

BEEF INDUSTRY

LONG RANGE PLAN

2021-2025

VISION

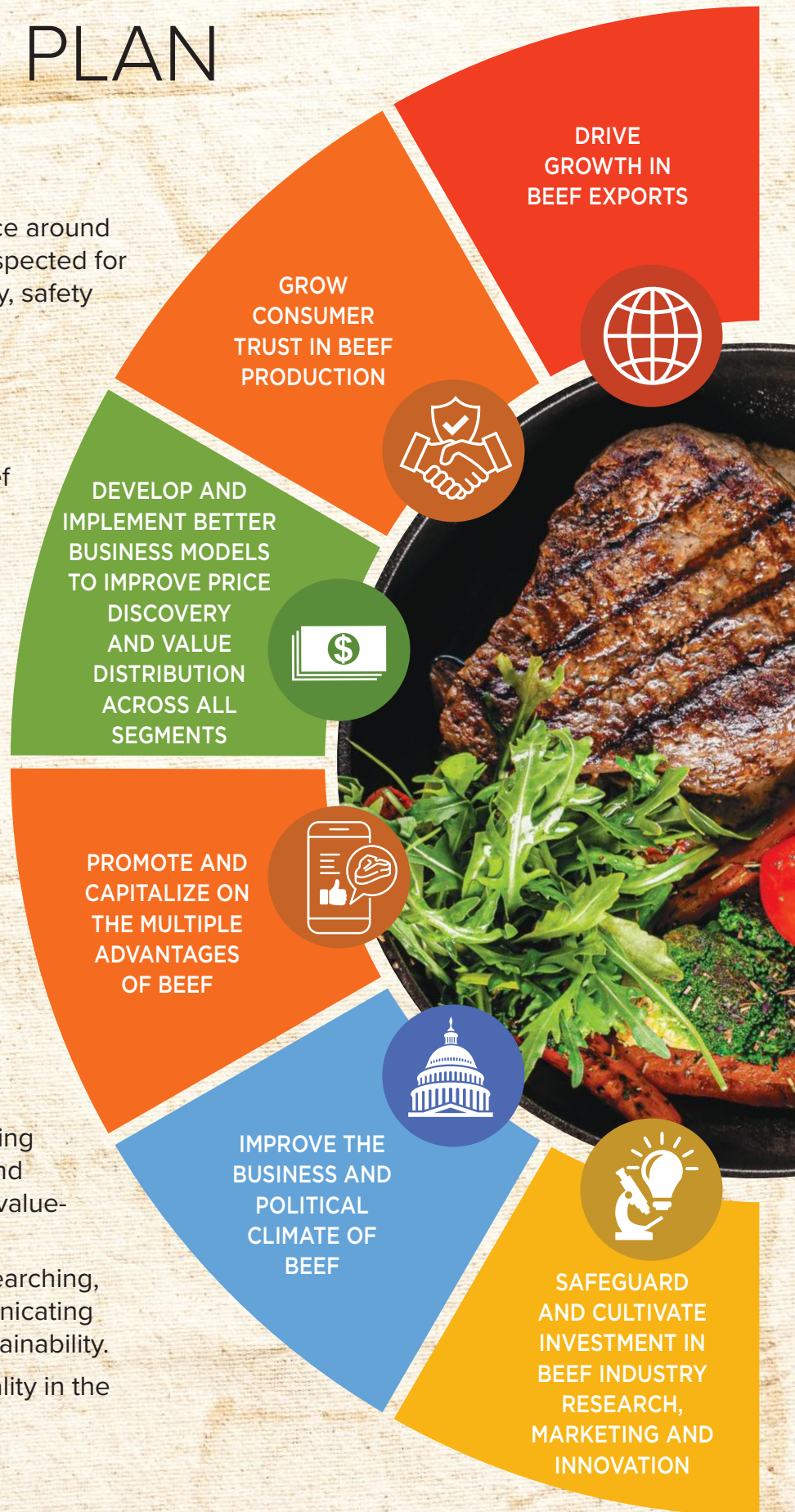
To be the protein of choice around the world, trusted and respected for our commitment to quality, safety and sustainability.

MISSION

Ensure the long-term prosperity of the U.S. beef industry by sustainably producing the most trusted, highest quality and consistently satisfying protein for consumers around the world.

INDUSTRY OBJECTIVES

1. Grow global demand for U.S. beef by promoting beef's health and nutritional benefits, satisfying flavor and unparalleled safety.
2. Improve industry-wide profitability by expanding processing capacity and developing improved value-capture models.
3. Intensify efforts in researching, improving and communicating U.S. beef industry sustainability.
4. Make traceability a reality in the U.S. beef industry.





DRIVE GROWTH IN BEEF EXPORTS

Traceability

Critical and Urgent: 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 and well-being of cattle and our markets from the effects of contagious diseases (e.g. U.S. CattleTrace).

Advocate for the adoption and use of international science-based trading standards

Partner with industry stakeholders in advocating for the adoption and use of international, science-based trading standards.

