



INVESTMENT PLAN 2024–2025

Investing in a *Strong Future*
for Canada's Beef
and Veal Industry.



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EXECUTIVE SUMMARY

The annual investment plan provides levy funders, value chain partners and the Canadian Government with a road map of programs, services and resources planned for 2024-2025.

Canada Beef provides market development and promotion programs and services for the Canadian beef and veal industry. A division of the Canadian Beef Cattle Research, Market Development and Promotion Agency, Canada Beef is funded by cattle producer check-off, import levy and Federal and Provincial Government industry support. Canada Beef is responsible for the delivery of domestic and international market development and promotion programs through offices in Canada, Japan, Mexico, China, Taiwan and contract service centres in South Korea and Vietnam.

The investment plan and market analysis are prepared each financial year to guide the delivery of Canada's National Beef Strategy and long-term investment priorities and outcomes that strategically align across the industry's value chain. The following investment and work plans outline the programs, services, resources, key performance indicators and budgets that will guide Canada Beef activities in 2024-2025.

Successful delivery of this plan is a stepping-stone towards achieving the outcomes defined in Canada's National Beef Strategy 2020-2024.

CANADA'S NATIONAL BEEF STRATEGY

The Strategy demonstrates leadership and provides clarity as various stakeholders come together to work towards a common goal. It facilitates collaboration and coordination between the national organizations to leverage available resources effectively on behalf of producers. The National Strategy was developed with the aim of achieving the industry goals aligned with the industry's vision and mission under four pillars.

The pillars identify focus areas and objectives that contribute to the overarching goals. For some focus areas, there are specific national organizations responsible for them; others will have multiple industry stakeholders working together to collectively achieve the outcomes identified. The goals are measurable benchmarks for which the industry is held accountable.


The **Beef Demand** pillar goal is to enhance beef demand and as a result, support the comprehensive carcass cut-out values above \$270/cwt over the life of the plan (2020-2024). Historically, for every \$1/cwt increase in the cut-out value, live fed cattle prices increased \$0.59/cwt. This will be achieved by focusing on domestic and global marketing, market access, the Canadian Beef Advantage, consumer confidence, public trust, and sustainability.

The **Competitiveness** pillar goal is to encourage a competitive regulatory, policy, and market environment. Emphasis is on reducing the labour shortage by 50% and reducing cost disadvantages with main competitors. This will be achieved by focusing on youth involvement, easing regulatory burden, and providing access to competitively priced inputs.

The **Productivity** pillar goal is to improve production efficiencies through the supply chain. This will be achieved by focusing on genetic selection, information flow, research capacity, research and development, and technology adoption. Measurements will include reducing pregnancy open rates, and calf death losses as monitored through regional cow-calf surveys; and improving feed efficiency and hay yields.

The **Connectivity** pillar goal is to enhance industry synergies and connect positively with government and partner industries by actively addressing industry issues, challenges, and opportunities with a unified industry voice. Connectivity is the responsibility of every organization in the industry.

Table# 1: Canada's National Beef Strategy 2020 – 2024 pillars and goals

	PILLARS	GOALS
	1. BEEF DEMAND	Support the comprehensive cut-out above \$270/cwt a. METRIC 1: To support the retail beef demand above 115 (Index 2000=100) b. METRIC 2: To support the wholesale beef demand above 105 (Index 2000=100) c. METRIC 3: To support the international beef demand above 100 (Index 2000=100)
	2. COMPETITIVENESS	Encourage a competitive regulatory, policy, and market environment a. METRIC 1: To reduce the labour shortage by 50% b. METRIC 2: To reduce cost disadvantages compared to main competitors by 2%
	3. PRODUCTIVITY	Improve production efficiencies throughout the supply chain a. METRIC 1: To reduce average open rates by two percentage points in each region b. METRIC 2: To reduce average calf death losses to 5% in each region c. METRIC 3: To improve feed efficiency by 5% d. METRIC 4: To improve national average hay yields by 2-10%
	4. CONNECTIVITY	Enhance industry synergies and connect positively with government and partner industries.

It is under the Demand and Connectivity Pillars of the National Beef Strategy where Canada Beef operates and brings value to producers. See www.beefstrategy.com for more information.



PILLAR 1: Beef Demand

The Beef Demand pillar goal is to enhance beef demand and as a result, support the comprehensive carcass cut-out values above \$270/cwt over the life of the plan. This will be a challenge as increased protein supplies become available in North America and around the world, pressuring prices. The industry remains focused on getting the right product to the right customer every time through product development and identifying markets for under-valued or underutilized cuts.

While many core Canada Beef activities continue, others will be enhanced and further developed based on market needs, emerging trends, and opportunity gaps. This includes, for example, redefining the Canadian Beef Centre of Excellence as a full-service video production studio to develop and produce video content for all markets. In addition, the Canadian Food Guide released in January 2019 has spurred a renewed focus on consumer confidence in the health and nutrition of beef, and the need to address concerns about beef production, sustainability, animal care and the environment.



FOCUS AREA A: Domestic And Global Marketing

In the domestic market, beef faces growing competition from traditional proteins (i.e., pork and poultry) and non-traditional proteins (i.e., plant-based protein and cell-cultured meat alternatives). Additionally, the consumer demographic is changing as baby boomers retire and millennials represent a larger portion of the spending dollars. This shift in demographics provides new opportunities and challenges for marketing and promotion of beef.

Beef cattle can be processed into over 300 products. The Canadian consumer has a preference and culinary culture for a select few of those beef products. Other beef products command a higher value in foreign markets where those items are a staple or delicacy.

APPROACH

Evolve the Canadian Beef Centre of Excellence's ability and focus into the virtual and digital marketing space to reach a larger target market of potential clients and consumers across Canada and internationally. Further develop and expand the Canadian Beef Information Gateway to serve retail, foodservice and trade clients seeking to provide customers with the information they seek. Continue to refine and evolve the Canadian beef brand with focus on the technical and emotional attributes that define the brand position. Continue to grow the number of domestic and international customers committed to Canadian beef supply.

Using market segmentation tools, Canada Beef will identify high growth and high value client and consumer groups by demographics, behaviour, ethnicity, geography, and other attributes. An overarching blend of emotional and technical attributes that are meaningful and relevant to each consumer or client group will be created and developed into marketing and promotional campaigns for specific segments resulting in increased awareness, improved perception, heightened product desire and ultimately increased demand.

OUTCOMES & OBJECTIVES

1. *Establish the Canadian Beef Advantage (CBA) as the most recognized and loyalty-based premium beef program in the world.*

- a. Ongoing development and communication of a differentiated brand position for Canadian beef leveraging the attributes of the CBA through technical resources, training platforms, advertising and trade media.
- b. Enhance existing communication and distribution platforms ensuring impactful communication of CBA messaging to targeted trade clients, including web platforms, trade advertising, and digital assets.
- c. Collaborate with brand license holders to leverage brand marketing initiatives.
- d. Positively impact key consumer influencers in domestic and export markets with positive messages about Canadian beef through brand partners, trade events, and marketing partnerships.

2. *Get the right product to the right customer every time.*

- a. Deliver through new product development and the Centre of Excellence enhancing carcass utilization and value optimization.
- b. Procure market intelligence and direct resources to markets and market segments that represent opportunities for incremental value and return on marketing investments.
- c. Engage targeted customers in priority markets/segments through retail, foodservice, and influential industry events; support trade partner programs; and trade missions with domestic and international clients.
- d. Align with supply chain partners in target markets through the development of national programs, value-added beef products, and partnerships with packers and exporters, trade commissioners and other commodities.
- e. Collaborate with industry and distribution channel partners to implement targeted promotional brand initiatives in priority markets.



FOCUS AREA B: The Canadian Beef Advantage

The Canadian Beef Advantage provides proof points about functional and emotional attributes that can be communicated through all Canada Beef brands. These proof points are validated by national benchmarking studies that are updated every five years to monitor the progress of industry and identify areas that could be improved throughout the supply chain. Continuous improvement in these areas support client and consumer experience and confidence towards our goal to establish Canadian beef brands among the most recognized loyalty-based beef brands in the world.

Approach

Completion of a global beef quality perception study targeted at both consumer and trade will provide valuable insights into progress made and opportunity gaps ahead. The National Beef Sustainability Assessment outlines economic, environmental, and social performance. Research and development efforts focus on opportunities to improve consumer satisfaction of Canadian beef through pre- and post-harvest interventions.

OUTCOMES & OBJECTIVES

1. *Monitor the Canadian Beef Advantage to assess the effectiveness of efforts to improve the product attributes with the greatest impact on carcass value and beef demand.*

- a. Monitor the sustainability (social, economic, and environmental) performance of the Canadian beef industry, from farm to fork, through the National Beef Sustainability Assessment.
- b. Leverage research available from the Canadian Roundtable for Sustainable Beef (CRSB), its membership, and the Canadian Centre for Food Integrity on consumer attitudes toward beef and sustainability.

2. *Development of a National Total Quality Management System to enhance decision making in support of customer satisfaction with Canadian beef and the profitability of the industry.*

- a. Validate objective in-plant measures of tenderness that can be used at line speed.
- b. Develop and implement processes that facilitate the automated collection, recording, evaluation, and communication of desirable (i.e., high lean yield/high marbling, healthy livers) and undesirable (i.e., low lean yield/low marbling, abscessed livers) characteristics to streamline the Beef Quality Audit and provide real-time feedback to industry.
- c. Increase information exchange between sectors along the supply chain to better inform production decisions that ultimately improve carcass value and consumer satisfaction.

3. Research and development to improve consumer satisfaction with Canadian beef.

- a. Demonstrate the cost-effectiveness and value of genetic markers for tenderness in commercial cattle.
- b. Identify potential interactions between tenderness genotype and animal management (i.e., implants, backgrounding, grassing, finishing, etc.) and develop appropriate breeding and management recommendations.
- c. Develop packaging and other technologies to improve shelf life and appearance.
- d. Improved algorithms for predicting lean meat yield and / or retail product percentage.
- e. Implement genomic and grading technologies that allow for market segmentation according to carcass quality and/or yield.
- f. Research technologies to enhance the ability to sort cattle/carcasses at line speed in packing plants, and product by quality.



FOCUS AREA C: Consumer Confidence

Consumer confidence in the health and nutritional benefits of beef and Canada's science-based food safety systems are continually being challenged. Consumers have more choice than ever on where they spend their food dollars. In general, when people feel good about and have confidence in Canadian beef, they will buy our products more often. Consumer confidence based on experience and value is essential to maintain current customers and attract new ones.

Approach

Consumer confidence starts with understanding that Canadian beef is a safe, high quality, nutritiously dense food produced in a sustainable manner. It is essential that the core aspects of the nutritional benefits of Canadian beef along with Canada's food safety systems are communicated regularly to consumers, both domestic and international. Investment in food safety and beef quality research continues.

See Focus Area D: Public Trust for details around communicating about production practices.

OUTCOMES & OBJECTIVES

1. Enhance consumer confidence in Canadian beef across all markets through a focus on enabling industry advocates, leadership in stakeholder engagement, and partnerships with influencers.

- a. Increase the number of strategic partnerships and networking with food, media, and nutrition influencers on the nutritional and environmental benefits of beef consumption.

2. Improve the effectiveness and reach of consumer communication.

- a. Provide global social media support for all Canada Beef led and partnered activities.
- b. Produce a seasonal kit for provincial/national cattle associations and partner organizations to use for seasonal promotions, key consumer events and include coaching on the development of promotional assets.
- c. Conduct targeted promotional brand initiatives in priority markets through brand license partners, resource development, and brand mark promotion.
- d. Lead the development of industry consumer campaigns focused on delivering the Canadian beef story, executed in collaboration with national and provincial stakeholders.
- e. Conduct consumer research to understand purchase drivers/motivators, collaborate on research undertakings to maximize information use and leverage existing research efforts.

3. Promote the health and nutritional benefits of beef to consumers.

- a. Support communication of beef's premium quality by the development of culinary and nutrition-related messaging and resources for inclusion in marketing campaigns.
- b. Produce nutrition communications promoting beef's nutrients to key demographics.
- c. Communicate beef's premium quality and safety by engaging targeted health professionals via trade events/conferences/seminars.
 - a. Provide nutrition communications to key health professionals including doctors and dietitians focused on heart health and diabetes and early childhood nutrition.
 - b. Participate and align with key industry networks (such as the International Meat Secretariat and Nutrient-Rich Alliance) to connect and collaborate on key health and nutrition issues that impact beef.

4. Support consumer food safety education initiatives that demonstrate the effectiveness of Canada's science-based food safety system.

- a. Enhance consumer education regarding the consumers' role and responsibility in ensuring food safety in the home, including at-home food handling and storage practices to ensure food safety.
5. Research and extension to drive the reduction of food safety incidences and improve food safety along the beef supply chain.
 - a. Develop and implement cost-effective technologies targeting multiple pathogens in cattle and beef production and processing facilities, including heat- and acid-resistant E. coli and biofilm-forming bacteria.
 - b. Develop objective, cost-effective approaches for verifying the effectiveness of packing plant equipment cleaning processes and adopt these approaches for 85% of processed cattle.
 - c. Increased surveillance to detect, characterize and quantify the relative human health risk of (re) emerging pathogens.
 - d. Effective probiotic intervention to eliminate pathogens for beef developed.



FOCUS AREA D: Public Trust

The public's trust in the beef industry is determined by overall societal perceptions, not just the attitudes and opinions of consumers. These perceptions can influence consumer preferences, government regulations and policies that impact the producer's ability to operate. Acceptance of sustainable technologies and production practices are being questioned and have the potential to limit the future competitiveness of the industry – through both regulatory changes and public perceptions. Specific to the beef industry there is increased attention being paid to the environmental impact, implications on public health from antimicrobial use in livestock, and perceived nutritional concerns with the consumption of red meat.

Approach

The Canadian beef industry is placing significant emphasis on engaging producers and industry partners to communicate directly with consumers and the public to build trust and confidence in the Canadian beef industry. The Public and Stakeholder Engagement program is developing resources and providing training to a wide range of users who can then broadly spread a consistent message fostering transparency and trust.

The beef industry has a great story to tell as cattle convert cellulose from land that is too rocky, steep, or unsuitable for cultivation into high-quality protein, adding critical micro-nutrients to the food supply that supports public health. The beef industry utilizes one-third of the agricultural land in Canada but provides 68% of the potential wildlife habitat. Given that Canadian grasslands are an endangered ecosystem with less than 20% remaining intact, the relationship between beef production, biodiversity and grassland conservation should not be overlooked.

OUTCOMES & OBJECTIVES

1. *Enhance the public image of the Canadian beef industry emphasizing the many positive benefits our industry contributes along with the continual improvement in environmental sustainability, animal health and welfare, and food safety practices.*

- a. Increase participation in the Beef Advocacy Canada (BAC) program to ensure industry leaders are informed and prepared to communicate consistent key messaging (see Youth Participation and Succession under the Competitiveness Pillar for more details on BAC enhancement).
- b. Produce and launch consumer-directed print/downloadable resources featuring factual insights around Canada's beef production systems and standards that convey transparency and confidence to global consumers.
- c. Align with key partners to develop broad-based Canadian beef industry promotional videos.
- d. Participate in strategic partnerships and networking opportunities to positively influence attitudes regarding beef's role in a healthy and sustainable diet.
- e. Encourage public figures to promote the image of Canadian beef producers and beef production systems and seek other publicity opportunities that promote the Canadian beef industry in a positive and proactive manner.
- f. Support the Public Trust Steering Committee to work together across all sectors in enhancing public trust for all of agriculture.
- g. Continue to align with select organizations that have a favourable image with the public on animal welfare and sustainability.
- h. Provide content to those developing education materials, for all age groups (elementary through post-secondary), on agriculture in Canada.

2. *Increase public recognition of the beef industry's direct and indirect contributions to the Canadian economy and society.*

- a. Maintain broad stakeholder support of beef cattle production practices.
- b. Achieve an alternative pathway to Front of Package labelling regulations that target saturated fats.
- c. Communicate that beef is an important part of a healthy, balanced diet and that Canada's Food Guide supports protein consumption from a variety of sources.
- d. Speak about the beef industry's contribution to sustainability in partnership with Canada Beef, Canadian Roundtable for Sustainable Beef and other stakeholders utilizing appropriate publications, video vignettes, social media, and other forums to reach end-users, consumers, and the public.
- e. Increase public understanding of beef industry animal production practices and how they are held up by the Code of Practice for the Care and Handling of Beef Cattle.
- f. Communicate the role of responsible antimicrobial stewardship in maintaining the effectiveness of human health products.

