



# CANADA BEEF

BUSINESS PLAN 2016/17

*We put the best of Canada into our beef*



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## Canada Beef 2016 Business Plan

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# MANDATE

Canada Beef is the organization responsible for marketing and promotion for the Canadian beef and veal industry, operating under the Canadian Beef Cattle Research, Market Development and Promotion Agency (the Agency). We work together with generations of Canadian farmers, ranchers, industry champions and brand partners to drive, enhance and sustain loyalty to Canadian beef.

Our producers, brand partners and the beef industry as a whole play a major role in ensuring our commitment to producing world-class beef. By staying connected, we all work together to create a Canadian beef brand that is memorable and remarkable for consumers at home and around the world. We strive to grow brand loyalty to Canadian beef through emotional connections with end use partners, consumers and the public.

Our supply chain, producers and partners from coast to coast, come together through our board of directors to build a plan that will continue to enable Canada Beef's drive toward brand loyalty and its global reach. With recent additions like the Canadian Beef Centre of Excellence, social media initiatives and a refreshed digital strategy to reach domestic and international

consumers, Canada Beef has taken a global approach unlike ever before, to continue building strong relationships with brand partners around the world.

As food prices continue to rise around the world, it is up to Canada Beef and our partners to increase the value consumers see in Canadian beef by building a brand they can truly believe in. The Canadian beef brand is built and tested around both technical and emotional elements - the very DNA of a well positioned and authentic brand. We will help protect, preserve and increase trust from our consumers each year and strive to champion sustainable practices so that future generations may maintain their social license to operate and consumers experience Canadian beef at its best.

**VISION:** Canadian beef brand loyalty provides growth and opportunities for the Canadian beef and veal industry.

**MISSION:** To strategically position the “Canadian Beef Advantage” to stimulate and sustain our premium global Canadian beef brand.





At Canada Beef, we are careful not to pick winners and losers. We strive for alignment with national and international brands and companies who share a commitment to the growth and profitability of our beef industry. We believe in a league approach, where the teams are viable and successful. As an industry, we are greater than the sum of its parts.



**Rob Meijer,**  
President, Canada Beef

## MESSAGE FROM THE PRESIDENT



As the lead national and global marketing and promotion entity for the Canadian beef and veal industry, Canada Beef leverages the national check-off and federal government investment to drive value for the beef and veal industry and Canadian taxpayers.

Canada Beef is the catalyst to consumer demand, working to drive brand loyalty with consumers. One of the most impactful means to achieve brand loyalty is through co-branding with market leaders in select priority regions or 'market hubs', including North America, Hispanic, Asia, and potential Emerging Markets.

Canada Beef operates through three core functions in order to drive the Canadian Beef Brand:

1. Branding
2. Marketing (Go-To-Market - G2M)
3. Business Development (BD)

Our brand, go-to-market and business development approach leverages a 'national league' strategy anchored by the Canadian Beef Brand, its promise, pillars and moreover, the very DNA of the Brand being the Canadian Beef Advantage (CBA).

As the national league working to stimulate and sustain 'consumer demand pull', the provinces, or teams in the league, become greater than the sum of the parts.

Canada Beef is mandated by its Board of Directors to drive Canadian beef loyalty through grain-fed quality, safety, national grading standards and more. We look to the teams and players in our league to then profile and differentiate their products based on the overall demand. With the commercial elements determined, and where the sweet spot in our respective strategic intentions overlap, is where aligned and mutually beneficial initiatives may come to fruition based on priority markets around the world.

As such, it is not the role of Canada Beef to sell beef, trade beef or undertake commercial efforts for any segment in the value chain. Our efforts are focused on the brand, marketing and strategic business development. If we do our part well, the market will respond in two key ways: commercial opportunities and value creation, and consumer loyalty.

At Canada Beef, we are careful not to pick winners and losers. We strive for alignment with national and international brands and companies who share our commitment to the growth and profitability of our beef and veal industry.





In working with brand partners and industry stakeholders alike, we are always looking to connect, consult, communicate and collaborate. The 4Cs define our culture and means to identify potential value, seek out and explore innovative outcomes and finally position Canadian beef through the brand resulting in market loyalty.

What we know intuitively is that an effective brand strategy gives us a major edge in increasingly competitive markets. Because of this, we have carved out and entrenched a solid commitment to consumers. The symbol of the brand is the “Canadian Beef Brand Mark” which we license to partners and also on a project by project basis to users given a shared value proposition and alignment to Canada Beef’s overall strategy and concept of a league.

Through a strategic branding approach, we are then able to align with market partners and execute the very essence of the Brand – its promise and points of differentiation from our competition. This is marketing or what we call go-to-market (G2M).

When we market the brand and leverage the league, we focus on communication between Canada Beef and the end-use customer or consumer audience. We see marketing as the adaptation of the commercial activities of our industry and use of different marketing platforms by Canada Beef with a purpose to induce end-use customer, consumer and/or public behavioral change on a permanent basis.

Through a marketing platform that leverages the Canadian Beef Brand, the desired state we are working daily to achieve is brand loyalty and mind share with the consuming public.

The techniques we use in marketing include choosing target markets through market analysis and market segmentation, as well as understanding methods of influence on the consumer behavior. Our marketing planning creates strategies for Canada Beef to place communications, promotions, advertising and other go-to-market initiatives dedicated to the consumer.

In order to generate evolving possibilities, innovation and commercial opportunity, Canada Beef is continuously working to: align with partners in the value chain and end-use customers to drive the brand; go-to-market to grow consumer mind share; and innovation to stimulate profitable returns for our shareholders.

