal: N/A

Key Opinion Leaders:

- Nutrition Influencer Reach Goal: 200,000
- Nutrition Influencer Engagement Goal: 75,000

LRP Initiatives Addressed by this Tactic

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<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 type="checkbox"/> Align & collaborate with traditional & nontraditional partners to tell the positive story of beef production <input checked="" 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 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	<input type="checkbox"/> Demonstrate beef's positive sustainability message & key role in regenerative agriculture <input type="checkbox"/> Defend beef's product identity <input checked="" 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 type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Tactic C

Tactic Name: Public Relations

Tactic Description

The public relations tactic works to positively influence public perception of beef and protect the reputation of the beef industry by educating consumers and inspiring them to eat beef. To do this, the NCBA public relations team leverages media relationships and combines earned media, paid media and partnerships to strategically reach a broad audience with positive messaging through a variety of media outlets and platforms.

Over the past several years, NCBA has worked to build media relationships and place stories on a variety of beef-related topics like sustainability, nutrition and beef's great taste. The team combines learnings from media monitoring with data from NCBA's consumer market research program to ensure messaging resonates with both the targeted media outlets and consumers. By being timely, creative, and leveraging experts, influencers and advocates, NCBA has helped increase positive media coverage around key beef moments, like the holidays and grilling season, and topics that consumers are particularly interested in, like sustainability, nutrition and food trends. Additionally, in FY 2022, NCBA hosted four satellite media tours reaching millions of consumers across the country with beef recipes and tips to make beef more approachable.

While earned media placements are invaluable, it is imperative to also look for ways to guarantee full control over the message to protect the reputation of the beef industry. This is where paid media placements and sponsorships come into play. By investing in guaranteed coverage, we unlock access to larger and often different audiences, and can have even greater control of the narrative.

With today's rapidly changing news cycle, it is crucial that we respond quickly to inaccurate media stories and common misconceptions about beef AND share positive, proactive stories about beef with consumers. This comes to life in a variety of ways, including work with media outlets (broadcast, print, digital, radio, podcasts and more), as well as event sponsorships and involvement. In the first half of FY 2022 alone, NCBA, a contractor to the Beef Checkoff, had more than 100 touch points with members of the media, correcting misinformation, providing resources, and pitching stories. Additionally, the team distributed 10 press releases and placed 10 op eds and content partnerships. Many of these stories were placed in coordination with state partners and numerous others leveraged trained beef advocates or influencers identified and recommended by other areas of NCBA, Beef Checkoff-funded programming.

In FY 2023, NCBA will build on this momentum to continue to share positive stories about beef and protect the reputation of the industry. This will come to life with continued satellite media tours, press releases, proactive pitching of stories and cooking segments, content partnerships and strategic placement of stories and facts to combat

misinformation. In addition to proactive placements secured in a variety of media outlets, response tactics will be used to correct inaccurate information and build relationships with key journalists and outlets.

Through strategic and sustained media outreach, NCBA has developed strong relationships with top-tier consumer media contacts in the areas of food, sustainability, business and marketing, among others. In FY 2023, NCBA will continue to cultivate and leverage these relationships to ensure stories about beef are fair, accurate and include the perspective of the Beef Checkoff. Through both earned and strategic paid media opportunities, NCBA will position beef as the top protein with consumers and tell stories to help drive beef demand. NCBA will also continue to work with supply chain/channel media to share content and relevant news with retail and foodservice decision makers.

In conjunction with other tactics in the consumer information, industry information, research and promotion Authorization Requests, this earned media and public relations tactic will reach important consumer and stakeholder audiences with timely and valuable stories about beef and how it is produced.

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. Host three Satellite Media Tours reaching 15 or more media markets each time.
2. Place at least four positive stories, including but not limited to features, op-eds, quotes and/or key data about the beef eating experience, beef's great versatility, beef prices, how beef is raised or beef's nutritional value in top-tier national consumer media outlets.
3. Place at least three positive stories, including but not limited to features, op-eds, quotes and/or key data about the beef eating experience, beef's great versatility, beef prices, how beef is raised or beef's nutritional value in top-tier supply chain media outlets (ex. Progressive Grocer, National Provisioner, etc.).
4. Execute at least three content partnerships addressing concerns about beef nutrition or how beef is raised to protect beef's reputation.
5. Sponsor at least one event or program that will reach consumers or Key Opinion Leaders with information to protect the reputation of the beef industry.

Performance Efficiency Measures

A tactic can have up to three identified target audiences for the “General Target Audience” and “Key opinion Leaders” categories.

General Target Audience:

- Consumer Reach Goal: 35,500
- Consumer Engagement Goal: N/A

Key Opinion Leaders:

- Media Reach Goal:55,000
- Media Engagement Goal: 11,500

LRP Initiatives Addressed by this Tactic

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

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

Tactic D

Tactic Name: Supply Chain Engagement and E-Commerce

Tactic Description

NCBA, as a contractor of the Beef Checkoff, has a rich history of success in positioning beef as the top protein in the meat case, on the menu and more recently in e-commerce. Supply chain operators continue to lean on NCBA to be a steady partner in bringing beef to consumers at the point of sale, wherever that may be.