3. *Maintain the Canadian beef industry's social license to operate through communicating production practices and identifying opportunities for continuous improvement in areas of public concern.*

- a. Actively participate through the International Meat Secretariat in international initiatives.
- b. Keep the Code of Practice for the Care and Handling of Beef Cattle current with consideration for advances in science, production practices, availability of new technologies, and public expectations.
- c. Actively participate in international forums (ISO, OIE) on animal care and handling to ensure Canadian beef production practices are appropriately represented and understood as new international standards are developed.

4. Implement the Stakeholder Engagement Strategy.

- a. Proactive cross organization plan that facilitates the management of issues related to industry reputation through strategic response to issues.
- i. Informal issues and reputation management through media/issues monitoring, sharing of information, discussing, and coordinating strategies and determining the most appropriate course of action for communication and information procurement including the identification of responsible organizations.
- ii. Formal regular strategy discussions between national organizations on issues management to clearly define industry priorities and organizational strategies.
- b. Ensure the continuous monitoring of polling data and issues while developing appropriate resources and messages to enable industry to speak consistently.
- c. Make information easily understood and readily accessible to assist producers in being industry advocates.
- d. Solidify relationships with key public influencers to support and promote the healthfulness of beef in the diet.



FOCUS AREA E: Sustainability

Substantial progress has been made on the sustainability front over the last five years with the establishment of the Canadian Roundtable for Sustainable Beef (CRSB). As well as work by the Global Roundtable for Sustainable Beef (GRSB) in providing a common definition and principles that are being used by multiple countries. Issues such as animal welfare, antimicrobial resistance, and environmental impact continue to be raised by consumers, retailers and foodservice.

Approach

Consumer concerns about animal care and the environmental impact of beef will continue to be addressed through scientific studies and communications. This is an area of non-competitive cooperation with international partners through the GRSB, the International Beef Alliance, and the International Meat Secretariat. Aligning communications on the biodiversity and carbon sequestration benefits of beef production ensures consistent messaging among partner organizations. The work of the CRSB is built around three pillars. First, the National Beef Sustainability Assessment monitors progress over time. Second, the Certified Sustainable Beef Framework provides a consumer-facing logo and supply chain driven by market signals to incentivize producers. Third, sustainability projects communicate the efforts undertaken across Canada throughout the supply chain. All of this is aimed at encouraging continuous improvement.

OUTCOMES & OBJECTIVES

1. Support the activities of the Global and Canadian Roundtables for Sustainable Beef.

- a. Recognize the CRSB as the go-to forum for beef sustainability information and conversations in Canada.
- b. Participate in the GRSB.
- c. Support multi-stakeholder processes and engagement to build public trust in the beef industry and enhance transparency.
- d. Continue to build strategic partnerships through the roundtable that advance beef sustainability efforts, particularly with non-industry stakeholders.

2. Advance the sustainability of the Canadian beef industry.

- a. Measure and track the sustainability performance (including production practices) of the Canadian beef industry through the National Beef Sustainability Assessment and identify opportunities for improvement in areas of public concern.
- b. Advocate for the continued and/or enhanced collection of important agriculture and environmental data to assist in establishing sustainability benchmarks and measure how agriculture is changing and improving over time.
- c. Develop ways to recognize and support projects, programs and initiatives that advance the goals in the National Beef Sustainability Strategy and CRSB research priorities.
- d. Increase industry adoption of Beneficial Management Practices supporting environmental sustainability and resource conservation through the support of existing technology transfer programs and advocating for the continued support of and participation in important stewardship programs.

3. Implement and increase uptake of the Certified Sustainable Beef Framework.

- a. Support the maintenance and regular review of the Certified Sustainable Beef Framework.
- b. Promote the Certified Sustainable Beef Framework to supply chains seeking assured sustainability claims and other related methods of production claims or attributes.
- c. Support adoption of Verified Beef Production Plus (VBP+), and other certification bodies, by producers to effectively demonstrate responsible on-farm production practices related to environmental sustainability, animal care, on-farm food safety, and biosecurity to the marketplace through the Certified Sustainable Beef Framework and broader producer-focused VBP+ training activities.

4. Science-based information to support the development of effective public communication and policy regarding environmental goods and services provided by the beef industry.

- a. Develop cost-effective methods of reducing greenhouse gas (GHG) emissions in forage-based diets.
- b. Quantify factors impacting the rate and extent of carbon sequestration in tame and native pastures across Canada as well as the impacts of pasture management on soil health, plant, animal, bird and insect biodiversity, water use, water cycles, and watersheds.
- c. Identify cost-effective cleaning technologies to reduce water use in beef packing and processing facilities.
- d. Quantify Nitrogen (N) and Phosphorus (P) excretion rates in grazing animals, and N impacts on GHG emissions and P runoff and leaching impacts on water quality / eutrophication and develop feedlot manure management best practices to reduce the risk.



PILLAR 4: Connectivity

The Connectivity pillar objective is to enhance industry synergies; to connect positively with government and partner industries by actively addressing industry issues, challenges and opportunities with a unified industry voice.

Successful organizations and industries have made long-standing connections with governments, influencers, knowledge leaders, and are highly attuned to public opinion and changing trends. The strategy continues to build on these relationships and market awareness. Being connected and prepared to communicate in a meaningful way when events occur can directly influence how these events impact our industry. There are various organizations across the country, provincially and nationally, that share a common goal of enhancing the viability of the Canadian beef industry – when all parts connect, synergies are achieved.



FOCUS AREA A: Industry Communication

Effective communication is foundational to all policy, marketing, and research activities within the Canadian beef industry. Communication is integral to engaging producers, processors, retailers, consumers, industry partners, government, the public, consumers, and global trading partners.

Communication needs to be transparent and consistent, with a common voice across all industry organizations. This is especially imperative in times of industry crisis. It is also critical to maintaining and enhancing consumer confidence. Consistent industry communication increases the public's understanding of the contribution the beef industry makes to the economy and environmental sustainability. Two-way communication of customers' demands throughout the supply chain from end-users to primary producers is also important to clearly understand market trends and align production accordingly. It is also important to continue to build on and strengthen the relationships and connections developed through the Canadian Beef Industry Conference (CBIC).

Encourage information sharing across industry organizations to avoid duplication of efforts and build strategic relationships to facilitate responsiveness of the industry to a wide range of demands.

OUTCOMES & OBJECTIVES

1. *Timely concise, and effective delivery of industry communications.*

- a. Ensure coordination of communication between national organizations.
- b. Ensure the timely transfer of information to provincial associations and other industry organizations to ensure they are prepared to handle media inquiries.
- c. Maintenance of an Industry Crisis Communication plan that is updated on an ongoing basis including direct engagement of key industry organizations, Canadian Food Inspection Agency and Agriculture and Agri-Food Canada to ensure appropriate linkages are made and processes are understood.

2. *Enhance industry's ability to speak with consistent messaging.*

- a. Provide ongoing development of approved key messages for industry to utilize.
- b. Encourage provincial associations and their members to engage stakeholders using approved messaging and providing resources for local adaptation.



FOCUS AREA B: Engage Industry Partners

All stakeholders share a common goal to enhance the productivity, profitability, and competitiveness of the various sectors within our industry. This goal can be achieved with the participation of all sectors including cow-calf producers, feeders, packers, retailers, and foodservice working together to develop new strategies and build a solid plan to which we can all align.

OUTCOMES & OBJECTIVES

- 1. *The Canadian Beef Advisors will oversee the delivery and reporting on the National Beef Strategy for the beef and cattle industry.***
- 2. *Maintain and enhance the Canadian Beef Industry Conference as an annual event with multiple industry organizations conducting meetings and bringing industry together.***
 - a. Bring together a large audience of producers to engage in multiple meetings and place continued focus on the National Beef Strategy, with annual performance reporting and priority discussions.
 - b. Facilitate formal and informal collaborations between industry leaders, staff, and stakeholders to encourage ongoing discussions and exchanges of information regarding issues and opportunities of priority.
- 3. *Expand cross-organizational learning and stakeholder engagement opportunities through the expansion of programs such as webinars, lunch and learns, Beef Advocacy Canada, and other opportunities.***
- 4. *Build strategic partnerships with external stakeholders to support and promote beef production and consumption.***



FOCUS AREA C: Engage Government and Global Partners

In addition to strengthening the level of communication and engagement within and between industry stakeholders, there is significant value and opportunity in investment (on an ongoing basis) in building long-term relationships with government, regulatory agencies, the public and consumers, partner industries, and other stakeholders. Building long-term relationships is necessary to establish trust, transparency and to build credibility that enables industry to effectively address issues that arise related to marketing, competitiveness, and productivity.

There are also synergies and opportunities for the Canadian beef industry to leverage common messaging, problem-solving and information from like-minded domestic and international partners in areas such as research, domestic and trade policy, and marketing.

OUTCOMES & OBJECTIVES

- 1. *Engage government and regulatory agencies to build and maintain long-term relationships.***
 - a. Continued investment in long-term relationships with government bureaucrats and elected officials to establish trust, transparency, and build credibility to encourage open dialogue and communication channels that are available in times of normalcy and crisis.
 - b. Encourage industry to speak with one voice when engaging with government to ensure clarity of priority and direction.
 - c. Active participation in government/forums such as the national Beef Value Chain Roundtable, Beef Cattle Trade Advisory Group, and others to ensure continued progress is made on files of priority to the industry.
 - d. Actively partner with Federal and Provincial Governments in ministerial trade missions and market development activities with trade commissioners, embassies and consulates in markets of interest to the Canadian beef industry.

2. **Participate in consumer discussions and forums to obtain feedback and provide information regarding the Canadian beef industry.**
 - a. Producer participation in retail/end-user marketing initiatives.
 - b. Participation in end-user consumer forums.
 - c. Conduct proactive communications to educate consumers and the public about the Canadian beef industry and work to create an ongoing relationship where they turn to industry for their information.
3. **Invest in developing long-term relationships with a broad range of stakeholders, including domestic and international organizations, encouraging collaboration on priorities of mutual interest (i.e. trade agreements, animal health and care, government policy and programming, research and marketing) and open discussion when differences arise.**

Table# 2: Alignment of Canada Beef programs, services, and resources with Canada's National Beef Strategy Pillars 2020 – 2024

Canada Beef Programs, Services, Resources	Pillar 1 Beef Demand	Pillar 2 Competitiveness	Pillar 3 Productivity	Pillar 4 Connectivity
Trade Shows (domestic/international)	●	●	●	●
Distribution Channel Sales Promotions	●	●	●	●
Demand Building Programs	●	●	●	●
Export Market Development	●	●	●	●
Domestic Partner Program	●	●	●	●
Distributor Education Programs	●	●	●	●
Incoming/Outgoing Missions	●	●		●
Consumer Websites	●			●
Trade Websites	●	●	●	●
Social Media	●			●
Think Beef (generic promotion)	●			●
Consumer Marketing (print)	●			●
Consumer Marketing (media)	●			●
Trade Publications	●	●	●	●
Technical Marketing Resources	●	●	●	
Health Professional Engagement				●
Carcass Utilization/Value Optimization	●		●	●
Eating Quality	●	●		●
Grading System Differentiation	●	●	●	
Market Intelligence		●		
Canada Beef Performs (e-newsletter)				●
Demand Building Events	●	●	●	●
Independent Retail Operator Engagement	●	●	●	●
National Retail Operator Engagement	●	●	●	●
Canadian Beef Centre of Excellence	●	●	●	●
CBCE Video Production Services	●	●	●	●
Canadian Beef Information Gateway	●	●		●

Note: in the National Strategy document, the Competitiveness and Productivity pillars deal primarily with animal production and not with downstream beef product processing and market development. Canada Beef recognizes there are opportunities to improve competitiveness and productivity in relation to beef processing and marketing.

ORGANIZATIONAL OVERVIEW

Canada Beef is the promotion and market development services provider for the Canadian beef and veal industry in the domestic and export marketplace. Canada Beef works to enable and sustain end-user customer and consumer loyalty for Canadian beef and veal brands for stakeholder partners around the world.

These efforts increase awareness and demand for Canadian beef and veal and the value producers receive for their cattle. Canada Beef delivers its business strategy by leveraging Canadian beef and veal brands through consumer marketing and market development activities in Canada and key export markets around the world.

Canada Beef is the marketing division of the Canadian Beef Cattle Research, Market Development and Promotion Agency and began operations July 1, 2011, through the consolidation of the Beef Information Centre (formerly responsible for domestic beef market development including the U.S.) and the Canadian Beef Export Federation (formerly responsible for international beef market development).

Canada Beef is primarily funded by producer check-off levy and can further leverage check-off investment through federal and provincial government industry development funds and private client investments to maximize the impact of promotion and market development initiatives.

Canada Beef is well-positioned to deliver effective market development programs in Canada and key export markets through a head office in Calgary and field offices in Mississauga, Mexico, Japan, Taiwan, China and service centers in South Korea and Vietnam. Canada Beef employs 28 professional marketing and administration specialists who bring a broad range of skills and trade experience to the world table.

The team includes a cross section of specialists, including international and domestic marketing, communications, retail merchandising, product development, home economists, red-seal certified chefs, butchers and registered health and nutrition specialist. Approximately a quarter of the Canada Beef team consists of foreign nationals strategically based in key export markets to serve industry needs.

Program planning, implementation, evaluation, measurement, and performance reporting is delivered by directors and managers in each market with the oversight and support from executive leadership and accounting staff in Canada.

The Canada Beef division is overseen by the Agency's Market Development and Promotion Committee comprised of representatives from provincial cattle producer associations and key trade sectors important to the Canadian beef industry.

Representation from provincial cattle producer associations provides direct engagement and participation from grass roots organizations representing stakeholder partners remitting check-off funds. This helps ensure understanding and buy-in support from stakeholders. The value chain is well represented through trade industry representatives to ensure Canada Beef is well-connected and relevant to partners that own and sell Canadian beef and veal. The active participation from all areas of the value chain at the highest level of the organization strengthens the value proposition that Canada Beef brings to the table and provides measurable ROI back to the industry.

Canada Beef strategic priorities align with the National Beef Strategy developed by a broad industry coalition including all major national and provincial beef industry associations. The National Beef Strategy is about positioning the Canadian beef industry for greater profitability, growth and continued production of high-quality beef and veal products. The strategy incorporates all sectors of the beef value chain and sets targets for increasing productivity, competitiveness, beef demand and industry/public connectivity.

Canada Beef's strategy also aligns with the Federal Government's Agricultural Policy Framework that aims to increase and diversify exports to international markets and seize market opportunities through industry-led promotional activities that differentiate Canadian products and producers, and leverage Canada's reputation for high quality, safe and wholesome food.