Business development is concerned with the analytical preparation of potential growth opportunities for the Canadian

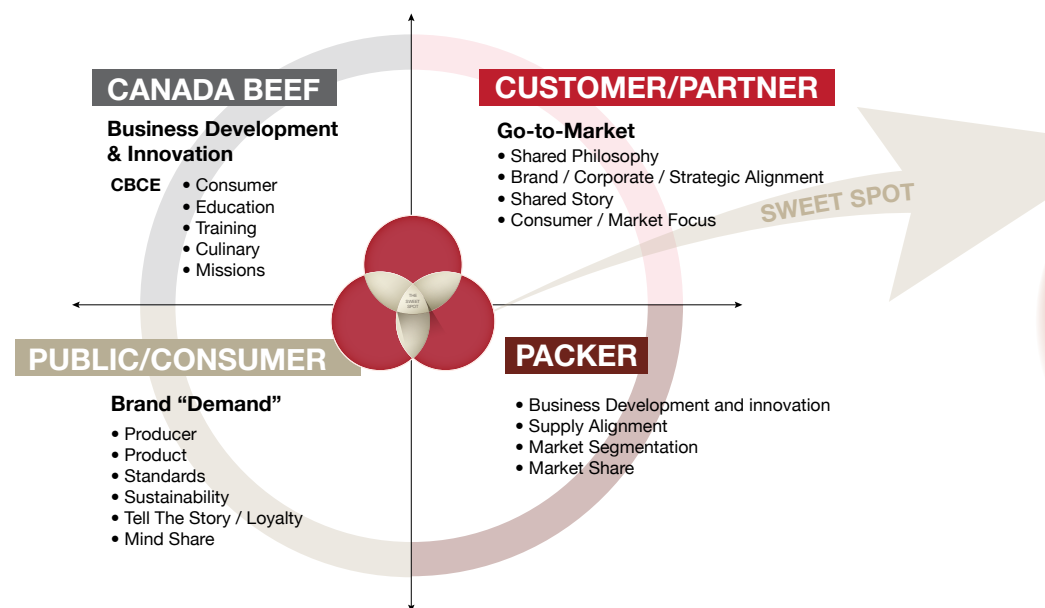
industry. These opportunities could be for producers, feedlot operators, packers, food service, retail, exporters, restaurants, quick service and other existing and potential brand partners. The work of alignment in this context is primarily driven through the organization’s existing business development program that provides for a potential cost-share partnership on mutually agreed priorities and outcomes of value. As well, stakeholders may be considered for application and utilization of the Canadian Beef Brand Mark (CBBM) under certain criteria and conditions expressed in our relevant agreements and applications.

At Canada Beef, we have and will continue to challenge our staff and industry to think differently by pushing the status quo while still believing in the power and excellence of our industry players. Uniting the resources at our disposal is essential to progress; it is something our industry has come to expect and our public has come to demand.

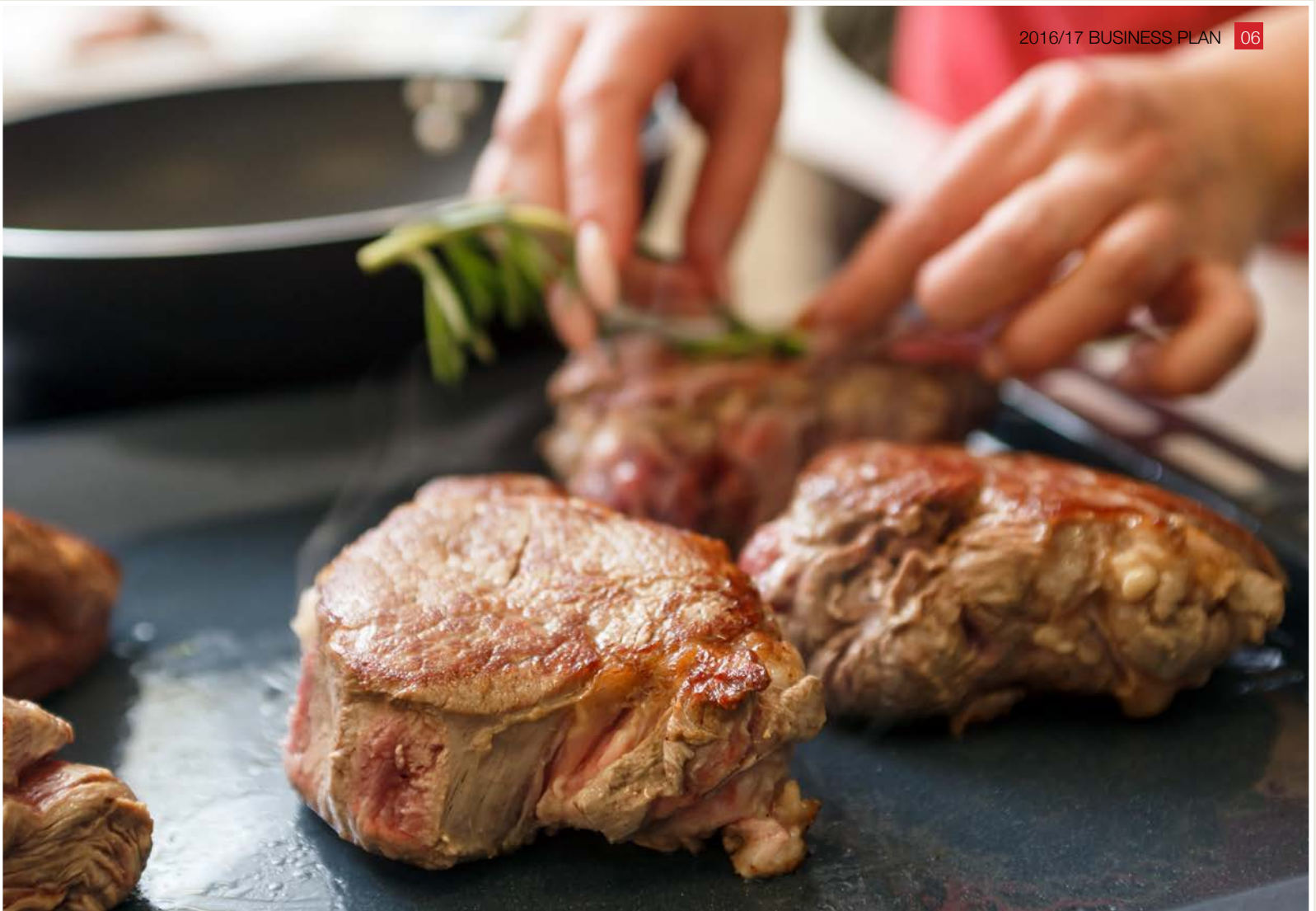
We respect the different teams and players in the Canadian beef league and how each