This tactic provides key relationships for thought leadership, education, and resource sharing on topics such as taste, nutrition, and how beef is raised to supply chain partners. This occurs as one-on-one meetings to ideate new beef cut items for menus or sessions to share beef expertise and solve challenges (i.e., product mix, sourcing, sustainability questions from consumers or investors, questions about animal welfare, etc.). Additionally, webinars, conference sponsorships and panel presentations, published trade media content, the popular Beef News Now e-newsletter, a Wholesale Price Update email blast, and a robust dedicated supply chain section of BeefItsWhatsforDinner.com are funded in this tactic. Existing content (such as photography, infographics, recipe inspiration, presentations, and other shopper marketing tools and learnings), as well as ongoing beef supply chain knowledge and expertise, will be shared with key national supply chain stakeholders and with State Beef Council partners who work with more regional supply chain stakeholders.

NCBA, as a contractor of the Beef Checkoff, was an early adopter of e-commerce. The penetration of e-commerce in the marketplace is expected to more than double for retail organizations in the next three to five years, to an annual average of 23 percent.¹ Restaurant meal delivery has more than tripled since 2017 at a value of \$150 billion at the end of 2021 and meal delivery rates are expected to grow to more than \$220 billion by 2025 which translates to roughly 40% of total restaurant sales.² NCBA, on behalf of the Beef Checkoff, has secured e-commerce campaigns with well-known national retail and foodservice partners that have resulted in return-on-ad-spend of up to \$59. In other terms, for every Checkoff dollar spent on advertising in this channel, \$59 of beef sales were generated and attributed to that advertising. In addition, these projects have yielded upwards of 30% new online shoppers to the beef category. Learnings from these campaigns will be leveraged with leading companies and top-tier brands to drive more sales and efficiencies in the overall beef category.

Citations:

1. [https://www.mckinsey.com/industries/retail/our-insights/the-next-horizon-for-grocery-e-commerce-beyond-the-pandemic-bump#:~:text=The%20industry%20is%20now%20on,23%20percent%20\(Exhibit%201\)](https://www.mckinsey.com/industries/retail/our-insights/the-next-horizon-for-grocery-e-commerce-beyond-the-pandemic-bump#:~:text=The%20industry%20is%20now%20on,23%20percent%20(Exhibit%201))
2. <https://lavu.com/blog/the-growth-of-online-ordering-and-food-delivery/>

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. Reach supply chain partners with *Beef. It's What's For Dinner.* brand educational messaging and/or assets at least once per month (including via presentations, email newsletter, social media, webinars, etc.).
2. Continue one-on-one corporate relationships with at least 25 leading supply chain companies.
3. Participate in a supply chain industry conference or event that aims to increase *Beef. It's What's For Dinner.* awareness and strengthen supply chain relationships.
4. Conduct at least four e-commerce campaigns that measure and increase beef sales and/or beef purchase intent.
5. Offer at least one e-commerce campaign to State Beef Councils to partner on to further extend campaign reach.

Performance Efficiency Measures

A tactic can have up to three identified target audiences for the "General Target Audience" and "Key opinion Leaders" categories.

General Target Audience:

- Consumer Reach Goal: 170,000
- Consumer Engagement Goal: 170,000

Key Opinion Leaders:

- Supply Chain Partners Reach Goal: 40,000
- Supply Chain Partners Engagement Goal: 11,000

LRP Initiatives Addressed by this Tactic

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Committee(s) to Score this Tactic

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

We have combined Supply Chain Engagement and E-commerce into one tactic. E-commerce is now in its third year and has proven to be a valuable and robust channel. The execution of this work is done by the Supply Chain team which is included in Supply Chain Implementation. By combining these tactics there is greater efficiency.

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

FoodMinds, Pulse Marketing, Linhart Public Relations, Meltwater, Cision, Brandpoint, 4Media, Chicory, Retail Media Groups (Target, Walmart, Kroger, etc.), various influencer and media partners (Chef's Roll, FeedFeed).

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

No. Contracts and fees are reviewed every year. Agencies are reviewed annually and must meet or exceed expectations to continue work. Subcontractors and consultants with specific expertise will be contracted on an as-needed basis.

FoodMinds is an agency that has supported the Beef Checkoff for many years to include the food and health involved Influencer program and the supply chain and media relations programs. The contracts were competitively bid and FoodMinds was selected based on the organization's strong relationships and expertise.

Linhart PR is the public relations agency of record for NCBA and was selected in 2019 after a competitive bid process. They were selected based on their experience, media relationships and ability to secure positive media coverage on behalf of the Beef Checkoff. They have been retained due to their performance. The relationship is ongoing and contractual.

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

When possible, we pair ecommerce activities with other promotion efforts to get more efficiency and greater results. These efforts include campaigns (ie Summer Grilling) and branding efforts (i.e., Beef. Its What's For Dinner 300 at Daytona).