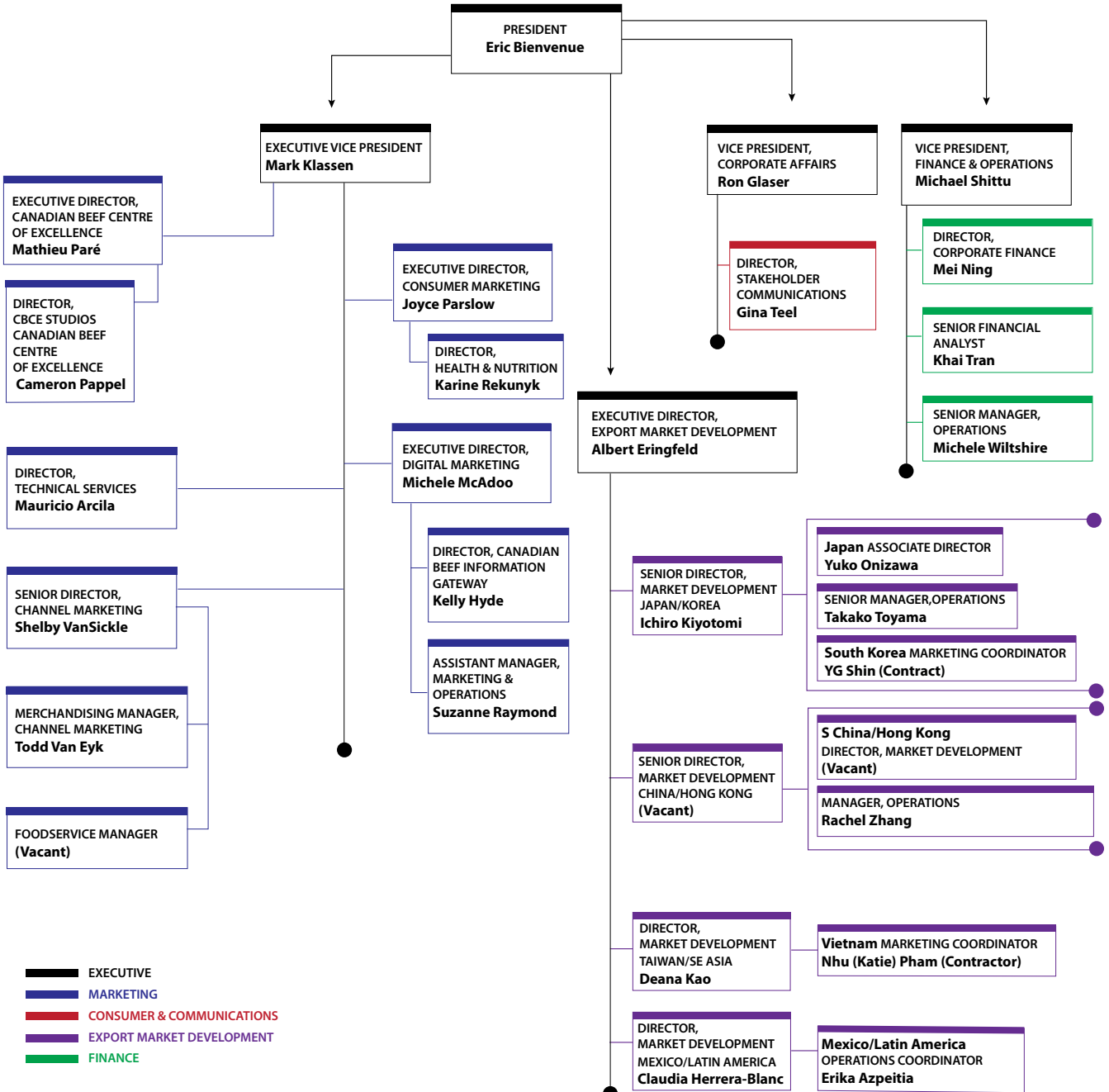
Canada Beef Promotion and Marketing Committee 2024-2025

Table #3 Promotion and Marketing Committee 2024-2025

Name	Industry Association	Representation
Russ Mallard (Chair)	Canadian Meat Council	Packers, processors
Steve Christie (Vice Chair)	Retail/Foodservice	Channel distribution
Jack Chaffe (Finance Chair)	Beef Farmers of Ontario	Primary producers
Coral Manastersky	Canadian Association of Importers Inc.	Further processors and importers
John Curtis	Canadian Meat Council	Processors, traders, and brokers
Andre Forget	Canadian Meat Council	Processors, traders, and brokers
Jeff Cline	Canadian Meat Council	Packers, processors
Chad Ross	Saskatchewan Cattlemen's Association	Primary producers
Jennifer Haley	Veal Farmers of Ontario	Primary producers
Jim Clark	Member at large	Primary producers, traders
Clay Holmes	Member at large	Packers, processors
Mike Guest	Member at large	Primary producer, regional packer
Cam Daniels	Member at large	Packers, processors
Julie Mortenson	Youth member, Observer seat	Primary producers



CANADA BEEF



- EXECUTIVE
- MARKETING
- CONSUMER & COMMUNICATIONS
- EXPORT MARKET DEVELOPMENT
- FINANCE

Mission

**A dynamic, profitable, and competitive
Canadian beef and veal industry.**

Vision

**Canadian high-quality beef and veal products recognized
as the most outstanding by Canadian and
world customers.**

Mandate

**Invest in a strong future for
Canada's beef and veal industry.**



Connect, Innovate and Inspire.

MARKET ANALYSIS AND STRATEGY

THE OPERATING ENVIRONMENT

The Canadian beef industry operates in a variety of dynamic and changing marketing conditions offering both challenges and opportunities.

Table # 3: Global operating environment

CONSUMER TRENDS

1. Global Gross Domestic Product (GDP) is closely correlated with global beef consumption. GDP growth is anticipated for all regions in 2024. Domestic beef consumption is also forecast to increase for all regions except the EU and North America. Reduced supplies will impact consumption levels.
2. Per capita red meat consumption is closely correlated with disposable income. Per capita consumption in 2024 is expected to be stable with 2023 but is forecast to decline 1% by 2031. Per capita consumption in 2024 is forecast to increase in Africa and Asia.
3. Foodservice sectors surged in 2022 and will likely regain more market share. However, eroding wealth effects may delay the shift.
4. Consumer confidence is higher among most major beef exporters (U.S., Brazil, Mexico, New Zealand), than for major beef importing countries (China, Japan, South Korea).
5. Food price inflation and shrinkflation is top of mind for consumers, with potential for trading down. Lower income brackets are being impacted more than higher ones. Switching across proteins or trading down within the beef category is not yet widely occurring in Canada.

COMPETITORS

1. **Domestic:** Chicken and pork remain the two major animal protein competitors. Reduced beef supplies and stable pork and chicken supplies have increased the relative price ratios. As feed costs come down pork and poultry can increase production faster than beef, putting pressure on price ratios. Protecting market share is a concern as the beef cycle heads to a supply low.
2. **International:** Poultry overproduced in early 2023 pressuring prices in some countries. Adjustments are being made to match supply with demand. Pork prices have struggled with soft demand leading to negative producer margins in multiple countries.
3. The U.S., Canada and Europe face tight beef supplies and record high producer prices; while Australia prices have collapsed due to herd rebuilding, drought and weak Asian demand. South American cattle prices have fallen over the last year with soft China demand.
4. China's economy has not recovered through 2023, when combined with ample beef in cold storage it has made for lackluster imports prices.

MARKET ACCESS & TRADE

1. Japan has grown to be Canada's second largest export market and while softer in 2023, total beef imports are projected to grow over the next five years.
2. Exchange rates have had a greater impact on import price and competitiveness, providing opportunities into Mexico with a strong peso. Canadian exports to Mexico are projected to be the highest since 2010.
3. Feed grain prices have eased in 2023 and play a role in regional competitive advantage. They are expected to remain historically high with geopolitical uncertainty.
4. Canadian market access to China was suspended in 2022 due to an atypical BSE case. Canadian plant delistings have yet to be restored (as of October 2023) even if market access was reinstated.
5. In Canada-UK free trade talks, hormone-treated beef has emerged as a sticking point, resulting in zero Canadian beef exports to the UK from January 2022 through August 2023.

DRIVERS AFFECTING THE OPERATING ENVIRONMENT

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

Table# 4: SWOT analysis

STRENGTHS

Funding:

Canada Beef is well-positioned to maintain market share against competition, domestically and internationally, until supplies increase. Continue to target segments of the population that are willing and able to pay for AAA or Prime Canadian beef.

Eating Quality:

The Canadian beef grading system continues to deliver high-quality, nutritious beef to the world's table. Prime and AAA grades support domestic and export consumer demand and provide higher cash returns throughout the distribution channels. The proportion of Canadian AAA and Prime grades (72% of all 'A' grades YTD September 2023) is lower than 2022 but remains historically high.

Yield Performance:

Exacting specifications combined with increasingly high-yield grades deliver profitable results for end-user customers. Tighter supplies and more current feedlots will influence yield performance.

Cost: Food makes up a small portion of income in North America. Consumers are inelastic to the price of beef.

Safety and Sustainability:

Continued focus on country of origin and systems that ensure meat safety and quality. Canada has a reputation for high herd health, sustainability, nutrition, and environmental stewardship.

WEAKNESSES

Supply:

Global demand for high-quality grain-fed beef may outpace supplies in the near-term following North American herd liquidation. This will keep grain-fed beef prices high, particularly when compared to grass-fed alternatives in coming years.

Protein Competitors:

Canadian per capita beef consumption was up 2.9% in 2022, per capita pork consumption was up 6.6% and per capita poultry consumption was up 1.8%. Protecting domestic market share against pork and poultry will be a priority while beef supplies remain tight. It is easier to regain share from beef imports than other proteins.

Inputs and outputs:

Continued dry conditions across parts of western Canada and the U.S. have limited feed availability, kept prices high and delayed rebuilding.

Export Volumes: Canadian beef export volumes are projected to be down around 3% from 2022 on reduced supplies. The value of those exports continues to climb and is projected to be up around 2% from 2022 to be the highest on record.

Global Demand:

Between 2024f and 2031f, world per capita beef consumption is forecast to decrease 2%, primarily in the European Union (-4%), Oceania (-4%) and North America (-2%).

OPPORTUNITIES

Protein Competitors:

Historically high domestic beef demand in recent years has reminded consumers of a good beef experience. Investment in marketing and promotion will support consumption and market share during tighter supplies.

Consumer Preference:

Consumers continue to seek food products based on quality, price, and origin. North American consumers showed remarkable preference for beef and salmon. Ground beef demand is strong and expected to remain into 2024.

Foodservice/Retail Shifts:

Foodservice continued to recover in various countries. A strong move towards consumer experiences (e.g., concerts) is expected to support growth in 2024.

Supply Chains:

Retail and foodservice channels are adjusting back to a more pre-covid distribution.

Global Population:

Global beef consumption will grow with global GDP in the long run driven by a growing global middle-class.

Grading Advantage:

The U.S. grading system is known as the gold standard grain-fed beef quality selection system in the world. Harmonizing AAA as Canada Choice in the export marketplace would provide an advantage.

THREATS

Competition:

Australia and South American beef production is ramping up and may gain market share in key Asian markets with competitive pricing. North American per capita consumption of poultry and pork is expected to increase with beef declines in 2023. Mexico has increased market share in the U.S. and is expanding production.

Economic Instability:

Inflation, interest rates and hostile socio-politics will impact the available disposable income of consumers and red meat consumption.

Market Access: Canada has limited access to high value markets like China and the UK.

Activism: Anti-meat groups provoke negative impacts on producer well-being and discourage new entrants.

Negative Media:

The release of numerous research opinions condemning the consumption or production of animal protein for food continue to surface in varying intensities.

GLOBAL MARKETING HIGHLIGHTS AND OUTLOOK

The World Meat Price index seasonally increases in the first half of the year, peaking in either June or July, then moves lower in the second half of the year. In 2023, the index has followed that trend, although the first-half increase has been smaller compared to 2022. The Meat Price Index (2014-2016=100) in September 2023 was 114.2, six points lower than September 2022. For the first nine months this year, the meat price index has been lower than the corresponding month last year, indicating a reduction in the global meat price. The World Beef Price Index was 117.1 in September 2023, down seven points from September 2022.

Domestic beef production is projected to be down 4-6% in 2023 to 3.4 billion pounds (1.55 MMT). The reduction in fed production will be partially offset by larger non-fed production. Drought conditions and high prices for feeder cattle encouraged additional movement into feedlots and less replacements on cow-calf operations. Domestic beef production in 2024 is forecast to be down another 3-5% to 3.3 billion pounds (1.49 MMT), the lowest since 2018.

U.S. beef production in 2023 is projected to be down 4-5% to 26.98 billion pounds. The forecast for 2024 is down another 6-7% to 25.28 billion pounds. Mexican beef production is projected to be up 2% in 2023 and 1.6% in 2024. Australia and New Zealand are projected to increase beef production in 2023 by 15.5% and 1.6% respectively. Additional increases in 2024 of 3.7% in Australia and 0.7% in New Zealand are forecast.

Overall, global beef production is forecast to be 59.13 MMT in 2024, down 0.3% from the 2023 projection of 59.31 MMT. In 2023, beef production is projected to increase 3.7% in Japan, 9.1% in South Korea, and 4.5% in China. In 2024, beef production is forecast to increase 1.4% in South Korea and 2.7% in China but decline 2.7% in Japan. India is projected to increase beef production by 2% in 2023, with a 2.7% increase forecast for 2024. The largest beef producer, Brazil, is projected to increase beef production by 2% in 2023 and 2.6% in 2024.

El Nino has taken hold over Oceania and beef farmers are liquidating heavily to minimize the impacts. South America is turning dry, especially Brazil. North America is expected to benefit from El Nino but the shift to wetter conditions has been incrementally slow to date with cow-calf producers reluctant to expand until grass conditions improve.

CANADA 2023 SUPPLY HIGHLIGHTS

Total cattle inventories on July 1, 2023, at 12.16 million head were down a slight 1.5% from 2022, and down 4% from the 2021 high. Drought again impacted a portion of the Prairies, and beef cow inventories were down 1.5% to 3.66 million head. The largest indicator that Canada has not transitioned into herd expansion comes from beef heifers retained for breeding, which were down 3.2% to 601,000 head.

Cattle on feed inventories began the year well below year ago levels but moved higher in the second quarter on profitable fourth quarter futures markets. Feedlot placements have been higher than both last year and the five-year average since June. Heavier-weight backgrounded cattle were placed first, increasing fourth quarter production. Lighter-weight feeders placed in the third quarter will increase beef production in the first quarter 2024 production. Elevated placement levels are also expected to keep basis levels weak through the 2023/24 winter.

Canadian live cattle exports between January and August 2023 totaled 411,781 head, 16% lower than last year and 3% lower than the five-year average for the same period. Lower export volumes have been driven by the reduction in feeder exports, which were down a significant 47% from 2022 and 30% lower than the five-year average at 79,990 head. There has also been a reduction in non-fed export volumes, down 22% from 2022 and down 17% from the five-year average at 107,037 head. Fed exports, however, were 7% higher than last year and 19% higher than the five-year average, at 224,754 head. Between January and August 2023, Canada has imported 180,567 head of feeders, up 32% from the same period last year. Historically tight feeder supplies have supported import volumes despite the 850 lb feeder steer basis averaging -\$5/cwt in the first quarter of 2023, and significantly widening to -\$14/cwt in the second quarter and -\$18/cwt in the third quarter. Alberta 850 lb feeder steer prices have averaged a \$5/cwt premium to U.S. steers this year and is a key driver of import volumes. Canada is a net feeder importer of 100,577 head so far this year.

Total beef production (slaughter and live exports) in 2023 is projected to be 3.4 billion pounds (1.55 million tonnes), down 5.3% from last year. Fed beef production is projected to be 2.75 billion pounds (1.2 million tonnes), down 6.5%; while non-fed beef production is expected to be 577,600 pounds (262,000 tonnes), down a slight 1.3%. Tight fed cattle supplies mid-year pulled fed cattle out of feedlots at lighter weights, reducing fed beef production.

CANADA 2024 SUPPLY OUTLOOK

On July 1, 2023, the calf crop was 95,600 head smaller than July 1, 2022, but there were 10,400 head more steers and slaughter heifers than last year. Cattle on feed inventories were up 38,000 head from last year on October 1. Net feeder trade is projected to stabilize at the three-year average from July 2023 through June 2024 ranging between 28-56,000 head smaller than the previous 12-month period. The wide range is due to uncertainty on feedlot demand to fill pens with more bunk capacity and relative feed costs.

Despite expected high prices, recovery from drought has been incrementally slow, as things move towards stabilizing the Canadian herd in 2024. With a smaller beef cow herd and calf crop anticipated, beef production is projected to be lower. Retail beef prices are expected to remain robust, with lower real incomes reducing demand and lower North American beef supplies.

In 2024, fed cattle marketings are forecast to be down 4% at 2.98 million head with domestic slaughter down 3.7% to 2.65 million head and exports down 4% at 330,000 head. Heifer placements into feedlots were up in 2022 and the third quarter of 2023, indicating a lack of heifer retention. This will support fed marketings in the first half of 2024. The biggest question is net feeder trade in fourth quarter 2023 and first half of 2024.

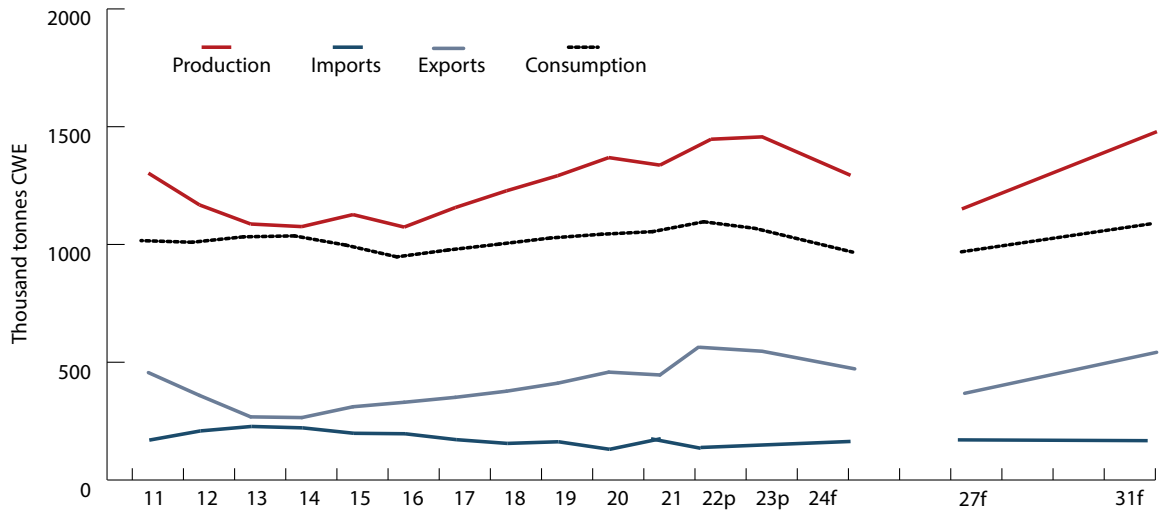
Non-fed marketings are forecast to be down 4.5% to 730,000 head with slaughter down 4.3% at 570,600 head and exports down 5% at 161,300 head. Cow and bull marketings are expected to move back to the 10-year average in 2024 after three liquidation years. Overall, slaughter cattle marketings in 2024 are forecast to be down 4% at 3.71 million head, the smallest since 2018.