**Market Share + Mind Share = Profitability/Sustainable Growth & Value**







must work towards differentiation in order to sustain their own priorities.

At the beginning of 2015, we targeted brand loyalty by engaging consumers and this will continue. We will increasingly showcase Canadian beef's premium qualities through a firm connection to culinary inspiration and consumer kitchen innovations. We will also carefully select valuable business and brand partnerships, and share resources to obtain mutual and measurable goals by aligning marketing activities and telling our brand stories together.

Consumer engagement is more than simply broadcasting our message; we must create conversation points and spur creative thought, and we must do this with an international audience. Our loyal brand advocates want two-way, reciprocal communication, so we will find ways

to engage consumers through building communities that bring our brand to life.

We look at our producer families and beef industry as investors. Rather than simply reporting what we have done, we are making it a priority to inform our investors on what is about to happen. This allows them to see and feel what success looks like and encourages them to actively participate. This is our Canada Beef brand and it is one that we all have a stake in.



**Rob Meijer,**  
President, Canada Beef



**Mike Kennedy**  
Chair, Planning and Priorities Committee

## MESSAGE FROM THE PLANNING AND PRIORITIES COMMITTEE CHAIR



The Planning and Priorities Committee is responsible for the strategic planning and execution of the business plan of Canada Beef. The Committee has a diverse makeup of producers and packer representation.

This enables an approach to our mandate based on understanding and knowledge of the commercial side of the business, and focuses on driving loyalty and value for the Canadian beef industry. As we head into the new fiscal year for Canada Beef, we are continuing to evolve from the introduction of the Canada Beef organization in 2011.

First and foremost, Canada Beef will continue to be run as a business, making fact-based decisions to understand where value will be created. Our strategy will continue to have technical aspects where needed, but the focus will continue to be on brand development and connectivity with consumers both domestically and internationally. Fund allocation will continue to be centered on markets where the most value can be created. The domestic market will continue to be our cornerstone, as the demand for Canadian beef within Canada continues to grow.

There have been some great successes in this area in both retail and foodservice, and connection with the consumer is clearly evident. Canadians want to buy Canadian product and Canada Beef will continue to support this by designing initiatives that

align with consumer lifestyles and create an associated emotional connection.

International markets will continue to be a key focus for Canada Beef, and the Committee will ensure the funds are appropriately allocated where Canadian Beef can play a niche role with the consumer, and also where product values and overall return enhance what exists today. This is paramount, as not all markets are equally valuable.

Canada Beef must ensure the resources and funds required to attain business continue to represent a return on investment that the industry would support. There continues to be headwinds as we go forward. This past year has seen some record high prices domestically due to many factors, including the weakness of the Canadian dollar.

**The focus will continue to be on brand development and connectivity with consumers both domestically and internationally.**





Beef will continue to be challenged in our key domestic market by other proteins for share of consumer spend, so understanding consumer needs, and creating demand through competitively priced products will be vital.

In export markets, it is about understanding the culture and connecting with the consumer accordingly. The Canada Beef organization has some very talented people that do this extremely well. Despite the challenges, the year ahead represents exciting times and great opportunity for Canada Beef.

The continued evolution to a marketing and branding organization and further connection with consumers is a path headed in the right direction. Canada Beef is guided by a solid business plan, and the Planning and Priorities Committee looks forward to enabling this strategy and providing guidance to ensuring the plan comes to life and drives value for all stakeholders.

Handwritten signature of Mike Kennedy.

**Mike Kennedy,**

Chair, Planning and Priorities Committee







## STRATEGIC INTENT

## **BRAND PROMISE**

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Each and every day,  
Canadian beef is produced  
and delivered with pride and  
tradition. As exceptional as  
the land on which it is raised,  
Canadian beef is excellence  
without compromise.  
We will do what is right.



## 2015 - 2017 THREE YEAR STRATEGIC ROADMAP



The 2015/16 shift towards brand loyalty was important for our future plans to further promote Canadian beef internationally. We learned that consumers hold an emotional connection to Canadian beef and that there is a need to create global partnerships, communicate a consistent message to multiple audiences and ensure an investment in Canadian beef both locally and globally.

In order to accurately identify these opportunities, we remain focused on collaborations with producers, consumers and global trade partners, and leverage both the functional and emotional aspects of their brands and of the Canadian beef industry.