Negotiate and execute free trade agreements

Engage in negotiations to reduce trade barriers, secure free trade agreements and execute existing agreements.

Identify and address export customer needs and values

Invest in research to identify the attributes which are of most interest and concern to foreign customers.

Collaborate with targeted partners to promote U.S. beef in foreign markets

Cultivate existing relationships and develop new relationships with industry partners who are willing to invest resources in promoting and marketing U.S. beef.

Invest in research, marketing and education programs

Identify high-potential markets and invest in product innovation, research, marketing and education programs that leverage the unique attributes of U.S. beef and beef variety meats.



GROW CONSUMER TRUST IN BEEF PRODUCTION

Beef Quality Assurance (BQA)

Critical and Urgent: Intensify efforts in educating consumers as well as supply chain decision makers about the benefits of animal care programs like BQA and their impacts on animal well-being. Broaden use of print, video, social media and virtual/in-person tours to educate consumers, influencers and the general public about animal care programs like BQA and its positive impact on animal care and well-being. Find the most effective ways to reposition the BQA program benefits to relevant audiences.

Measure, document, improve and communicate the net climate and environmental impact of beef production

Engage scientific experts in addressing the issue of greenhouse gas, creating data around carbon sequestration, and expanding our knowledge of the methane lifecycle. Aggressively explore alternatives for reducing methane emissions. Determine benchmarks and cultivate opportunities for the beef industry to participate in carbon credit markets and ensure credit for current practices.

Educate medical, diet and health professionals about beef and beef production

Expand educational outreach programs for professionals in the medical, diet and health communities focused on providing facts about nutrition and beef production.

Align and collaborate with traditional and non-traditional partners to tell the positive story of beef cattle production

Engage experts in developing fact-based messaging about animal care, beef industry sustainability, beef safety and beef nutrition. Identify, train and develop grassroots representatives to serve as trained industry spokespeople.

Engage positively in the sustainable nutrition conversation

Promote the positive contribution the beef cattle industry makes to nutrient dense, healthy and sustainable food systems with a particular emphasis on in-person and/or virtual engagements with k-12 students who are developing their dietary patterns and preferences.

Expand BQA program to include verification

Create verification tools for each industry segment.

Develop a direct-to-consumer beef safety campaign

Develop a more direct-to-consumer campaign focused on improving consumer confidence in the unrivaled safety of U.S. beef by communicating the protocols and safeguards used to ensure beef safety (e.g. residue testing).

Edits made by Long Range Plan Advisory Committee 12/2021 are indicated in red.



DEVELOP AND IMPLEMENT BETTER BUSINESS MODELS TO IMPROVE PRICE DISCOVERY AND VALUE DISTRIBUTION ACROSS ALL SEGMENTS

- **Increase long-term packing capacity**
Viably increase packing capacity to improve competition for market ready cattle, reduce the negative impact of supply chain disruptions and capitalize on opportunities to grow the U.S. beef industry. Embrace technologies that enhance efficiencies and product value.
- **Develop production/processing/marketing systems that result in more equitable margin distribution**
Explore the feasibility and support the creation of production/processing/marketing systems that create opportunities for profit within all sectors of the beef supply chain consistent with the principles of free-market capitalism.
- **Explore business models and risk management tools that result in more sustainable producer profit opportunities**
Educate producers on existing business/marketing models and risk management tools that improve profit opportunities and reduce volatility. Explore new business models and financial/risk management tools that create opportunities, reduce risk, attract capital and result in more sustainable profit opportunities for producers.
- **Use innovative methods and technologies to value carcasses based on eating satisfaction and red meat yield**
Develop technology and methodologies needed to value individual carcasses based on the use of innovative methods of carcass assessment that more accurately measure and predict consumer eating satisfaction, red meat yield and other attributes that drive consumer demand.



PROMOTE AND CAPITALIZE ON THE MULTIPLE ADVANTAGES OF BEEF

- **Promote the role of beef in a healthy and sustainable diet**
Expand marketing and education efforts specifically highlighting the role of beef in a healthy lifestyle and sustainable diet.
- **Implement a marketing campaign that communicates beef's advantages compared to alternative proteins**
Conduct market research and develop a marketing campaign that defines and communicates beef's comparative advantages and effectively highlights attributes important to consumers (e.g. on-pack labeling, nutritional facts labeling and/or other point-of-purchase communication).
- **Develop targeted marketing programs focused on the highest opportunity market segments**
Develop targeted messaging that positively resonates with highest opportunity market segments across media platforms to communicate beef's compelling value proposition.
- **Cultivate collaborative promotion partnerships**
Cultivate opportunities to build collaborative beef promotion partnerships (e.g. complementary commodities; innovative retailers/food service organizations, etc.)
- **Promote innovative online marketing, packaging and shipping solutions to enable the direct marketing of beef**
Promote online marketing solutions and identify ways to safely, efficiently and affordably deliver fresh and frozen beef directly to consumers.
- **Engage consumers in a memorable beef eating experience**
Educate and encourage beef marketers to be more creative in developing and delivering a more robust and memorable beef eating experience (e.g. creation of virtual experience via kiosk at restaurants, waiter/waitress training, butchers, beef connoisseur program, etc.)
- **Develop a more interactive and exciting beef purchasing experience**
Research and invest in innovative educational tools and expand the use of technology (e.g. QR codes) in designing a more interactive meat case. Partner with supply chain experts to engage customers in more interactive and rewarding retail beef purchasing experiences.
- **Promote underutilized beef cuts and new variety meat products**
Drive acceptance and use of underutilized beef cuts and the creation of new variety meat products and pet food while continuing to promote traditional beef cuts.