Total beef production (domestic and live exports) is forecast to be down 3 to 5% to 3.28 billion pounds. Domestic production is forecast to be down 4% around 2.78 billion pounds (1.26 MMT) but could range between 2 and 6% lower seasonally. Live slaughter exports are forecast to be down 4% around 414 million pounds (187,600 tonnes) but could be as much as 21% lower depending on U.S. packer demand.

Overall, cattle marketings in 2023 and 2024 are down from the 2022 peak which was the largest year since 2008. Assuming improved moisture next summer, a heifer calf retained in the fall of 2024 will have a calf in the fall of 2026, increasing beef production in 2027. Domestic production is forecast to shrink with the smallest supplies in 2025. A potentially larger calf crop in the second half of 2026 would start to push prices down.

CANADA BEEF SUPPLY AND DEMAND BALANCE 2011-2031F

CANADA BEEF DISPOSITION



Source: USDA, FAS PSD, GIRA, FAO

CANADA 2024 DEMAND FACTORS

Retail beef demand is a function of both price and consumption. The drop in 2023 is mostly due to reduced per capita beef supplies. Between January and August 2023, the average retail beef price was up 7% from the same period last year at \$21.10/kg. The Canadian Retail Beef Demand Index (2000=100) is estimated at 121.67, three points below last year and slightly higher than 2021. Beef demand in Canada remains resilient, as food costs make up a small proportion of disposable income.

Inflation levels spent the first half of 2023 declining month-over-month. Total inflation was 5.2% in January and fell to 2.8% in June, but then began to trend higher in the summer months. Inflation in August reached 4% but fell to 3.8% in September. The Bank of Canada opted to leave interest rates at 5% during their October meeting. Food inflation in September fell 0.1% from August but was 5.9% higher than September 2022. Processed foods saw higher year-over-year prices, while fruit and vegetable staples saw lower year-over-year increases. Beef (+7.7%) and poultry (+6.5%) increased food inflation, but pork (+3.7%) and fish (+3.8%) helped lower total meat inflation to 4.4%. Food inflation was highest in the Maritimes (5.9-6.7%) and lowest in Saskatchewan (5%).

Both the beef-to-pork and the beef-to-chicken price ratios continue to trend higher. From January to August 2023, the beef-to-pork price ratio was 2.22:1, up from 1.99:1 during the same period in 2022. The beef-to-chicken price ratio was 2.15:1, up from 2.13:1 in 2022. As the beef ratio gets further away from the historical average of 2:1 for both pork and chicken, the more likely consumers are to switch to a more economically priced protein product.

The Canadian interest rate continued to climb in 2023 to bring inflation under control. At 7.2%, the Prime Rate is the highest since February 2001. The Canadian unemployment rate began the year at 5% and increased to 5.5% by the third quarter. Consumers are changing their shopping habits as an increasing number are moving to coupons and discount sales banners to combat the rise in the cost of living. Though inflation is falling, some respondents to a Bank of Canada survey perceive that inflation is still higher than what is being reported and will remain high over the next 12 months.

INTERNATIONAL OUTLOOK

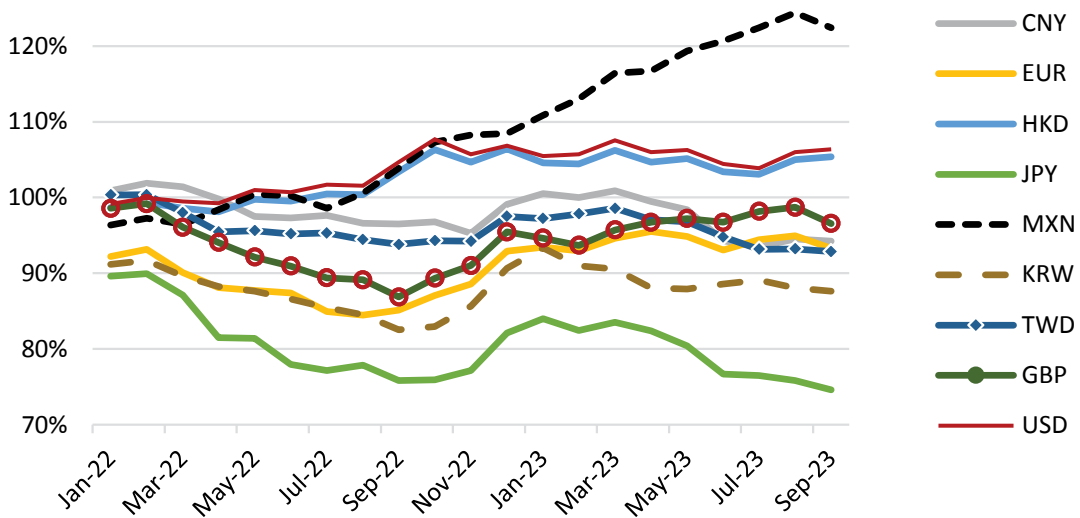
There are currently two schools of thought: economists who think it's only a matter of time until the recession arrives, and consumers who continue to show resolve despite higher interest rates. The most recent indications coming out of the U.S. show just a shallow recession in 2024, if one occurs at all. Unemployment is expected to remain low, minimizing the impact. On the whole, global consumer confidence is growing though there are regional inconsistencies. Major beef exporting countries, except Australia, have seen consumer confidence increase this year. On the other hand, consumer confidence among major beef importing nations is less optimistic, declining since mid-year. China stopped reporting consumer confidence levels in April, darkening a major market.

Canada has matched interest rate increases in the U.S., consequently the exchange rate has been relatively stable. Foreign exchange rates in 2023 have been uneven, after all currencies were weaker in 2022. That trend continued for Mexico and South Korea, increasing the cost of beef imports. Canadian beef exports to key Asian nations became relatively more expensive in 2023, due to weaker exchange rates. Most notably, the Japanese Yen softened 11% since the beginning of the year. The South Korean Won is off almost 6% year-to-date and the Taiwanese dollar is 4.5% weaker. The Australian dollar also weakened, making Australian beef relatively less expensive to Asian markets.

GDP is projected to grow in all countries in 2024. Among beef importing countries, the U.K. (+0.6) and Japan (+0.6%) are forecast to have slight growth in GDP, while China (+4.2%) and Vietnam (+5.8%) are forecast to see larger growth. For beef exporting countries, GDP growth in 2024 is forecast to range between 1.2 and 2.1%.

CANADIAN FOREIGN EXCHANGE RATES

(January 2021=100)



Source: Bank of Canada

¹ GDP growth data is courtesy of the IMF. https://www.imf.org/external/datamapper/NGDP_RPCH@WEO/OEMDC/ADVEC/WEOORLD

REAL GDP GROWTH PROJECTIONS FOR SELECT BEEF IMPORTING COUNTRIES AND MAJOR CANADIAN BEEF EXPORT DESTINATIONS 2023P-2024F

Country	Share of global beef & veal imports (2020-2022)	2023p GDP	2024f GDP
China	31%	+5.0%	+4.2%
U.S.	15%	+2.1%	+1.5%
Japan	8%	+2.0%	+1.0%
Vietnam	6%	+4.7%	+5.8%
South Korea	4%	+1.4%	+2.2%
Russia	4%	+2.2%	+1.1%
European Union	3%	+0.7%	+1.5%
United Kingdom	2%	+0.5%	+0.6%
Canada	2%	+1.3%	+1.6%
Mexico	1%	+3.2%	+2.1%
Brazil	<1%	+3.1%	+1.5%
World		+3.0%	+2.9%

Source: USDA PSD, IMF

From January to August 2023, Canadian beef exports were down 5% in volume, but were up 3% in value. Canadian beef export volumes for 2023 are projected to be around 495,000 tonnes, a 3.3% decline from last year on reduced domestic supply. The value of beef exports is expected to be the highest on record at \$4.8 billion. The top five recipients of Canadian beef by volume are the U.S. (74%), Japan (10%), Mexico (7%), South Korea (3%), and Vietnam (3%). These five nations account for around 97% of Canadian beef export volumes. In response to the economic conditions, export volumes increased to the U.S. and Mexico, this year but declined to Japan, South Korea, and Vietnam. The international beef demand index (a function of export volumes and values) is projected to increase 1.8% from last year to 167.5, to be the second highest on record.

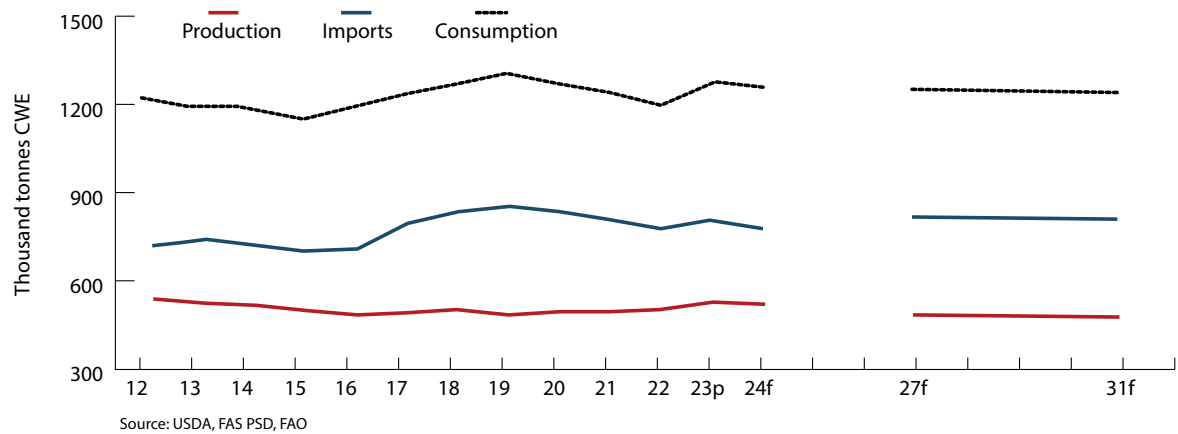
JAPAN OUTLOOK

Total cattle supplies are projected to decline 1.2% to 3.9 million head in 2024. All classes of cattle are expected to see a decline in numbers. Unfavourable market conditions have pushed small-scale farmers to exit the industry. As of February 1, 2023, the number of small farms declined 7% while the number of large farms increased by 1%. Tight margins for the Japanese beef farmers and an over-supply of domestic milk supplies are the largest drivers for the anticipated herd reductions, with a financial loss anticipated on every calf produced. Between January 2021 and June 2023, the price of Japanese Wagyu beef calves has softened around 25%.

From January to August 2023, Canadian beef exports to Japan were down 35% in volume and 38% in value. It should be remembered this is from 2022 record highs and is on track to be the fourth largest after 2022, 2021, and 2019. Exchange rates have made Canadian product more expensive for importers. In Japan, beef is a relatively price sensitive product, and some consumers have moved to less expensive pork or chicken products. Beef consumption in 2024 will be dependent on hotel and restaurant tourism. According to a household survey published by the Ministry of Internal Affairs and Communications, Japanese consumers purchased 9% less beef, but it cost them 3% more in the first five months of 2023. Japanese beef consumption in 2024 is expected to be steady with 2023.

JAPAN BEEF SUPPLY AND DEMAND BALANCE 2012-2031F

JAPAN BEEF DISPOSITION



MEXICO OUTLOOK

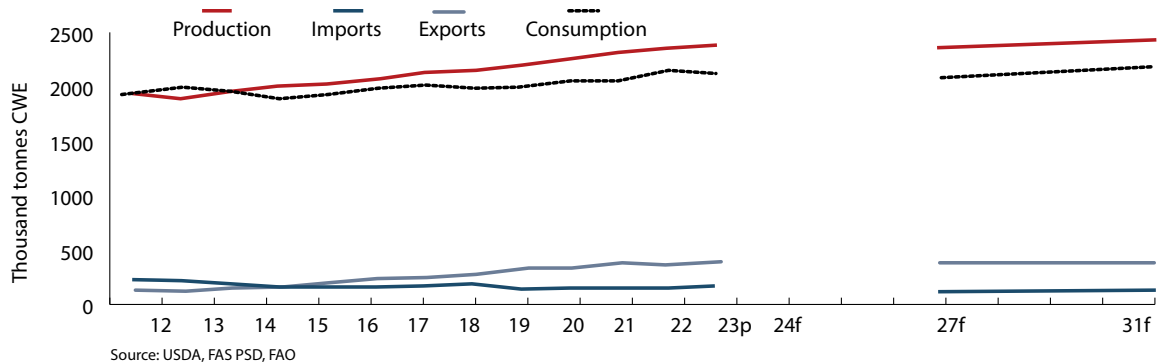
Improvements in drought conditions in central and northern Mexico have reduced feed costs in 2023 and are forecast to support beef herd expansion in 2024. The Mexican beef cow herd is forecast to increase nearly 12% to 9 million head in 2024. The calf crop is forecast to increase 2.1% to 8.7 million head. In 2024, cattle slaughter is forecast to increase 2% to 7.1 million head. Beef production is forecast to increase approximately 1% to 2.24 MMT. Higher-priced U.S. feeder cattle are expected to encourage exports. Live cattle exports in 2024 are forecast to be 9% higher than 2023 to 1.2 million head. Reduced U.S. feeder supplies are expected to move additional supplies of feeder cattle from northern Mexican feeding states into the Southern Plains.

Mexican producers are positioning themselves to diversify exports beyond the U.S., Japan, Canada, and South Korea. New export markets being pursued include halal meat into the Middle East and North Africa, the Middle East, and Asia. Ample supplies of Mexican beef are forecast to result in 2024 beef imports being unchanged from 2023 at 175,000 tonnes. The U.S. and Canada are the main suppliers.

From January to August 2023, Canadian beef exports to Mexico were up 28% in volume and 36% in value; on track to be the highest since 2010. Trade has been supported by the strongest Peso since 2015, making imports more affordable. Population growth, steadily increasing incomes and food price inflation reductions are expected to work in tandem to support beef consumption. In 2024, total beef consumption is forecast to decline a very slight 0.5% to 2 MMT.

MEXICO BEEF SUPPLY AND DEMAND BALANCE 2012-2031F

MEXICO BEEF DISPOSITION



SOUTH KOREA OUTLOOK

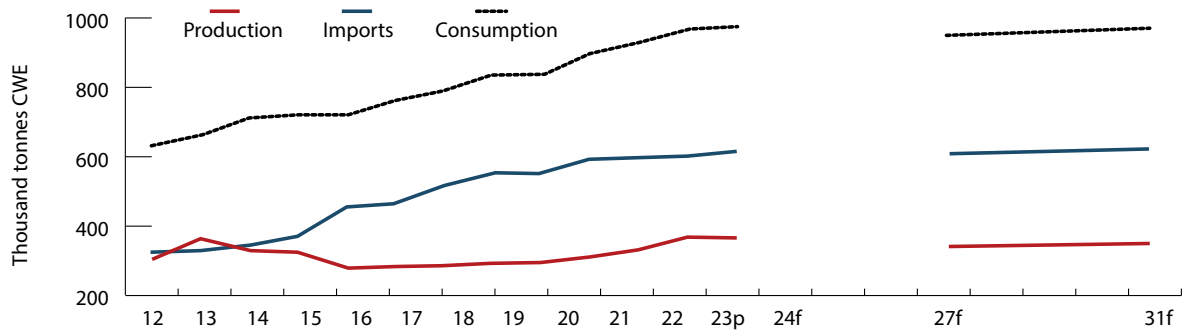
Domestic beef cattle supplies have increased substantially in the last year. Beef cows on January 1, 2023, were up 3.6% to 1.7 million head. Ample supplies combined with lower consumer demand has reduced live cattle prices. A pessimistic outlook in 2023 pushed more cows to slaughter in 2022. Higher supplies of feeder cattle and calves (under two years of age) have kept production high in 2023, with a drop in production forecast for 2024.

South Korean consumers have been affected from all sides in 2023. Consumer spending remains tight due to high interest rates, and a stagnant job market. The increase in slaughter reduced wholesale cutout values, but those cost savings are not being passed on to consumers. A survey conducted in January 2023 found that respondents reduced their purchases of domestic beef by 1% and imported beef by almost 2%. The price of beef was mentioned by 47% of those surveyed as a reason for less beef purchases. From January to August 2023, Canadian beef exports to South Korea were down 32% in volume and 49% in value from the 2022 highs that were supported by the removal of import tariffs. Volumes are projected to remain above 10,000 tonnes in 2023, which has only occurred in four other years (2000, 2002, 2021, 2022).