This past year, we have developed the business by sharing resources and collaborating with valued partners. We partnered with culinary leaders to educate and inspire the global chef community through the addition of the Canadian Beef Centre of Excellence. We looked for ways to create global conversations and listened,

adapted and engaged. We built communities to make brand conversations easier and created a platform for people to gather and converse through our online community [MakeltBeef.ca](http://MakeltBeef.ca).

As we move forward, we continue to show commitment to a long-term strategy that ensures a sustainable and remarkable product that is valued by consumers worldwide.

We know Canadian beef resonates in the hearts and minds of consumers and signifies quality. Today, the Canadian beef brand is the result of strong partnerships, trust, innovation and collaboration.

Tomorrow, Canadian beef will continue its pursuit to remain a brand that the global consumer will remember and increasingly demand.

The technical reasons for what makes Canadian beef great are part of a broad discussion of sustainable practices, technology, safety and technical standards

that make it difficult to create a simple message that resonates with consumers.

To overcome this challenge, we have tailored stories that give a human face to our product and create an emotional connection to the industry. We are empowering producers and partners to be trusted advocates for the brand and to share stories with the public. We need consumers to connect with the promise of “excellence without compromise.”

As we continue through a three year strategy from 2015 to 2017, it is important that the industry works together to share and align Canada Beef’s powerful message. We will work collaboratively and share resources so that as we continue to build a global brand, we are doing so from a strong united front. This is the key to success.



### **PILLAR ONE:** *Product*

Canadian beef is raised under ideal conditions for high quality and graded with standards that go well beyond the norm. Canada's northern climate with long summer days and crisp cold winters enables Canadians to breed and raise cattle with the very best genetics for beef production. The country is rich in both grass for grazing and grain crops for feed, with clean air and water, and lots of space to roam. Canadian beef is recognized worldwide as a premium food and some of the best beef in the world.



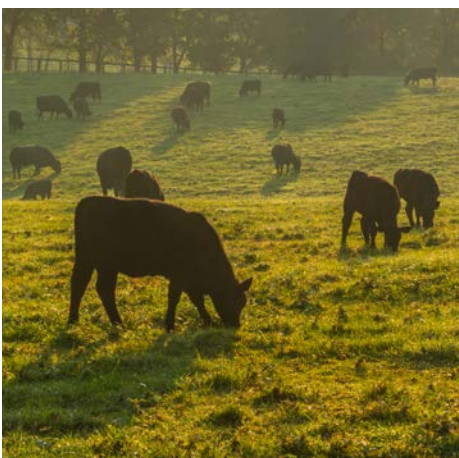
### **PILLAR TWO:** *Producer*

Canadian beef is handcrafted from start to finish. Canadian beef producers are active, hardworking, dedicated, honest, careful, kind, friendly and diligent. There are beef farmers and ranchers in every province in Canada, striving to bring good food to your table and working to be good stewards of the land and animals in their care. Together they make up some 68,000 ranchers across the country. Individually they are families, large and small, for whom cattle ranching and farming is not just a business; it's a way of life.



### **PILLAR THREE:** *World-class Standards*

People worldwide recognize Canada for its high level of scientific and technological sophistication as well as its deep commitment to honesty, ethics, and a deep respect for rules and regulations. In Canada, we do what's right with care and precision. Canada's reputation for high standards and technological expertise is unsurpassed in the global beef industry.



### **PILLAR FOUR:** *Sustainability*

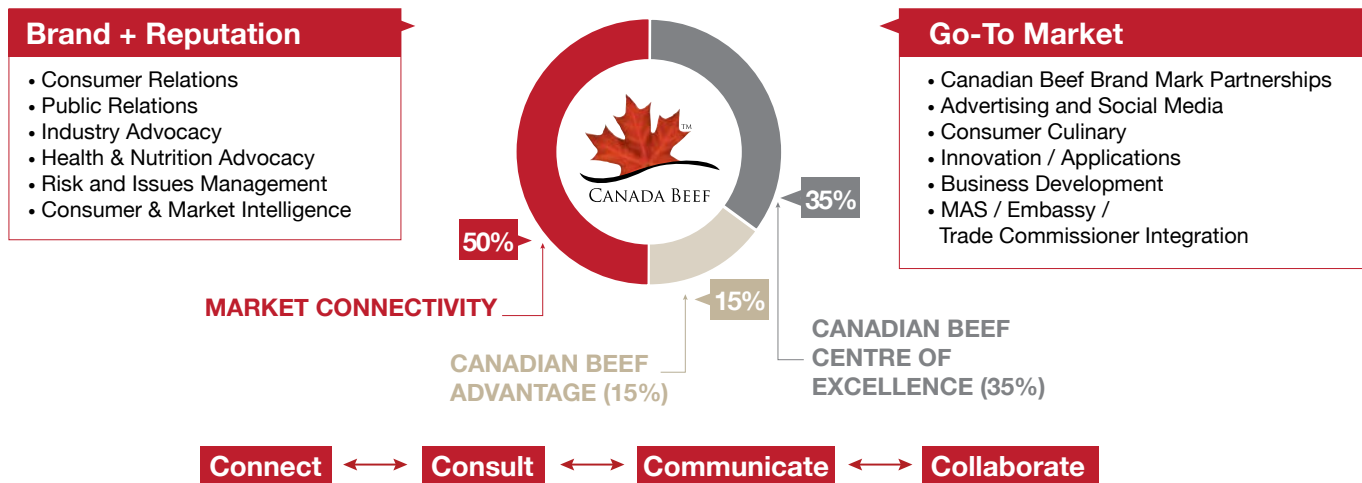
Canada is blessed with a pristine, clean environment, rich in natural resources. Because our natural bounty is so precious and so important, it is understandable that Canadians work hard to preserve it. Canada is known for being both clean and having honest people. Canadians are financially and socially responsible, committed to protecting and preserving economic, environmental and social sustainability. We look out for each other and the land that we're on, and our cattle ranchers are certainly part of this story.