IMPROVE THE BUSINESS AND POLITICAL CLIMATE OF BEEF

■ Demonstrate beef's positive sustainability message and key role in regenerative agriculture

Work with environmental experts to identify opportunities to *communicate using accurate and relevant measurements of beef production's impact on the climate and environment*.

Stay engaged with USRSB and conservation groups to document and communicate, to policy makers and others, the regenerative benefit of cattle and their role in effectively stewarding our natural resources.

■ Manage the political and regulatory environment

Defend and protect producers from legislative and regulatory attempts to impose government restrictions on the business climate of beef production and marketing. Educate key influencers and advocate for public policy that can improve the overall business climate for the beef community.

■ Defend beef's product identity

Educate around beef's product identity and nomenclature from use by competing proteins including plant-based proteins and other meat alternatives.

■ Ensure beef's inclusion in dietary recommendations

Ensure the government and medical/health organizations utilize knowledgeable experts and trusted research in making nutrition-based dietary recommendations.

■ Drive continuous improvement in food safety

Engage with government agencies, organizations and private entities to support research and develop proactive protocols that specifically help to reduce the risk of *Salmonella* spp. and antimicrobial resistance.

■ Protect and promote grazing on public and private land

Support agency regulations that *incorporate current science* that protect targeted and broader landscape grazing on federal lands. Collaborate with conservation groups to advance ecological services on private lands.

■ Develop crisis management plans

Develop and/or update emergency management plans based on key risks and vulnerabilities facing the beef industry.

■ Collaborate with other organizations to advance policy priorities

Engage with other organizations, both inside and outside the industry, to identify issues/interests we can agree on and build consensus among those organizations to advocate for legislation and policies supportive of the beef industry.

■ Defend science-based production technologies

Engage with legislative *and regulatory* bodies to ensure the use of science-based criteria to protect existing beef production systems, inputs and technologies *and regulatory approvals*.



SAFEGUARD AND CULTIVATE INVESTMENT IN BEEF INDUSTRY RESEARCH, MARKETING AND INNOVATION

■ Attract innovation, intellectual capital and *cultivate the next generation of talent* into the beef industry

Establish beef industry innovation initiatives that create forums/conferences to showcase new technologies and attract capital with the goal of accelerating the discovery and adoption of new technologies while recruiting and educating talent for the beef industry.

■ Increase industry funds for beef marketing, promotion and research

Protect the historic success of the beef checkoff in creating beef demand and technologies *and educate on the needs for increased funding*. Explore new options for increasing beef marketing, promotion and research funding from the packing/processing/retail sectors. Encourage the development and growth of supplemental checkoff programs on a state-by-state basis while exploring strategies that effectively leverage existing checkoff funds (e.g. matching programs).

■ Encourage the cooperation and collaboration of existing industry advisory committees to identify and prioritize research efforts

Establish and publicize beef industry research priorities by fostering collaboration between existing organizations and committees and ensuring that critically important research efforts are adequately addressed (e.g. AMR, food safety, microbiome and genomic research, gene editing, environmental/sustainability issues, traceability, big data, etc.).

■ Develop and implement new genetic/genomic tools and technologies

Improve the efficient utilization of natural resources in beef production systems by supporting the seedstock sector in researching, developing and using genetic/genomic tools to address sustainability issues and One Health priorities (e.g. gene editing technology, microbiome, carbon credit/methane EPD's, etc.).

■ Increase industry resources for production research

Generate support for vital industry research by:

- Encouraging additional funds through voluntary or structured programs;
- Engaging in collaborative efforts with universities, agricultural experiment stations and federally funded research agencies;
- Cultivating support from philanthropic organizations, endowments, private parties, accelerators/incubators, etc.

■ Ensure that publicly-funded research and intellectual capital remains in the public domain

Advocate for legislation and policies to protect and increase funds for research and education through Agricultural Research Service (USDA) and Universities.

■ Explore and educate producers on creative land use alternatives to generate new revenue streams

Explore the use of land trusts, conservation easements and partnerships with private organizations to monetize the value of ecological services provided by progressive cattle management practices.

For background information and more details about the Beef Industry Long Range Plan, visit

BeefLongRangePlan.com