Consumer confidence in U.S. beef remains high, though tighter supplies and the accompanying high prices are tempering imports. Increased availability of domestic Hanwoo beef will compete with U.S. beef as consumers trade down the beef value chain.

SOUTH KOREA BEEF SUPPLY AND DEMAND BALANCE 2012-31F

SOUTH KOREA BEEF DISPOSITION



Source: USDA, FAS PSD, FAO

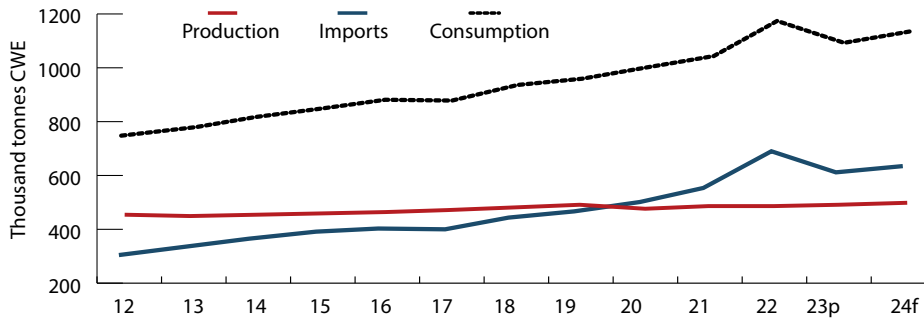
SOUTHEAST ASIA OUTLOOK

The top three markets for Canadian beef are Vietnam, Philippines, and Taiwan. In 2022, these three markets imported nearly 20,000 tonnes of Canadian beef. Transportation costs and exchange rates provided a challenging situation for Canadian beef entering these markets in 2023, resulting in a 17% decline in exports. Vietnam has emerged over the last three years as a more stable market with annual volumes over 10,000 tonnes. The Vietnam market has a preference for lean beef (e.g., AA or A).

Southeast Asia saw a noticeable 5.8% decline in available supplies of beef in 2023. Although beef production was up a little over 1% to 499,000 tonnes, imports were down a significant 9.8% to 620,000 tonnes. There is expected to be a rebound in 2024 along with a continued increase in production. Beef consumption is forecast to increase 2.8% in 2024 to 1.1 MMT. The Philippines demand for imported beef is forecast to be softer in 2024, with import volumes steady at 205,000 tonnes. Beef production is forecast to be higher due to small-scale farmers moving to cattle production.

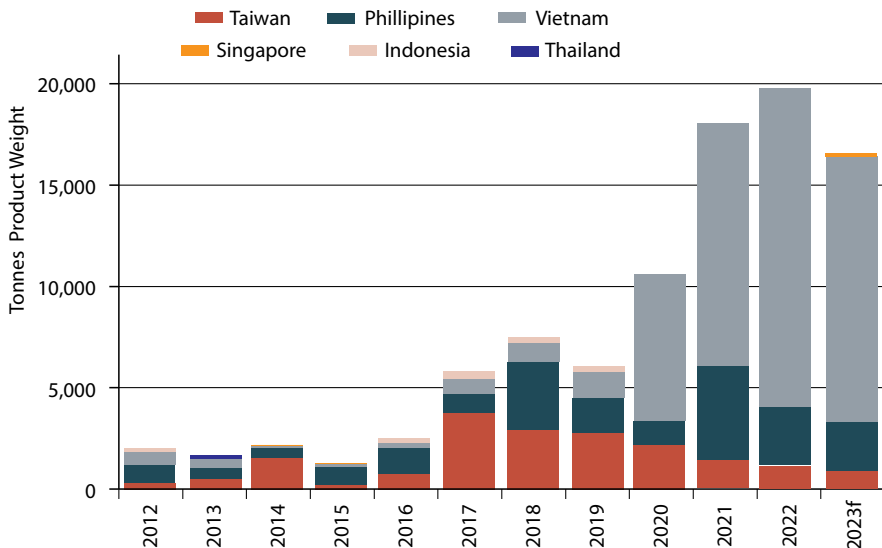
SOUTHEAST ASIA BEEF SUPPLY AND DEMAND BALANCE 2012-24F

SOUTHEAST ASIA BEEF DISPOSITION



Source: USDA, FAS PSD, GIRA, FAO

CANADIAN BEEF EXPORT VOLUMES TO SE ASIA



Source: Statistics Canada, Canfax

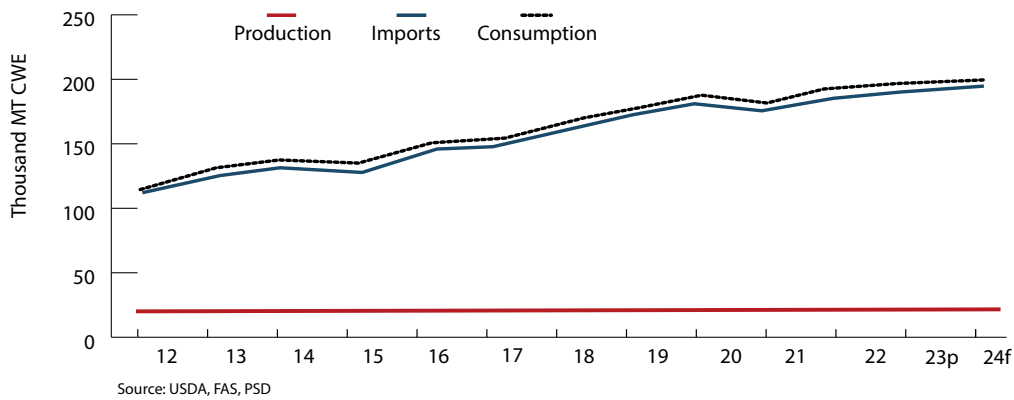
TAIWAN OUTLOOK

Taiwan produces very little of its own beef and is dependent on trade to meet its growing demand. In 2024 consumption is forecast to increase 2.4% to 212,000 tonnes of which almost 97% is imported. Major suppliers are the U.S., Australia, and New Zealand. Canadian beef exports to Taiwan remain below 2,000 tonnes annually.

Per capita beef consumption was 7.3 kg in 2022, a new all-time high according to a report released by Taiwan’s Ministry of Agriculture. Beef consumption has historically been low as it was widely discouraged, and preferences are rapidly changing. Despite this, imports of grain-fed beef, primarily from the U.S. have grown in recent years. On June 15, 2023, Canada gained full access to Taiwan for Canadian beef exports, as Canada and Taiwan work to sign the bilateral Foreign Investment and Promotion and Protection Arrangement.

TAIWAN BEEF SUPPLY AND DEMAND BALANCE 2012-24F

TAIWAN BEEF DISPOSITION



CHINA AND HONG KONG OUTLOOK

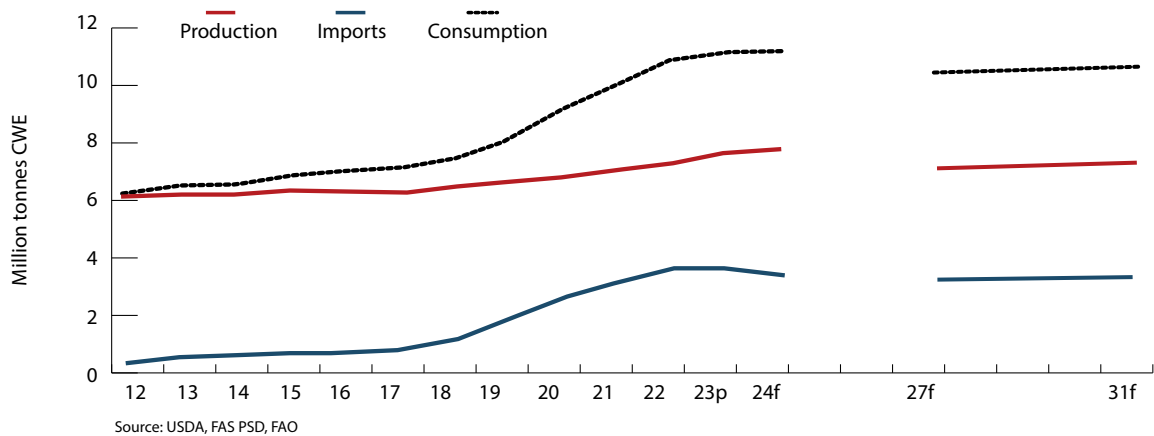
A weak economy with limited to no recovery after the zero covid policy was ended in the spring of 2023, has negatively impacted demand for higher priced beef. Reports of ample supplies in cold storage and lower import prices all point to oversupply. In addition, Chinese beef production is projected to increase 4.5% to 7.2 MMT in 2023 and another 2.7% to 7.7 MMT in 2024, despite market signals indicating an oversupply of beef. Declining pork prices are also pressuring beef as overproduction in the pork sector has been realized.

Domestic beef consumption is forecast to remain steady in 2024 at 11 MMT. Consumers are anticipated to move toward lower priced domestic or imported beef from South America. Grass-fed beef from Brazil, Argentina, and Uruguay is expected to fill a large portion of the 3.3 MMT supply gap, especially in food processing and institutional facilities. Higher-quality beef from the U.S., Australia and New Zealand will continue to be imported for high-end western style restaurants. However, even well-to-do consumers have reported switching to less expensive product as premium products are priced out of the market. Poultry has been the winner, growing market share as the low-priced alternative.

Canadian market access to China was suspended in January 2022 due to an atypical BSE case. Canadian plant delistings have yet to be restored (as of October 2023) even if market access was reinstated.

CHINA BEEF SUPPLY AND DEMAND BALANCE 2012-31F

CHINA BEEF DISPOSITION



EUROPEAN UNION (EU27) OUTLOOK

From January to August 2023, Canadian beef exports to the EU27 were up 32% in volume and 25% in value. While still small at under 1,500 tonnes, the per unit value at CDN\$18/kg is significant.

The European Union (EU) is set for a contraction of their cattle herd in 2023, with beef cows down 0.6% to 10.4 million head in 2024 after a 1.1% drop in 2023. The EU dairy herd is set to decline 0.7% in 2024 to 19.9 million head. Record high carcass and milk prices have not been able to reverse the trend in the beef or dairy sectors. Drought across parts of Western Europe has reduced pasture production and feed availability. High prices for feed and energy inputs, and labour shortages are putting pressure on profit margins. Environmental regulations that cattle farmers are subject to also come with financial obligations and changes to farm management practices. These new requirements are creating uncertainty and limiting producers' ability to invest in their farms.

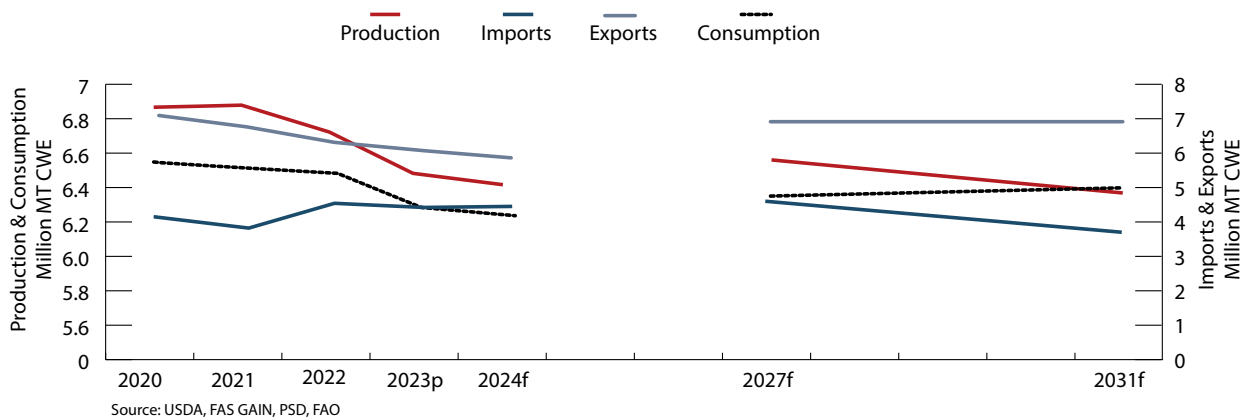
There are regional disparities, driving liquidation in some areas and small expansion in others. Western Europe (France, Spain, Portugal) saw herd declines in 2023, while central Europe is structurally subsidized, encouraging expansion or at least stabilization.

Total beef production in 2023 is projected to be down 1.6% to 6.6 MMT. Expected lower feed costs in 2024 are expected to increase carcass weights, but not enough to offset the decrease in slaughter volumes. Beef production in 2024 is forecast to be down another 2.4% to 6.4 MMT.

Consumers are also feeling the pressure of higher prices and have been moving toward lower-priced minced (ground) beef or poultry meat in 2023. Consumption of beef is forecast to decline further in 2024 due to reduced domestic and global beef supplies and the resulting high prices. Beef imports are forecast to drop 2.5% to 390,000 tonnes. The EU is not a large exporter of beef; approximately 8.5% (550,000 tonnes) of the forecast 6.4 MMT is expected to be exported in 2024.

EUROPEAN UNION BEEF AND VEAL SUPPLY AND DEMAND BALANCE 2020-31F

EU-27 BEEF DISPOSITION



UNITED KINGDOM OUTLOOK

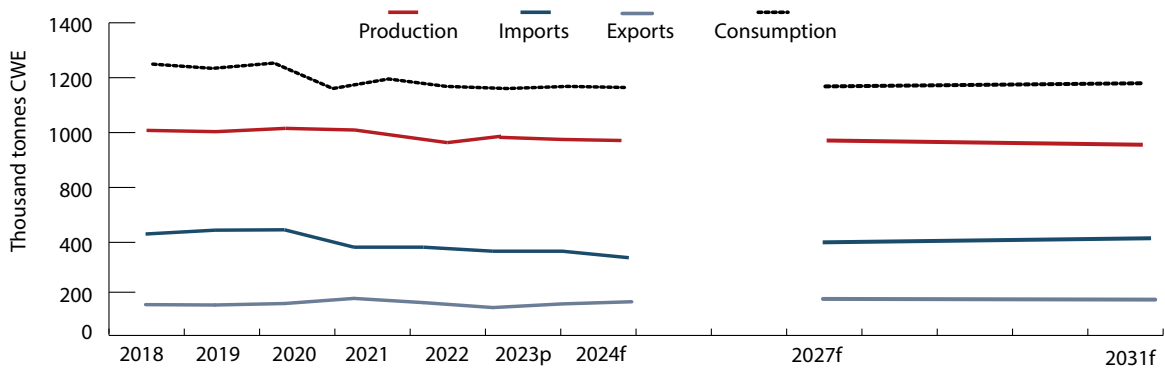
In Canada-UK free trade talks, hormone-treated beef has emerged as a sticking point, resulting in zero Canadian beef exports to the UK from January 2022 through August 2023.

The UK beef cow herd is forecast to decline 2.2% in 2024 to 1.4 million head. Since the high in 2017, the beef cow herd has declined a significant 12%. The dairy cow herd is forecast to decline a slight 0.4% to 1.8 million head. Beef and veal production is forecast to be 890,000 tonnes in 2024, up 0.6% from 2023. Imports are projected to decline 2.6% to 380,000 tonnes and exports are expected to decline 3.6% to 135,000 tonnes. Beef exports as a percent of beef production is forecast to be the lowest on record going back to 2016, with around 15% of production destined for the export market. Most of UK's beef exports end up in Ireland, France, or the Netherlands.

Consumption in 2024 is forecast to remain steady with 2023 at 1.1 MMT. The UK is a net importer of beef with approximately 33% of UK beef consumption coming from imports. The majority of beef imports into the UK come from Ireland, Poland, or Germany.