**For more information, visit [www.canadabeef.ca](http://www.canadabeef.ca)**



# BUILDING OUR FUTURE TOGETHER

## 3 Year Strategy Map



## 2016/17 GLOBAL PRIORITIES

### Brand and Reputation

#### **Consumer relations**

Developing and delivering consumer messaging leveraging the Canadian Beef Brand to promote and sustain loyalty

#### **Public relations**

In collaboration with our partners, deliver consumer messaging through media, special events and other public relations initiatives

#### **Industry advocacy**

Helping to address social license issues with consumers in areas such as environmental stewardship, animal welfare and human health and nutrition

#### **Health and Nutrition advocacy**

Health and nutrition campaigns developed and directed towards consumers and key influencers such as registered dietitians, doctors and health club/personal trainers

#### **Consumer and market intelligence**

Conducting consumer and market research to identify trends, opportunities and risks for the beef industry, and to measure organizational performance

### Go to Market

#### **Canadian Beef Brand Mark Users and Partners**

Work with value chain stakeholders and partners who align with Canada Beef's brand values to leverage the Canadian Beef Brand Mark and integrate into their product offerings

#### **Advertising and social media**

Leverage consumer and trade advertising and social media to deliver promotion and marketing programs directly to consumers in and effort to build loyalty

#### **Consumer culinary**

Leverage culinary trends and food skills training to promote product enjoyment and incorporation into consumers' eating plans

#### **Innovation/applications**

Work with value chain partners to adopt new beef trends, new product development and merchandising opportunities leading to incremental carcass value

#### **Business development**

Work with stakeholders in the beef value chain to maximize their business development priorities, where aligned with Canada Beef's mandate and priorities

#### **MAS/Embassy/TC integration**

Work cooperatively with various levels of government to promote and market Canadian beef worldwide to the benefit of producers and the industry



## SWOT ANALYSIS **Strength - Weakness - Opportunity - Threats**

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### Strengths

- National Check-Off investment
- Sound research foundation and programs
- Leverage federal government investment
- Canadian Beef Brand and Canadian Beef Advantage (CBA)
- Value chain partners and stakeholders committed to the Canadian Beef Brand and CBA
- Private industry partnerships and investment
- Positive perceptions of product and industry by markets and consumers
- Import levy
- Canadian Beef Centre of Excellence

### Weakness

- Competitive market access agreements (in markets where our competitors have preferential treatment)
- Import competition in domestic market (primarily in eastern Canada)

### Opportunity

- Potential increase in National Check-Off investment
- Growth in cow herd and domestic processing providing reliable supply
- BIXS
- Leverage positive perceptions of product and industry through the Canadian beef brand
- Monumental trade agreements
- Sustainability platform

### Threats

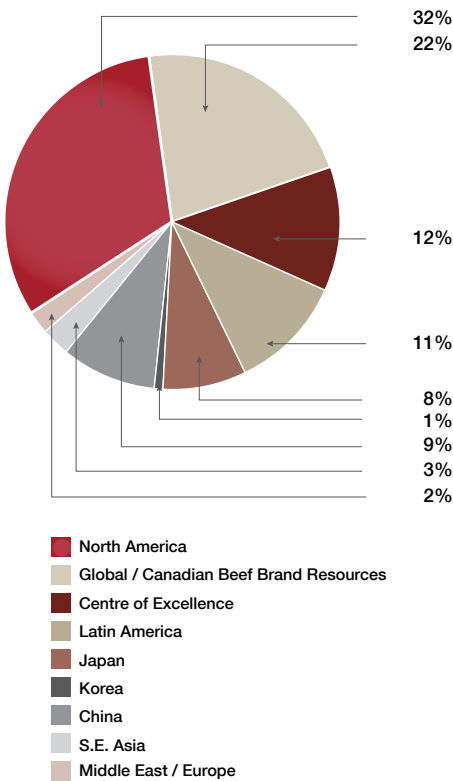
- Market access agreements that do not enable or sustain commercially viable trade access
- Non-tarif trade barriers
- Packing plant approvals for export
- Reliability of supply
- Future of government programs and shared investments



# HUBS AND VALUE CREATION

Communicating the Canada Beef brand story is one of our most important responsibilities. Our global brand and marketing efforts continue to adapt to the evolving demands for protein around the world. We are committed to further solidifying our positive brand opinion here at home while growing foreign markets and emerging geographies. We are listening and responding to consumers and partners.

## Programs Operating Budget for the year April 1, 2016 - March 31, 2017



## North America

North America is not only our largest and most important market – it is home. Canada and the United States form the foundation for the Canada Beef brand to reach further corners of the globe. We continue to invest domestically to ensure Canadian beef remains a staple of Canadian diets and we are adapting to evolve with the ever-changing needs of the United States market.

Here at home, the Canadian Beef Centre of Excellence (CBCE) provides a venue where Canadian beef is put in the spotlight to ensure our brand is recognized and trusted, and that we are called upon as industry experts.

Key Canadian quick service restaurant partnerships will continue to be a priority,

focusing on Canadian beef messaging and branding alignment. In the Canadian retail landscape, Canada Beef will continue to host the gate-to-plate “Canadian Beef Experiences” for industry partners, and find alignments with strong national brands like Loblaws, Costco, Federated Co-Op and more.