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

Tactic A – Thought Leader Outreach and Engagement (Food, Culinary, Ag & other) Influencer content and posts can be extended by state partners via their social media channels.

Tactic B - Nutrition & Health Thought Leader Outreach and Engagement content and posts can be extended by state partners via meetings with this audience and their social media channels.

Tactic C – Media and Public relations materials are provided to state Beef Councils for local extension. Local story cultivation, media list development, and pitching support is provided to State Beef Councils.

Tactic D – Resources aimed at national supply chain operators can be extended for regional or local supply chain operators. In addition, at least two e-commerce campaigns will be able to be further extended and leveraged in states.

POTENTIAL PARTNERSHIP LIST

Partners/collaborators does NOT include subcontractors.

1. Academy of Nutrition and Dietetics related to Food and Nutrition Conference and Expo, American Academy of Pediatricians, American Academy of Family Physician, National Strength & Conditioning Association, Collegiate & Professional Sports Dietician Association, Produce for Better Health, Research Chef Association, American College of Sports Medicine, Collegiate Strength & Conditioning Coaches Association, Dietary Practice Group Symposia, James Beard Foundation (Tactics B and A)
2. Food & Wine Blogger Conference, Blog Brulee, Culinary Institute of America events, FitBloggin', BlogHer Food, IDEA World Fitness, Net Impact, Food Tank, FoodFluence, Food & Wine Conference, Weather Summit, Health Meets Food Conference, Tastemaker, Food Network Food & Wine Festivals, The International Association of Culinary Professionals, Chef's Roll, FeedFeed, Buzz Feed and GreenBiz Forum in collaboration on events and experiences (Tactics A, B & C)
3. Numerous food, culinary, industry and other impactful influencers to generate 3rd party content to extend food, health and culinary material and messages (Tactic A)
4. Numerous individual nutrition thought leaders whom we engage through the Nutrition Seminar Program (Tactic B)
5. Beef Expert Network members: a handful of influential food, culinary, nutrition and industry thought leaders who help extend the beef message to their followers (Tactics A & B)
6. Media outlets to share beef production, nutrition, and food trend topics (Tactic C)
7. National Restaurant Association Supply Chain Management Executive Study Group, Annual Meat Conference, FMI Connect (Food Marketing Institute), Market Vision, International Dairy, Deli, Bakery and other related supply chain/business conferences and events. (Tactic D)

8. American Heart Association partnership on the on-going Heart-Check program. (Tactic B & D)
9. Chicory and/or other digital pilots or partnerships with online retailers such as Kroger, Walmart or other national retailers that show beef purchases/beef purchase intent through partnerships. Digital partnerships with national foodservice companies such as Sonic, McDonalds and also foodservice delivery partners such as DoorDash and Uber Eats. (Tactic D)
10. MutliVu, Meltwater and other media and monitoring companies to support media opportunities to share and monitor beef-related stories (Tactic C)
11. Numerous media spokespeople and thought leaders to be leveraged for media interviews and opportunities (Tactic C)

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
Domestic Marketing	A	Thought Leader Outreach and Engagement	\$538,000	\$703,500	\$1,241,500
Nutrition & Health	B	Nutrition & Health Thought Leader Outreach and Engagement	\$538,000	\$731,800	\$1,269,800
Consumer Trust	C	Public Relations	\$535,000	\$675,200	\$1,210,200
Domestic Marketing	D	Supply Chain Engagement and E-Commerce	\$649,700	\$1,648,800	\$2,298,500
TOTAL			\$2,260,700	\$3,759,300	\$6,020,000

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	Thought Leader Outreach and Engagement	\$
N/A	B	Nutrition & Health Thought Leader Outreach and Engagement	\$
N/A	C	Public Relations	\$
N/A	D	Supply Chain Engagement and E-Commerce	\$
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 the 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# 2222-CI		
	Direct Costs	Implementation	Total
Funds Awarded	\$2,228,520	\$4,005,500	\$6,234,020
Actual Expenses (October 1, 2021 – June 30, 2022)	\$1,214,103	\$1,782,733	\$2,996,836

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 <i>(Informational Only)</i>			
AR# 2222-CI			
	Funding Source	Funds Committed	Funds Expended <i>(October 1, 2021 – June 30, 2022)</i>
A	FSBC Funds	\$2,439,000	\$1,470,376

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# 2122-CI	FY20 AR# 2022-CI	FY19 AR# 1922-CI
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, 2022</i>	<i>September 30, 2021</i>	<i>September 30, 2020</i>
Funds Awarded		\$6,163,221	\$6,384,460	\$6,542,700
Actual Expenses ²		\$6,131,450	\$6,383,574	\$6,509,244

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# 2122-CI		FY20 AR# 2022-CI		FY19 AR# 1922-CI	
	Funding Source	Total Expenditures	Funding Source	Total Expenditures	Funding Source	Total Expenditures
A	FSBC Funds	\$866,373	FSBC Funds	\$868,775	FSBC Funds	\$768,224

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.