UNITED KINGDOM BEEF SUPPLY AND DEMAND BALANCE 2016-31F

UNITED KINGDOM BEEF DISPOSITION



Source: USDA FAS, PSD, FAO

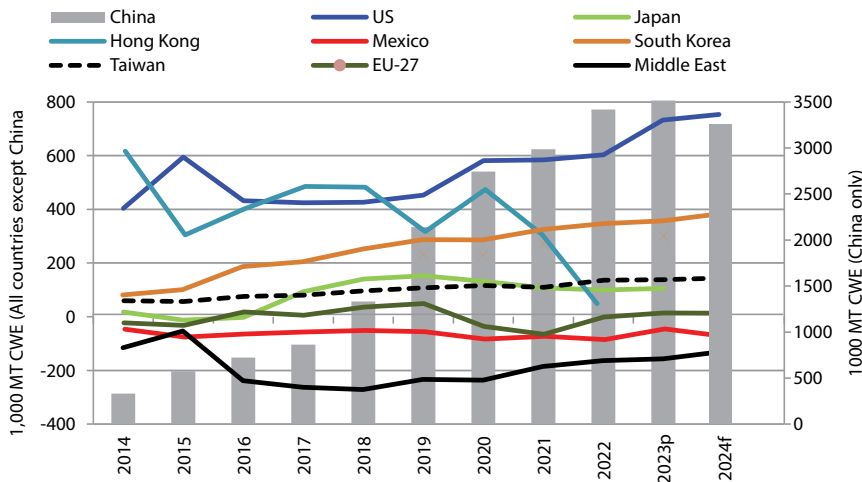
GLOBAL BEEF CONSUMPTION OUTLOOK

Global beef production in 2023 is projected to be 59.3 million tonnes, steady with 2022. Grain-fed production (from Australia, Canada, and the U.S.) in 2023 will be supported by Australia which is expected to be up 15.5% to 2.2 MMT. Drought conditions have moved into Australia and have pushed cattle to slaughter. Canadian beef production is projected to be down 5.3% to 1.5 MMT. The U.S. is projected to be down 4.6% to 12.3 MMT. In 2024, global beef production is forecast to be stable at 59.1 million tonnes.

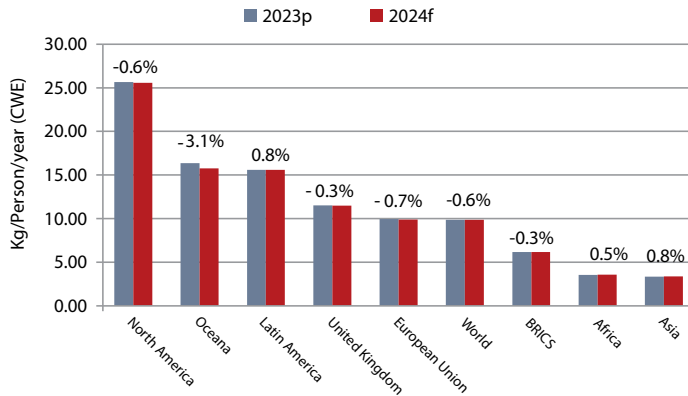
International demand for grain-fed beef remains high in most markets, though the lagged effects of interest rate hikes are beginning to take effect. A common theme among importing countries is the price of beef and the fact that domestic demand is perceived to be steady or softer with reduced real incomes. Global beef prices are expected to be volatile as adjustments are made with wide regional differences. The U.S., Canada and Europe face tight beef supplies and record high producer prices; while Australia prices have collapsed due to herd rebuilding, drought and weak Asian demand. South American cattle prices have fallen over the last year with soft China demand. International trade is expected to result in price corrections over the next year with potential volatile and positive results for consumers.

In some countries, domestic production is increasing and is reducing the reliance on imported beef (e.g., South Korea), especially from the U.S. In some cases, like Mexico, domestic production will be with lower-quality grass-fed beef. Global per capita beef consumption is forecast to be down in 2024 as the reduced production in North America and Europe outweigh increases in Australia and South America. The largest decline is expected to be in Oceania as exports grow faster than production. Africa and Asia are forecast to increase per capita beef consumption as the middle class expands in these regions.

GROWTH IN BEEF IMPORTS SINCE 2014



PER CAPITA BEEF CONSUMPTION



Source: OECD, Agricultural Outlook 2017, FAO

COMPETITOR ANALYSIS

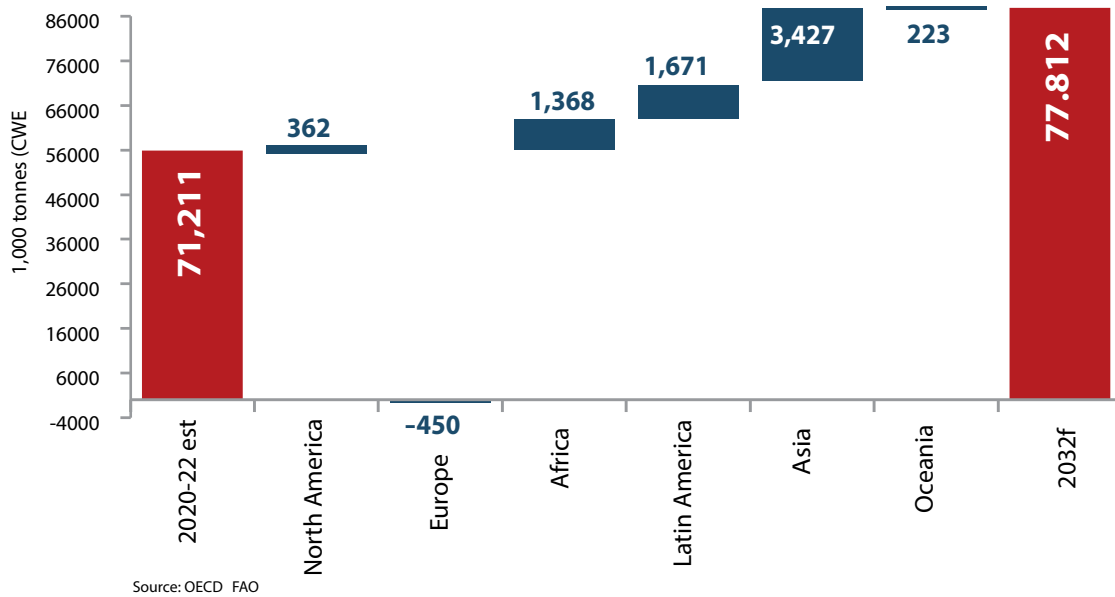
In 2024, global beef production is forecast to be 59.1 MMT, down 0.3% compared to 2023 projections. The U.S. is forecast to decrease production by 771,000 MT. Production increases from Brazil (+275,000 MT) and Australia (+80,000 MT) will not be sufficient to cover the decline. India (+120,000 MT) is also forecast to increase production in 2024, though this will be from carabeef targeting the lean trim market for low-income markets.

However, global beef exports in 2024 are forecast at 12 MMT, 1-2% higher than 2023. More beef trade will be fueled by price opportunities and a fight for market share. The top 11 beef exporters in 2024 by market share are forecast to be Brazil at 24% (+0.5% year-over-year), Australia at 13% (+0.4%), India at 12% (+0.2%), the U.S. at 11% (-0.9%), Argentina at 8% (+0.4%), New Zealand at 6% (-0.1%), the EU at 5% (-0.2%), Canada at 4% (-0.4%), Uruguay at 4% (+0.1%), Paraguay at 4% (no change), and Mexico at 3% (+0.2%).

Smaller exports from the U.S. and Canada will be filled by Brazil and Australia. Australia is the only other major grain-fed beef exporter, leaving the remaining export volume void to be filled by Brazilian grass-fed cattle that is typically more lean with less marbling.

Over the next decade, beef production is forecast to grow in Asia and Africa as consumption growth supports both domestic production and imports. Latin America is also forecast to grow beef production, increasing their market share of global exports. This continues the trend seen since 2000 of more grass-fed beef production; while limited growth in grain-fed beef production to supply a growing population.

BEEF PRODUCTION CHANGE BY REGION 2020-22est - 2032f



UNITED STATES

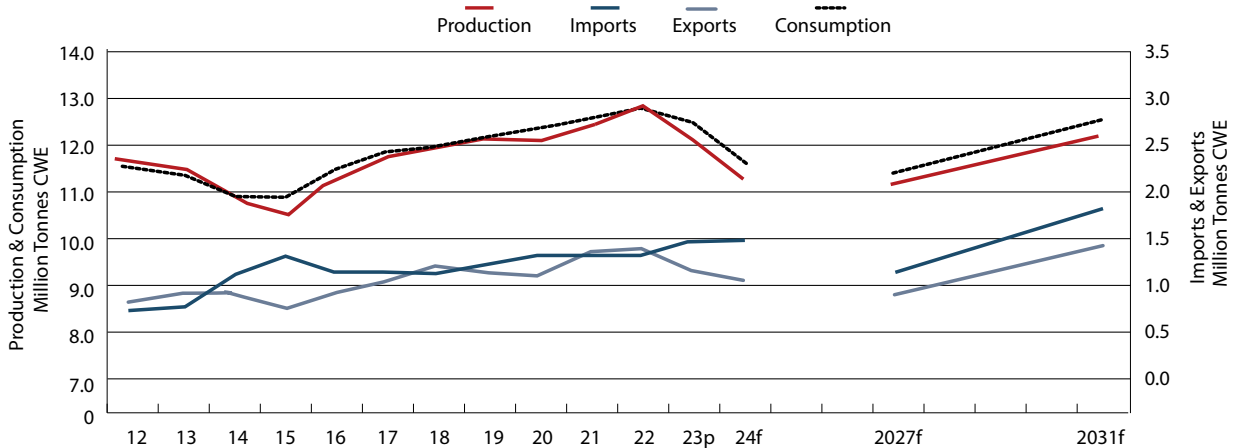
The U.S. remains the world’s largest producer of grain-fed beef. In 2023, U.S. beef production is projected to be down 4-5% to almost 12.3 MMT. Tight fed marketings, pushed fed cattle prices to record high territory in June 2023. Since then, monthly fed prices have moved sideways. Beef production is forecast to decline another 6% in 2024, as cow herd reductions from 2022 and 2023 work their way through. Heifer retention during the fall calf run was disappointing, as more cow-calf producers opted to sell. This will support production in 2024 but make for even tighter supplies in 2025.

In 2023, beef consumption is projected to be down a slight 1.5%. Domestic retail demand is expected to soften in 2023 compared to 2022, declining 5.5 points to 115 points (2000=100). Demand projections for 2023 are the fourth highest since 2004. The decline in domestic demand is comparable with 2016, when it moved lower after spiking in 2015. The reduction in demand is partially due to the reduction in available supplies for consumption.

Beef exports in 2023 are projected to be down a significant 14.4%, and another 6.3% reduction is forecast in 2024. In 2023, the largest markets for U.S. beef and veal are Japan (22%), South Korea (22%), China (17%), Mexico (+10%), and Canada (9%). Robust demand is projected to result in beef imports being up 7% in 2023 and up another 1% in 2024. Import volumes are expected to increase, until domestic production rebounds. At this point, the earliest that the beef cow herd could start expansion is the second half of 2024. Canada (25%), Mexico (18%), New Zealand (16%), Australia (15%), and Brazil (14%) are the top five beef suppliers by volume so far in 2023. Beef from Australia tends to be lean trim from cows. This is expected to have a smaller impact, due to retail and foodservice commitments to Product of the U.S., than what has been seen in past cycles.

U.S. BEEF SUPPLY AND DEMAND BALANCE 2012-31F

UNITED STATES BEEF DISPOSITION



Source: USDA, FAS PSD, FAO

AUSTRALIA

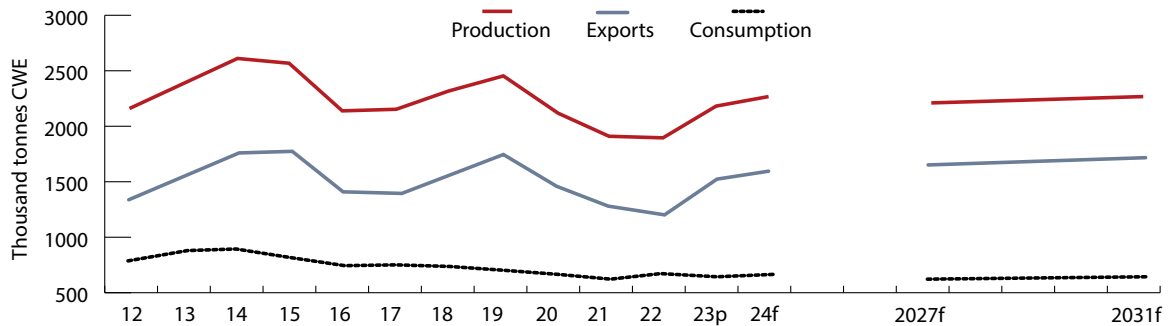
El Nino has established itself once again, bringing typically drier weather to Australia. Of the three countries that produce significant volumes of grain-fed beef, Australia is the only country that is forecast to increase beef production. Australian beef and veal production is forecast to be 4% higher in 2024 at 2.3 MMT. Supplies of grass-fed cattle are forecast to increase more than grain-fed cattle; with carcass weights forecast to be 3 lbs lighter than 2023.

Beef exports are forecast to be 1.6 MMT, up 4.5% from the 2023 projections. As liquidation starts more heifers are moving to slaughter. Australia has four major destinations for its beef based on first half 2023 volumes: the U.S. (21%), China (20%), Japan (20%), and South Korea (18%). Larger beef production and a competitive price on the international market suggests that market share will increase in 2024.

Live cattle exports are projected to increase 36% in 2024. Cattle prices are forecast lower in 2024 and therefore competitive in Indonesia and Vietnam, the major destinations. Lumpy Skin Disease (LSD) in Indonesia is throwing a wrench in live trade. LSD was also found in a small number of Australian cattle shortly after arrival in Indonesia. Until it can be proven that infection occurred after arrival, there is a suspension of cattle exports from four of eight quarantine depots along the northern coast.

AUSTRALIA BEEF SUPPLY AND DEMAND BALANCE 2012-31F

AUSTRALIA BEEF DISPOSITION



Source: USDA, FAS PSD, FAO

BRAZIL

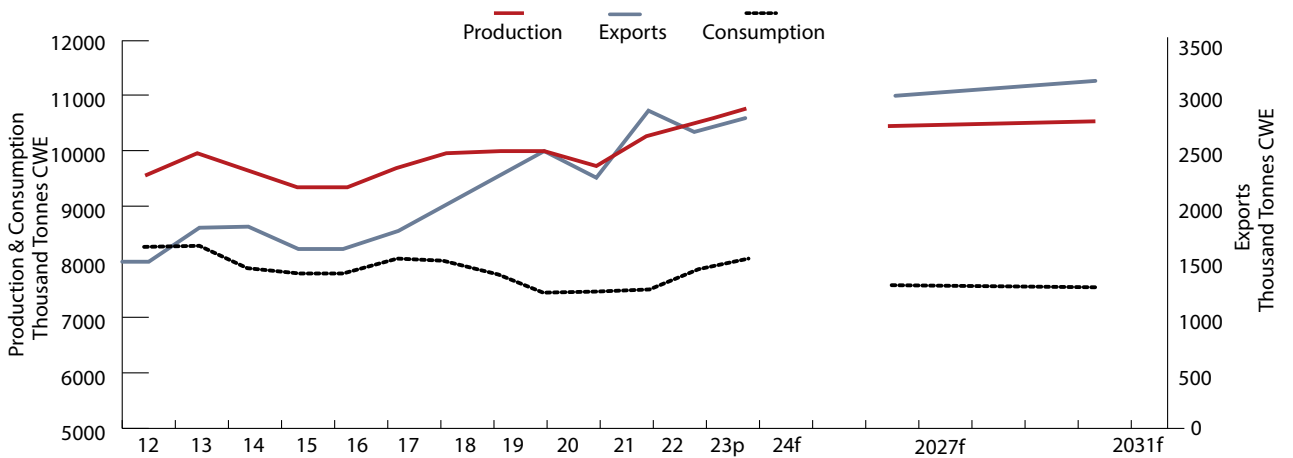
The beef cow herd is forecast to contract almost 4% in 2024 to 53.2 million head. There are a few reasons for this. First, beef producers are quickly approaching the bottom of the cattle cycle, when inventories are high, and prices are low. Secondly, international markets are demanding younger carcasses, which shorten the life cycle and reduce the required number of beef cows to maintain supply. Producers have begun making changes in their management techniques. Over the last five years, the average age to slaughter has dropped from 48 to 36 months. Third, the majority of beef is grass-fed, although some producers are transitioning to a confinement feedlot style. As drought conditions have begun to take hold, impacting corn and soybean production, there will be ripple effects for the livestock sectors from pasture conditions to feed costs. In 2023, larger slaughter rates have been pushing beef prices down. Forecasts for 2024 have beef production 2% higher at 11.4 MMT. Beef exports are forecast to be up 1% to 3.4 MMT.

Inflation rates are forecast to continue decline in 2024 to 3.87%. Beef is the preferred protein in Brazil, and the combination of lower inflation rates, increased beef availability, and potential for social programs is expected to support beef consumption. Consumption in 2024 is forecast to be up 2% to 8.1 MMT.

Brazil is expected to remain the top beef exporter in the world in 2024, at 21% market share. Brazil will be looking to gain global market share and fill the void from reduced U.S. beef production. Exports are forecast to account for 30% of production in 2024 at 3.4 MMT, steady with 2023. There was a case of atypical BSE earlier this year, temporarily suspending exports to China. Within four weeks, Brazilian beef was allowed back into China. Authorities are also looking to diversify their markets, and have begun to export beef to Indonesia, Thailand, Mexico, the Dominican Republic, and Singapore.