Our partnership with the Canadian Football League (CFL) continues to be an effective method to highlight Canada Beef to a national audience. With this national reach, we retain our focus by delivering messaging to ensure Canadians can trust their beef is from local families, which resonates positively with our regional and national retail and foodservice partners.

Our alignment with the CFL is the ideal platform to highlight Canadian beef as the optimum source of protein for professional athletes and athletic Canadians. This message has been effective enough to be recognized by both the trade, and health and wellness communities.

We extended the “power of beef as a protein” message to consumers by partnering with Loblaws Health and Wellness Division to provide in-store consumer engagement programs across Canada.

In the United States, we are always sensitive of our Canadian packers for supply alignment and niche marketing opportunities that enhance carcass performance and premium positioning for Canadian Beef.



Finding partners who align with our values and priorities is key for Canada Beef. Both national and global partnerships are leveraged to drive value for our industry.



Partnering with world-class brands who have values that align with ours increases loyalty to the Canadian beef brand.

As we learn more about the demographics on which to concentrate our efforts and what products perform best in which regions, the Canada Beef brand gains greater importance in recognition.

Our initiatives to target emerging demographics focus on the Hispanic market in the United States. Through market development programs to increase sales volumes through major distributors to the U.S. Hispanic demographic, we are able to strategically create brand presence with key clients.

### Emerging Markets

Through the Canadian Beef Centre of Excellence (CBCE), Canada Beef will continue to align with industry packers and trade partners to identify priority emerging markets. It is important that before Canada Beef makes an investment into brand, marketing or business development initiatives, the market of choice provides commercially viable access. As well, we require appropriate signals from the Canadian beef and veal packers and exporters that a market is considered of value, to drive return for producers in the industry. To this end, we look to our government and national industry organizations to lead market access considerations for the Canadian industry. Once a market is established, Canada Beef then aligns to drive brand loyalty through

marketing and business development resources and services.

Emerging markets offer opportunity for additional incremental carcass value. Canada Beef will continue to assess potential market growth in alignment and collaboration with packers and exporters. Some markets offer enhanced trade opportunities from more of a technical perspective, while others will be keen on Canada specifically in connection with the Canadian beef brand story. We have intentionally built the Canadian beef brand and its four pillars with flexibility to be able to relate to and differentiate across a complex global marketplace. We believe it is more important than ever to strategically position Canadian beef in the right market and market segment, at the right time, with the best returns for producers in mind.



Telling the Canadian beef story in emerging markets not only engages consumers and brand partners in the technical attributes of our product, but pulls them in to the emotional, passionate story that we have to tell.

### Asian & Southeast Asia

No market holds greater potential for growth than Asia, and Canada Beef continues to build on the momentum we have earned there in previous years. Our consumer-facing marketing efforts have been expanded and we have developed a new, innovative market outreach approach to relay our brand message to key influencers and officials. While our focus has been on the major markets of Japan, China, and Taiwan, we are expanding efforts to capture consumer attention in the emerging markets of Southeast Asia.



Partnering with influential culinary professionals continues to be a key tactic for our international teams. With wide reach and high loyalty, select chefs make for valuable brand partners.

The Asian Hub pioneered the Canadian Beef Branding Series, an important initiative that is expandable and scalable to other global markets. The Series bring together key trade contacts, media, government and food enthusiasts alike to learn about the Canadian beef industry, our brand and the Canadian Beef Advantage on both emotional and technical levels. The Series continues to feature several events throughout Asia, with participation from Canadian and local government, brand partners and more.

The participation of key government officials such as the Ambassador, Canadian cattle producer representatives and celebrity chefs also help to create an atmosphere a level above a standard trade event. Proving effective in communicating the Canadian beef story that connects every link in the value chain, the Series will continue to be a catalyst





Educating consumers with culinary education events continues to create value for Canadian beef in Asia, and allow for brand partners to be a driving force in brand loyalty.



Canada Beef's partnership with Krystal Hotels in Cancun was struck in 2015, and will continue to engage this market moving through the next business year.



The "Healthy Dishes from our Heart" campaign in the U.S. Hispanic market continues to make waves through the region by leveraging nutritional messaging to the health-conscious consumer.

for brand awareness, media coverage and brand loyalty in the Asian market.

Consumer-facing efforts continue to see the reach of our Canadian beef mascots Rocky and Maple extend outside of Japan. The mascots have a cultural draw in Asia that makes them effective ambassadors to communicate elements of the Canadian beef story directly to the consumer.

### Hispanic Hub: Mexico/USA/South America

The U.S. Hispanic market continues to thrive for Canadian beef. The market growth is reflected on value growth at 19 per cent and volume growth at 4 per cent into the U.S. market during 2015. Consumer recognition and business growth for Canadian beef in the Hispanic markets are driven by focusing on the brand pillars and utilizing the Canadian Beef Centre of Excellence (CBCE) to deliver innovation and information on Canadian beef products.

The Canadian Beef Brand continues to be well accepted by retail partners and consumers through multiple retail partners. This focus has grown into a first of its kind partnership in the United States between Canadian Beef, YMCAs in San Diego and Su Mercado markets. The campaign has been centered on the nutritional value of Canadian beef and on the value of incorporating Canadian Beef as a part of a

healthy diet. Retailers which have joined the nutrition focused campaign are Cardenas Markets, Su Mercado, Lola's Markets, MegaMart, Americana Grocery and Save a Lot Mercados.

Growth of the Canadian Beef Brand in the U.S. market is reaching into the Hispanic foodservice segment, a segment which traditionally has been sensitive to promoting beef products from outside the U.S market. Tapia Brothers, the largest Hispanic foodservice distribution company with a presence across Central and Southwestern U.S., is incorporating branded and commodity Canadian beef products into its offering.

Tapia Brothers is positioning the product in collaboration with Canada Beef's Hispanic team at seminars, with branded visual



elements, and at their bi-annual customer-centered food expo in California.

Although retail continues driving Canadian beef volumes to Mexico and Canada Beef continues working on branded initiatives with selected retailers, the Hispanic team is focused on enhancing brand positioning beyond retail and into Mexico's culinary elites.

In partnership with the CBCE, the Hispanic team is positioning Canadian beef to elite chefs across the nation. The chefs witness the work of Canadian beef producers, their commitment to producing quality product and their environmental stewardship. The engagement is solidified with an educational session lead by the CBCE.

The Mayan Riviera has been an area of continuous growth reflected in Krystal Hotel's partnership with our products and brands through their venue in Cancun. Krystal Hotels is a new partnership resulting from a "spillover" effect of brand positioning driven through the Canadian Beef Culinary Series at the Karisma Resort properties in the region.

The Hispanic team has also developed a solid social media and web communication platform that continues to grow in readership and continues to evolve to enhance branded messaging in alignment with Canada Beef's brand development initiative.



## CANADIAN BEEF CENTRE OF EXCELLENCE

Our proudest accomplishment of the past fiscal year was the opening of the brand new Canadian Beef Centre of Excellence (CBCE) – a hub of connectivity between our customers and the Canada Beef brand. Born from a need to tie customers to the brand on our own terms, the CBCE allows Canada Beef to create both a technical and emotional connection to Canadian beef. Customers can now go from selecting a cut to portioning, cooking and tasting the finished product without ever having to leave the building.

Founded on the principles of “Connect, Innovate and Inspire”, the CBCE provides Canada Beef with a home base to effectively communicate with all of our audiences. It contains many specialized features, from broadcasting capabilities to an industry standard meat production facility that make it a multi-functional hub for all aspects of our business.



Abe van Melle, Technical Manager, CBCE; Joyce Parslow, Director, Consumer Relations, Canada Beef;  
Marty Carpenter, Director, CBCE





Retail and foodservice partners will make up a large percentage of our CBCE engagement opportunities in the coming year.

To date the CBCE has hosted over 900 guests from 19 different countries and well as interacted with many of Canada's top retail and foodservice operations. The feedback received around the level of professionalism and targeted information has been strong, and moving into the future we will continue to reach new heights.

Key connectivity elements of the CBCE include a consumer demonstration and test kitchen that can be used for live-cooking demonstrations, recipe development and consumer cooking video production. The kitchen's seating can also be transformed to fit a classroom setting or host a dinner. Here we will continue to increase consumer engagement to drive the Canadian beef brand.

The commercial kitchen in the CBCE allows us to host food service clients from all over the globe. Stocked with top-of-the-line cooking and manufacturing equipment, our brand partners will continue to join us in the kitchen and test new recipes and experiment with under-utilized cuts of beef. Innovation is an important aspect in our industry, and the CBCE will allow new and exciting opportunities for Canadian beef.

The beef fabrication room was designed to meet a Hazard Analysis and Critical Control Point (HACCP) orientation, which is the industry standard for beef production facilities. This allows Canada Beef to give foreign visitors a small sample of what



The CBCE has flexible spaces that hold great opportunities for us to engage with partners from around the world.

factory-scale beef production looks like in Canada.

The CBCE is also the market intelligence and education hub for Canada Beef. The online capabilities of the facility will soon include an e-learning program for industry partners who wish to develop their own



Technical innovation is an important part of the CBCE to create and sustain value for Canadian beef around the world.

beef knowledge, and is set to launch in the coming year. There are also plans to build an extensive video learning library and global industry market intelligence database, both of which will be widely accessible online.





# COMMUNICATIONS

## CONSUMER RELATIONS

Representing the consumer voice and targeting the consumer audience, the role of Consumer Relations continues to build brand identity, trust, loyalty and affinity through outreach tools, platforms and strategic marketing campaigns.

Canada Beef's Consumer Platforms:

1. Global Youth Focus: target new cooks and those new to beef, food skills and health and wellness.
2. Culinary Excellence and Innovation: new approaches and ideas for beef, targeting food enthusiasts.
3. Online and Communities: conversations and content marketing to drive engagement.
4. Trust: License to farm and philanthropic marketing
5. Seasonal Influences: relevant themes and focus through calendar events and cultural influences

Launched last year, *The Roundup* smartphone app was marketed as buying and cooking resource replacing print-programs. The next wave of release was to create a French version and an incorporation and link back to the Canadian Beef Centre of Excellence as the 'beef knowledge' hub. Efforts moving forward are to improve measurements, subscribers and audience interaction on the platform. Global opportunity is also under consideration for The Roundup for the Canada Beef Mexico and China hubs.

The Make it Beef Club is our Canada Beef data-base and e-blast outreach platform of 40,000 consumers. As recent insight surveys indicate, this group of loyal beef fans is interested in engaging in conversation and operating across multiple social channels. Our goals for the upcoming fiscal will be to increase integration across all our outreach channels plus, increase engagement and membership.

There is an opportunity identified to integrate culinary professionals into the membership and conversations as well. Efforts will be made to diversify the audience to younger target groups via both content marketing and marketing campaigns. Considerations are underway on how to turn Make it Beef an opportunity with our global hubs in English language and also as a hub-specific outreach platforms unique to each market. Content is dialed into a Consumer Outreach Calendar focused on seasonal relevance and the Canadian Beef brand pillars.