BRAZIL BEEF SUPPLY AND DEMAND BALANCE 2012-31F

BRAZIL BEEF DISPOSITION



Source: USDA, FAS PSD, FAO

CANADA BEEF DEMAND DRIVERS

TACTICS, TARGETS AND KEY PERFORMANCE INDICATORS

Investment plans have been created to focus on five key demand drivers important to the success of the Canada Beef Investment Plan. Tactics, target audience and standardized KPI's have been incorporated to ensure effective, accurate and consistent ROI reporting back to NCO and funding partners.

Table # 7: Demand drivers, tactics, targets and KPI's

Description	Investment Tactics	Target Audience	Key Performance Indicators
1. Trade Marketing Development Programs and Services	Trade Shows Print/digital Resources Websites Advertising Video and Animations Partner Programs Event Marketing Demand Building Trade Missions CBA Resources	<ul style="list-style-type: none"> Professional end-user clients Primary or further processors Purveyors Distributors Exporters Importers Retail Foodservices 	<p>Domestic: Volume disappearance of beef in Canada vs pork and poultry.</p> <p>Export: Volume, value, and market share of Canadian beef vs competing suppliers.</p> <p>All Markets/Segments: Satisfaction Index.</p>
2. Consumer Marketing Programs and Services	Retail/Foodservice Sales Promotions Print/digital Resources Recipe Development Photography Nutritional Analysis Websites Social Media Gateway Solutions RoundUp App Advertising Video and Animations Partner Programs Event Marketing Culinary Research Online Education	<ul style="list-style-type: none"> Consumers Retail and Foodservice operators Primary or further processors Consumer organizations and associations 	<p>Domestic: 1. Volume disappearance of beef in Canada vs pork and poultry. 2. Retail demand index.</p> <p>Export: Volume, value, and market share of Canadian beef vs competing suppliers.</p> <p>All Markets/Segments: Satisfaction Index.</p>
3. Market Intelligence Programs and Services	Development/Reporting Internal and Commissioned Research Contract Market Intelligence Beef Quality and Yield Benchmarking	<ul style="list-style-type: none"> Strategic planning Professional end-user clients Primary and further processor clients Purveyor distribution clients Retail/foodservice Cattle/beef industry stakeholders 	<p>Domestic: Volume disappearance of beef in Canada vs pork and poultry.</p> <p>Export: Volume, value, and market share of Canadian beef vs competing suppliers.</p> <p>All Markets/Segments: Satisfaction Index.</p>
4. Stakeholder Communications Programs and Services	ROI Analysis and Reporting Activity Reporting Satisfaction Survey Index Annual Reports Social Media	<ul style="list-style-type: none"> Check-Off Agency Cattle, beef, allied associations Federal/Provincial Governments 	<p>All Markets/Segments: Satisfaction Index.</p>
5. Industry Education Programs and Services	CBA Support Resources Distributor Education Online Learning Health and Nutrition Engagement	<ul style="list-style-type: none"> Education professionals Cattle, beef, allied associations Health/nutrition 	<p>All Markets/Segments: Satisfaction Index.</p>

Canada Beef -

Marketing Canadian Beef in inflationary times

While the global economy has emerged from the impact of the COVID-19 pandemic, it will continue to be affected for the foreseeable future. Many had hoped the pandemic would be followed by a period of general economic recovery and stable market conditions, however, what has occurred instead is a wide range of challenges leading to rising prices, inflation, and the threat of economic recession.

Particularly for the agricultural sector, unfavourable weather conditions, animal disease outbreaks, stubbornly high input costs, non-tariff trade barriers and changing government climate policies have added tremendous uncertainty to world markets. Weak currencies combined with high food inflation is reducing buying power in many of Canada's key export markets. Competition is fierce from well-funded suppliers seeking to maintain or capture market share, volume, and value in all markets of interest for Canadian beef suppliers.

In Canada, record high cattle and beef prices combined with smaller herd sizes will result in less domestic beef production and difficulties meeting both domestic and export market demand. This will also create opportunities for more lower cost beef imports to fill gaps in the Canadian market. In response to high food inflation, Canadian consumers are beginning to trade down to lower cost animal protein choices in the retail meat case or foodservice menu.

Looking forward, new Canadians and their families will represent a significant segment of potential new customers. Statistics Canada predicts by 2048 immigrants and their families will represent more than half of the total Canadian population. There are few indications that this trend will slow down anytime soon.

Consequently, the way the industry merchandises and promotes beef must adapt to changing demographics and socioeconomic trends. This is a tremendous opportunity to expand the beef industry's customer base and ensure Canadian beef is a protein of choice for current, newly arrived, and future Canadian consumers.

Canada Beef will develop merchandising and consumer marketing resources for new Canadians, primarily major ethnic groups including individuals from India (non-Hindu), China, Afghanistan, Nigeria, Africa, Philippines, etc. The approach includes education and awareness about ethnic merchandising styles and resource development for industry, and culturally appropriate images and recipes for consumers.

Successful delivery of the 2024-2025 investment plan is a stepping stone toward achieving the outcomes defined in Canada's National Beef Strategy 2020-2024 and a precursor for the development of Canada's National Beef Strategy 2025-2029. It is within this context that the 2024-2025 Canada Beef Investment Plan was developed.

The \$15.2 million plan is organized into 18 separate business units created to support and deliver results towards the goals and objectives identified in the Canada's National Beef strategy 2020-2024. Tactics, target audience and standardized Key Performance Indicators (KPIs) are incorporated in the plan to ensure effective, accurate and consistent return on investment (ROI) reporting back to funding partners and stakeholders.

The investment plan is designed to be nimble and responsive, allowing the Canada Beef team to meet the changing needs of global trade clients and consumers. It is essential that Canada Beef programs and services continue to optimize the competitive position for premium quality grain-fed beef from Canada on the world's table. These efforts will set Canadian beef apart from its competitors and provide the maximum benefit for Canada's cattle producers and stakeholder clients.

The 2024-2025 investment plan focuses on five key priorities important to the success of Canada Beef programs and services.

1. Full execution, deployment and promotion of the Canadian Beef Information Gateway (Gateway) platforms across all channels and sectors

The Gateway optimizes the intersection of food and technology by using quick response (QR) codes and universal product codes (UPC) to drive the purchase and enjoyment of Canadian beef. The project uses scannable codes to improve customer experience through the selection, purchase, preparation, and enjoyment of consuming Canadian beef. Each cut has a digital profile accessible via smart phone or tablet. Each profile features essential information including recommended cooking methods, food safety and storage information, written recipes, recipe videos, nutritional information, and shopping lists. The information presented and the visual appearance of the Gateway program can be customized for retail and trade partners in global markets. Canada Beef will expand Gateway platforms to be adaptable to all sectors including retail, foodservice, packer/processor, and producers/stakeholder audiences. The organization will invest heavily in promotion and marketing of the Gateway in fiscal 2024-2025 to bring more partners and clients to the table. The IT architecture was designed to continue to expand and evolve to bring the closest alignment possible with partners and clients.

2. Value cut options for retail and foodservice

Canada Beef will continue to develop and promote value cut options for retail and foodservice operators to increase carcass utilization, value optimization and offer lower cost Canadian beef cuts. The impact of food inflation, particularly for the meat category, is biting into consumers' purchasing power and is challenging beef's place on foodservice menus and retail meat counter shelves. As customers and consumers consider less expensive options, Canada Beef will create and promote processing and merchandising solutions that will help bring lower-cost beef choices to a variety of menu and retail applications. The strategy will defend the position of high value middle meats on menus and encourage the uptake of lesser-known value cuts supported by consumer marketing and education to enhance awareness of proper preparation and cooking methods.

3. Defend market share against other suppliers and protein choices in the domestic and export marketplace

In a difficult marketplace, Canadian beef is facing increased challenges from other domestic and international competitors. To defend market share and our position on the consumers' plate, Canada Beef will:

- Increase brand awareness through story telling, targeting key segments, and constant share and engagement
- Generate high-quality leads through building relationships to drive marketing-qualified clients and key decision makers
- Acquire new clients and consumers by expanding the reach, and leveraging sustainable and flexible tactics to scale
- Expand website and Gateway traffic
- Entrench our industry authority by leveraging our knowledge, credibility, and partner networks to reach larger audiences
- Boost brand engagement by identifying client/consumer needs, and offering consistent and valuable solutions

4. Optimize the return on investment from the Canadian Beef Centre of Excellence expansion to support all business units

The Canadian Beef Centre of Excellence (CBCE) was retrofitted to become a multimedia production studio to meet the growing demand for digital media to support trade and consumer marketing programs. Renovations and audio/visual upgrades to the Centre will ensure the facility continues to play a key role in communicating the Canadian Beef Advantage across digital platforms to consumers, culinary and butchery students, and meat professionals worldwide. The resources of the CBCE will be leveraged across all trade and consumer marketing programs in both the domestic and international markets.

5. Develop merchandising resources that target new Canadians

Due to immigration, Canada recently reported the highest population growth rate for a 12-month-period since 1957. Statistics Canada anticipates that, if the pace of current population growth continues, by 2048 immigrants and their families will represent more than half of the total Canadian population. This is a tremendous opportunity to expand the beef industry's customer base and ensure Canadian beef is a protein of choice for current, newly arrived, and future Canadian consumers. Canada Beef will develop merchandising and consumer marketing resources for new Canadians, including education and awareness about ethnic merchandising styles and resource development for industry, and culturally appropriate images and recipes for consumers.



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GENERIC BEEF AND VEAL – CONSUMER MARKETING

WORK PLAN # 1 2024 – 2025

Team Lead and Budget Holder:	Executive Director, Consumer Marketing	
Total Budget:	\$427,519	Funding Sources: \$403,264: Beef Import Levy \$24,255: Veal Import Levy
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Communicate and promote the positive benefits and attributes of consuming beef and veal to Canadian consumers.

Objectives:

Build the trust, affinity and confidence with Canadian consumers to encourage the purchase of beef and veal products through advertising, promotion and education efforts.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. National Consumer Advertising and Promotions Campaign This is a 'feel-good' affirmation campaign to support and enhance positive perceptions of beef with Canadian beef-eating consumers, with support from Nutrition Knowledge and Content investment, and Canada Beef social media and digital platforms.</p>	\$225,000	<p>Q1: Multi-media advertising and consumer engagement that extends the outreach of the 2023/24 Q4 consumer campaign.</p> <p>Q2: Results reporting and evaluation.</p> <p>Target: Q1 placement of digital advertising, influencer outreach and consumer activation to gain engagement with campaign content (Unforgettable Beef).</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Retail demand index.</p>
<p>2. Partnered Promotions and Educational Campaigns In collaboration with Health and Wellness program area, work through 3rd-party partners' consumer marketing and promotion programs, disseminate Thinkbeef.ca resources and messages, from Canada Beef.</p>	\$152,000	<p>Q1-Q4: Participate in the consumer campaign and outreach programs of 3rd-party organizations that align with Canada Beef's Nutrition portfolio insights.</p> <p>Target: Four to five 3rd-party organizations who target health concerned Canadians.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Retail demand index.</p>
<p>3. Thinkbeef.ca Content and Distribution Unbranded beef promotion and resources, along with education outreach to health professionals and consumers, sharing nutrition knowledge and content.</p>	\$26,264	<p>Q1-Q4: Campaign support and tracking for unbranded Thinkbeef.ca activities for Domestic Unbranded Consumer Marketing and Health and Nutrition programs.</p> <p>Development of Thinkbeef.ca content and resources by Canada Beef to consumers through Canada Beef platforms.</p> <p>Distribution of Thinkbeef.ca resources to consumers and health professionals.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Retail demand index.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
		<p>Target: Promotion of the order centre through consumer campaigns/promotions.</p> <hr/> <p>Drive traffic to website through campaigns and promotions</p> <hr/> <p>Updates done as needed.</p>	
<p>4. Thinkveal.ca Content and Distribution Unbranded consumer veal promotion and resources with web support.</p>	<p>\$24,255</p>	<p>Q1-Q4: Campaign support and tracking for unbranded Thinkveal.ca activities for Domestic Unbranded Consumer Marketing.</p> <hr/> <p>Development of Thinkveal.ca content and resources by Canada Beef to consumers through Canada Beef platforms.</p> <hr/> <p>Distribution of Thinkveal.ca resources to consumers and health professionals.</p> <hr/> <p>Q3: Consumer marketing campaign to engage consumers in Thinkveal.ca content and resources.</p> <hr/> <p>Target: Promotion of the order centre through consumer campaigns/promotions.</p> <hr/> <p>Drive traffic to website through campaigns and promotions.</p> <hr/> <p>Updates done as needed.</p> <hr/> <p>Execute digital marketing campaign to drive content engagement.</p>	<p>1. Annual veal disappearance in Canada vs beef, pork and poultry.</p> <hr/> <p>2. Satisfaction index survey.</p>



PUBLIC AND STAKEHOLDER ENGAGEMENT

WORK PLAN # 2 2024 – 2025

Team Lead and Budget Holder:	Vice President, Corporate Affairs	
Total Budget:	\$138,312	Funding Source: \$138,312: PSE Check-Off
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F Pillar 2: Connectivity – Focus Area: A,B,C	

Strategic Priorities:

Awareness, information, promoting positive and addressing negative mainstream media and social media coverage.

Objectives:

Communicate with the public, consumers, key stakeholders and influencers, and meat trade to address concerns and build trust and confidence about how beef is raised and produced in Canada.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Canadian Beef Sustainability Campaign Canada Beef will develop and execute a consumer-focused public relations and social media campaign leveraging positive messages derived from the updated National Beef Sustainability Assessment research completed by CRSB. This research provides the benchmark for measuring the environmental footprint of the Canadian beef industry. Canada Beef will seek and pursue opportunities to further leverage this investment in partnership with PSE-CCA and CRSB.</p>	\$60,312	<p>Q1: Completion and release of updated study expected in Q4 fiscal 23/24. Evaluation of study and development of key takeaways and messages.</p> <p>Q2-Q4: High impact, science-based messaging directly to consumers via paid media and social media extension.</p> <p>Target: 5 million consumer impressions.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p>
<p>2. Direct to Consumer Messaging Consumer-focused public relations and social media campaigns featuring positive beef industry messaging delivered directly to consumer audiences.</p>	\$23,500	<p>Q2-Q4: Two direct-to-consumer public relations campaigns focused on trust and confidence issues reaching 2 million consumer impressions.</p> <p>Target: Impactful story telling content relevant to issues of concern.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Consumer Messaging Through Stakeholder Partners: Consumer-focused public relations and social media campaign featuring positive beef industry messaging delivered to a consumer audience with a stakeholder partner.</p>	\$15,000	<p>Q2-Q4: One consumer messaging campaign delivered through/ with stakeholder partners reaching 1 million consumer impressions.</p> <p>Target: Impactful story telling content relevant to issues of concern.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p>
<p>4. Key Influencer Outreach: Consumer-focused public relations and social media campaigns featuring positive beef industry messaging delivered to key influencer audiences (trade, food writers, dietitians, home economists, media, NGOs).</p>	\$22,500	<p>Q2-Q4: Two initiatives designed to ensure key influencers (trade, food writers, dietitians, home economists, media, NGOs) maintain confidence and support for beef and veal production.</p> <p>Target: Impactful story telling content relevant to issues of concern.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p>
<p>5. Resource and Content Development: Design and production of PSE content and resources. Update existing digital and print resources to reflect the new National Beef Sustainability Assessment.</p>	\$10,000	<p>Q2-Q4: Design and translation of content. Productions of factsheets, backgrounders, photography, research, and resources.</p> <p>Target: Impactful story telling content relevant to issues of concern.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p>
<p>6. Industry Membership and Participation: Membership and participation costs to align with key allied organizations on PSE issues.</p>	\$7,000	<p>Q2: Alignment and cooperation between organizations such as CRSB, CCFI, etc.</p>	<p>1. Satisfaction Index survey.</p>



GLOBAL MARKETING

WORK PLAN # 3 2024 – 2025

Team Lead and Budget Holder:	Executive Vice President	
Total Budget:	\$1,215,797	Funding Sources: \$1,107,500: Beef Check-Off S-CAP Leveraged \$108,297: Import Levy
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Development and production of online and print marketing resources, Canadian Beef Information Gateway and market intelligence to support sales of Canadian beef in global markets.