Understanding that visuals are powerful communication tools, the digital footprint of our communication and marketing efforts is expanded. Working within our new consumer focused website, along with a more sophisticated YouTube marketing platform, we look to grow our community by both organic and targeted marketing campaigns.

Recognizing the interest in cuts, we aim to attract subscribers and engagement through a series of butchery and culinary videos. Tools are built into each video to leverage content interconnection and keep the viewer diving deeper into content. Marketing campaigns will be undertaken to drive traffic to our new YouTube platform, videos and app.





## PUBLIC RELATIONS AND SOCIAL MEDIA

The Canadian Beef brand story is only as effective as the vehicles by which it is delivered.

Our public relations and social media teams interact with our key audiences by developing and implementing leading-edge and integrated marketing strategies. We pride ourselves on nurturing communications that are authentic, relevant and proactive and that support our dedication to effective stakeholder communication.

Canada Beef is a leader in the social media space. We have grown our digital footprint to include a variety of social media platforms, each reaching our target audiences in helpful, informative, and engaging ways.

We keep Canadian beef top of mind by hosting monthly Twitter Parties and sharing daily with our community of loyal Canadian beef lovers. Last year, we joined Periscope – a social media platform linked with Twitter that hosts live-stream video feeds, based on location.

Periscope enables us to show consumers around the world what the Canada Beef team is up to at the Canadian Beef Centre of Excellence and on the road.

The potential of this platform is still being discovered and we are pleased to be alongside other premium brands for the journey. Join the conversation at #makeitCDNbeef!

## INDUSTRY

The success of the Canada Beef brand requires buy-in from the entire industry, which is why communication with our producers and trade partners is so important.

Before consumers and foreign trade partners can understand the value of Canadian beef, the people who produce and promote it all need to share an understanding of that value.

Canada Beef remains heavily involved with outreach to provincial beef associations to ensure our funders hear the Canada Beef story. Throughout the year, our staff attended AGMs and producer meetings across the country and connected with the people behind our great product. We strive to remain aligned with our provincial beef producer organizations, to tell the story of Canadian beef from coast to coast.

We continue to align ourselves with the National Beef Strategy, working together with national beef and cattle organizations towards common goals. The 2016/17 year will see us heavily involved with the inaugural Canadian Beef Industry Conference held in Calgary in August.

Continued growth of our grassroots ambassador initiative, the Beef Advocacy Program, will be a major focus for our team as we move into year two of our strategic plan. With the launch of Course 2 in early 2016 and the total registrants over 400, the Beef Advocacy Program continues to be a powerful tool for empowering Canadian beef producers to share positive and accurate information about the beef industry with the public.

Canada Beef also streamlined newsletter communications to stakeholders in the past fiscal year. As we continue our weekly e-newsletter, we are able to reach our stakeholders on a regular basis, providing timely information as things happen, or are about to happen. In addition to the weekly digital versions, semi-annual print editions with a focus around structure, governance



and strategy will continue to be found in national and provincial beef producer magazines.

We continue to encourage open conversation with our stakeholders. From producers on social media, to joining regional or national meetings, we're happy to take part and help tell the Canadian beef story. You can also sign up for our stakeholder updates at [www.canadabeef.ca/the-branding-iron](http://www.canadabeef.ca/the-branding-iron).







## LEVY

### **NATIONAL CHECK-OFF**

It is currently a \$1 investment that is worth so much more. Participation in the National Check-Off allows Canada Beef to continue our advocacy work on behalf of the brand.

The Check-Off continues to bring in much needed funding for the research and marketing activities of the Canadian beef industry. Not only does it fund marketing, promotion and research, but the dollars can be leveraged with government programs and brand partners to obtain additional funding and resources.

A study evaluating the economic benefits from the Canadian beef cattle check-off was completed March 2010 and marks the first new analysis of the effectiveness of national check-off expenditures on producers' economic well-being in a decade. The study reports that on average from 2005 and 2008, every check-off dollar invested in national research

and marketing activities earned back \$9 for Canadian cattle producers.

The National Beef Strategy partners, consisting of the Beef Cattle Research Council, Canadian Cattlemen's Association, Canadian Beef Breeds Council, National Cattle Feeder's Association and the Agency, are in ongoing discussions about the Check-Off and Import Levy. Canada Beef and our strategy partners will continue engaging with provincial producers about future levy rates to ensure the National Check-Off and Import Levy remain beneficial for all involved.

### **IMPORT LEVY**

Since the Import Levy was introduced in 2013, it has raised \$1.1 million with roughly \$900,000 received during the 2014/15 fiscal year.

Although these funds cannot be used for the promotion of Canadian beef, they are directed to researching and marketing the nutritional aspects of beef, which are beneficial for all producers. The Import Levy is projected to bring in \$750,000 in 2016/17.

Nutrition and culinary education are important to Canadians, and the levy funds allow Canada Beef to focus go-to-market programs on these key areas. From working with dietitians across the country, to partnering with world-renowned brands like GoodLife Fitness, Canada Beef is aiming to reach more Canadians this year to tell the nutritious story of beef than ever before.

## THE LEAGUE. THE TEAMS.

At Canada Beef we believe in “The League. The Teams”. By uniting under a single brand, we are greater than the sum of our parts.

Canadian Beef is the national and global brand of excellence. The approach has been well characterized by international sporting organizations, such as the Canadian Football League. It helps our audiences to hear a unified voice, perspective and look.

While each team and player works hard to define their own character and identity within the league, the consuming public think of Canadian beef in more holistic terms. At Canada Beef, we drive the demand for Canadian beef overall.