Objectives:

Develop marketing and merchandising resources, programs and intelligence to be utilized by Canada Beef staff and clients.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Global Market Intelligence Services Production of Canada Beef market intelligence resources for distribution to Canadian industry and government stakeholders. Includes purchase of statistical and market intelligence information and support services. Training for trade commissioners as well as webinar sessions with Canadian beef suppliers and embassy personnel.</p>	<p>\$93,000</p> <p>1. Global AgriTrends: \$13,000.</p> <p>2. Other Market Intelligence Subscriptions: \$4,000.</p> <p>3. Canfax: \$56,000.</p> <p>4. Consulting experts, graphic design and data entry support services: \$10,000.</p> <p>5. Trade Commissioner engagement \$10,000.</p>	<p>Q1-Q4:</p> <p>1. Monthly Global Market Intelligence Report.</p> <p>2. Quarterly Domestic Market Intelligence Report.</p> <p>3. Monthly Canada Beef Trade Report.</p> <p>4. Weekly Trade Headline Emails.</p> <p>5. Cattlemen's Magazine updates.</p> <p>6. Monthly Statistical Reporting.</p> <p>7. Global AgriTrends Update Emails.</p> <p>8. Webinars with Trade Commissioners.</p> <p>Target: To inform industry and government stakeholders on developments relevant to Canadian beef sales in global markets.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>2. Global Canadian Beef Information Gateway Architecture Coding and design of software to support Gateway platforms for wholesale (retail, foodservice, packer, distributors) and consumer (retail stores, producer sales and restaurants).</p>	<p>\$292,000</p> <p>1. Coding: \$252,000.</p> <p>2. Design and contract support services as well as subscriptions and licenses: \$40,000.</p>	<p>Q1-Q4:</p> <p>1. Wholesale Gateway Platform Architecture.</p> <p>2. Consumer Gateway Platform Architecture.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Volume/value, market share of Canadian beef in the export marketplace.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Membership in the International Meat Secretariat Canada Beef will participate in relevant areas of IMS activities including the Human Nutrition and Health Committee and the Marketing Committee. Includes travel expenses for staff attending meetings.</p>	<p>\$10,000 (Shared tactic with CCA)</p>	<p>Q1-Q4: Attendance at IMS Meetings. Target: To learn from the practises of other major beef supplier nations.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry. 2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>4. Global Canadian Beef Advantage Marketing and Merchandising Resources Development of global marketing and beef merchandising resources including brochures, posters, seminars, infographics, website content, video, nutritional information and point-of-sale collateral. Materials will be designed to support sales of Canadian beef by communicating product knowledge in the context of the Canadian Beef Advantage (CBA). Resources will also be created for use by industry to support the development of Canadian beef brands.</p>	<p>\$250,000 1. Global Canadian Beef Merchandising Resources: \$150,000. 2. Global CBA Marketing Resources: \$100,000.</p>	<p>Q1 – Q4: 1) Global CBA Marketing Resources. 2) Global Merchandising Resources. Target: The development of marketing and merchandising resources to support the sales of Canadian beef in the global marketplace.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>5. Marketing Beef to New Canadians Canada Beef will develop merchandising materials that target Canada’s immigrants including meat professionals and consumers from India (non-Hindu), China, Africa, and the Philippines etc. In 2024/25 resource development will focus on meat professionals at retail and foodservice.</p>	<p>\$108,297</p>	<p>Target: Q1-Q4: 1. Culturally specific merchandising guides (digital and print). 2. Culturally specific recipes, cooking methods and styles.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index.</p>
<p>6. Global Canada Beef Stakeholder Satisfaction Survey Conduct satisfaction survey in Canada and key markets (Japan, S. Korea, Hong Kong, Taiwan, Mexico, and Vietnam). Analyze results and prepare summary reports for promotion committee, NCO, funding partners and stakeholders.</p>	<p>\$5,000</p>	<p>Q4: Satisfaction Survey Results from stakeholders in the domestic and export markets. Target: 60% response rate by global stakeholders.</p>	<p>2. Satisfaction index survey.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>7. Canadian Beef Research Commissioned research on key issues and opportunities for the Canadian beef industry including attitudinal survey research, laboratory testing and quality benchmarking in global markets. This tactic will also address any research needs related to voluntary Product of USA (PUSA) labelling which is expected to come into force during fiscal year 2023/2024.</p>	<p>\$225,000</p> <p>1. Survey Research: \$150,000.</p> <p>2. Product research including laboratory testing and quality benchmarking: \$75,000</p>	<p>Q1-Q4: Completed survey, laboratory and benchmarking studies.</p> <p>Target: To undertake research that contributes useful information to Canada Beef and our supply chain partners.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>8. Technical and Regulatory Services Industry engagement, analysis, and resource development to address key federal regulatory and technical issues in collaboration with industry stakeholders as required.</p>	<p>\$50,000</p>	<p>As needed: Services and Resources.</p> <p>Target: To assist the Canadian beef industry in the analysis and implementation of key regulations.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>9. Global Beef Quality Perceptions Audit (Consumer) To conduct a survey of consumers in eight countries (U.S., Canada, Hong Kong, Japan, South Korea, Mexico, Vietnam, and Saudi Arabia) and meat professionals in key markets to benchmark their perceptions of beef quality relative to the audit previously completed in early 2021. The study will measure impressions of Canadian beef compared to other countries, important considerations when purchasing beef and interest in types of information about beef and the usefulness of different approaches for messaging.</p>	<p>\$182,500</p> <p>1. Consumer Survey: \$136,000</p> <p>2. Trade Survey: \$46,500</p>	<p>Q1-Q4: Completed survey research studies.</p> <p>Target: To undertake research that contributes useful information to Canada Beef and our supply chain partners.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Volume/value, market share of Canadian beef in the export marketplace.</p>



CHANNEL MARKETING

WORK PLAN #4 2024 – 2025

Team Lead and Budget Holder:	Senior Director, Channel Marketing	
Total Budget:	\$802,000	Funding Source: \$802,000: Beef Check-Off
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Increase volume, value, and market share growth. Improve carcass utilization and value optimization. Canada Beef brand growth, distribution, education, and promotion of the Canadian Beef Advantage (CBA).

Objectives:

Implementation of programs amongst industry partners to continue to drive sales, market share and competitive position for Canadian beef in the domestic marketplace. Continued focus on education surrounding the CBA, helping stakeholders communicate the CBA to their end consumers.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Industry Engagement Canada Beef will work with new and existing industry stakeholders in the areas of retail, foodservice, and packers/processors through a multitude of touchpoints. Focus will be placed on building and maintaining relationships via in-person opportunities (e.g., semi-annual tours, trade shows), as well as the development of resources in collaboration with the CBCE to encourage the adoption of Canada Beef programs (e.g., webinars surrounding the Wholesale Gateway, CBA information, etc.).</p>	\$125,000	<p>Semi-annual tours to visit Retail and Foodservice stakeholders.</p> <p>Trade Shows (1 x RT, 1 x FS).</p> <p>Training resources and deployment costs (e.g., webinars, in-person training sessions).</p> <p>Sponsorship opportunities deemed beneficial for the overall industry (e.g., industry events).</p> <p>Target: Continue to build relationships and increase awareness/adoption of Canada Beef resources within the domestic marketplace. Trade show engagement will be tracked.</p>	<p>1. Number of client visits to booth(s).</p> <p>2. Number of events conducted.</p> <p>3. Participation and attendance of events.</p> <p>4. Number of new contacts made.</p> <p>5. Satisfaction index survey.</p>
<p>2. Domestic Industry Advertising Optimized targeting via advertising within the domestic industry allows for Canada Beef’s assets to be viewed by the appropriate audience. This business-to-business advertising, with content developed by the Global Marketing department, will be executed via internal and external means. Internally, Canada Beef web and social media platforms will be leveraged, alongside external print/digital publications and eBlasts. Related costs include creative design and management.</p>	\$95,000	<p>Print and digital advertising targeting retail, foodservice and processing within the appropriate mediums to reach key audiences in each sector.</p> <p>Target: Ensure all advertising touchpoints have a clear call-to-action for the target audience; build upon 2023-24’s publication plan to optimize targeted reach.</p>	<p>1. Reach and frequency of key messaging to target market.</p> <p>2. Satisfaction index survey.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Channel Marketing and Merchandising Resource Implementation</p> <p>Canada Beef's channel marketing team will be in charge of implementing assets developed by the greater organization amongst stakeholders within the retail, foodservice and packer/processor sectors. This tactic includes printing and distribution costs of Canada Beef resources developed by Global Marketing for the industry. In addition, teaching resources (e.g., tutorials, etc.) will be developed to support the implementation of Canada Beef programs. All of these assets and programs will be further shared using Canada Beef's web and social media.</p>	\$80,000	<p>Printing of resources for meat professionals across channels.</p> <p>Distribution (physical and/or digital) of merchandising, CBA, culinary, meat quality and food safety resources.</p> <p>Development of resources to support implementation (e.g., tutorials, etc.) on how to use existing Canada Beef assets.</p> <p>Target: Continue to provide stakeholders with physical and digital assets to help them better tell the story of Canadian beef and its advantages in the domestic marketplace.</p>	<p>1. Production and distribution of resources versus base.</p> <p>2. Volume and reach of resources distributed.</p> <p>3. Satisfaction index survey.</p>
<p>4. Partner Programs and Beef Promotions</p> <p>Canada Beef's Channel Marketing team will continue to work with partners in the domestic marketplace on branded and unbranded projects deemed eligible for support. Co-funding of beef promotions and other projects (e.g., development and design of digital and online marketing resources, etc.) with partners who will be highlighted on the Canada Beef websites (consumer and industry-facing). Partner programs and related promotions are initiated and implemented by the end-user client. The overall goal of this tactic is to increase domestic marketing activity focused on Canadian beef and subsequently drive incremental growth.</p>	<p>\$65,000</p> <p>1. New Market Entrants: \$25,000.</p> <p>2. Established Suppliers: \$40,000.</p>	<p>Itemization and featuring of brands and supply chain partners on Canada Beef's websites.</p> <p>Partner programs for branded and unbranded projects deemed eligible by Canada Beef in the retailer, foodservice and packer/processor industries.</p> <p>Beef promotions to end-users, in partnership with industry, with a focus on innovation and value cuts.</p> <p>Target: Bolster Canadian beef sales volume, value and competitive position in Canada while increasing consumer satisfaction and loyalty toward Canadian beef brands.</p>	<p>1. Number and value of partner programs implemented.</p> <p>2. Sales increase over base.</p> <p>3. Number of new, existing and value cuts featured.</p> <p>4. Brand recognition.</p> <p>5. Satisfaction index survey</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>5. Wholesale Gateway Implementation Tools to encourage stakeholders (retailer, foodservice, packer/processors, distributors) to implement the Wholesale Gateway in their channels will be developed and deployed using funds from this tactic.</p>	\$50,000	<p>Implementation of applicable aspects of the Wholesale Gateway within case-ready and full-service operations.</p> <p>Customization of the Wholesale Gateway content to fit the needs of supply chain partners (e.g., branding on videos, etc.).</p> <p>Development of a curriculum/certification-style program, in collaboration with industry, to recognize completion of Wholesale Gateway training.</p> <p>Target: Facilitate adoption of the Wholesale Gateway with industry partners throughout the supply chain.</p>	1. Satisfaction index survey.
<p>6. Market Intelligence for Channel Partners The purchase and management of data and reporting tools to produce Canada Beef's retail and foodservice-focused reports will be managed within this budgetary tactic.</p>	\$347,000	<p>Purchase of data used for retail-focused reporting.</p> <p>Purchase of data used for foodservice-focused reporting.</p> <p>Contributions from market intelligence contractors toward various reports distributed to channel partners, including Retail Market Intelligence Reports (monthly, quarterly [generic and retailer-specific]) and Foodservice Intelligence Reports (quarterly).</p> <p>Target: The development of relevant and actionable market intelligence materials for supply chain partners.</p>	<p>1. Reach of reports amongst their relevant channel(s).</p> <p>2. Satisfaction index survey.</p>
<p>7. Customer Relationship Management (CRM) Development and maintenance of Customer Relationship Management (CRM) tools, including software approaches. This tool will facilitate Canada Beef's ability to manage a growing number of contacts within the Canadian beef supply chain.</p>	\$40,000	<p>Development and maintenance of the CRM platform with the software company (e.g., updating the infrastructure, etc.).</p> <p>Developing reporting tools to derive greater value from the data captured within.</p> <p>Target: Utilize the CRM tools to grow and enhance relationships with industry partners.</p>	1. Utilization of CRM platform, including numbers of relationships managed within.



CONSUMER MARKETING - DOMESTIC

WORK PLAN #5 2024 – 2025

Team Lead and Budget Holder:	Executive Director, Consumer Marketing	
Total Budget:	\$1,283,000	Funding Source: \$1,283,000: Beef Check-Off
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Maintain or increase the disappearance/consumption of Canadian beef with Canadian consumers by enhancing trust, confidence and building the value proposition for beef that is raised in Canada.

Objectives:

Create and launch engaging Canadian beef brand messages and creative tools to use in targeted consumer multi-media advertising, promotion and education campaigns that inspire and enable consumers to purchase and ultimately enjoy Canadian beef.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. National Branded Consumer Advertising and Promotions Campaign Develop content and resources, and invest in advertising, social media and promotion efforts that build trust and an appreciation for the value proposition of Canadian beef (including the CBA factors) with targeted consumers.</p>	\$620,000	<p>Q1: Refresh campaign strategy creative and develop campaign assets.</p> <p>Q2-Q4: Multi-media advertising. PR initiatives. Social media and Canada Beef digital platform outreach. Influencer outreach. Consumer activations. Measurement of success.</p> <p>Targets: Monthly digital ads released (12) Quarterly advertorial magazine articles (4) 2 quarterly influencer outreach initiatives (8) 1 to 2 contests</p>	<p>1. Enhanced positive attitude ratings for Canadian beef.</p> <p>2. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Retail demand index.</p> <p>4. Improved consumer awareness/ interaction measures pre and post campaign.</p>
<p>2. Partnered Promotions and Campaigns Partner with consumer or media brands that align with Canadian beef messaging and content (70% Gateway integrations) in order to gain audience outreach with co-branded initiatives.</p>	\$180,000	<p>Q1- Q2: Seek aligned partners and create custom cross-promotion proposals (pitches).</p> <p>Q2-Q3: Deliver custom pitches and secure partnership(s).</p> <p>Q3- Q4: Promotion, outreach, and execution of partnered campaign(s) through Canada Beef and partner websites and collaborative marketing efforts.</p> <p>Target: 2 to 4 partnered program initiatives.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Retail demand index.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Beef Industry Partnered Cause-Marketing Campaign Engage the provincial beef organizations and beef industry partners in a consumer activation that leverages community betterment and goodwill while supporting demand for Canadian beef regionally.</p>	\$120,000	<p>Q2-Q3: Recruitment/Partnering.</p> <p>Q4: Promotion, outreach, and execution in market through social media, Canada Beef web and PR efforts.</p> <p>Target: 1 consumer engagement activation across 6 to 7 provincial regions to support ground beef demand via grassroots restaurant and beef industry organization participation.</p>	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Increased Canadian beef ground beef sales via food service operations during campaign promotion. 4. Earned media gained valued at \$300,000.
<p>4. Make it Beef Club Consumer Newsletter Investment to support Canada Beef’s consumer database newsletter platform, content, outreach and recruitment for subscribers of both the Make it Beef Club and Advisory Panel. Canada Beef website and social media outreach provide support.</p>	\$73,000	<p>Q1-Q4: Content development and outreach.</p> <p>Member recruitment and activation.</p> <p>Advisory Panel polling + incentive, data base management.</p> <p>Target: Increase membership by 10%.</p> <p>Gain and maintain an open rate average of 22%.</p> <p>Execute 1 advisory panel activation quarterly.</p> <p>Implement Club Member incentive programming (e.g., Surprise and delight marketing).</p>	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index.
<p>5. Canadian Beef Consumer Culinary Content Development Development of culinary and other content to refresh and add content for the consumer Canada Beef platforms, including the Gateway and CBCE consumer education programs. Includes French translation and recipe nutrient analysis.</p>	\$50,000	<p>Q1-Q4: Recipe development to round out gaps in Canada Beef’s consumer culinary content.</p> <p>Target: Deliver 45 finalized recipes for use in Canada Beef platforms and resources.</p>	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index.
<p>6. Provincial Marketing Alliance (PMA): Cost-share co-branded promotions, campaigns and/ or resources</p>	\$240,000	<p>Q1-Q2: Promotion and outreach to provincial organizations.</p> <p>Q1-Q4: Execution in market.</p> <p>Target: Circulation of the PMA Operating Procedures Document Q1.</p> <p>Initiatives with ABP, SCA, BFO, BCCA, MBP and Atlantic regions in proportion to check-off investment contributions.</p>	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry per regional effort. 2. Satisfaction index survey. 3. Retail demand index per regional effort.



DIGITAL MARKETING

WORK PLAN #6 2024 – 2025

Team Lead and Budget Holder:	Executive Director, Digital Marketing	
Total Budget:	\$550,000	Funding Sources: \$540,000: Beef Check-Off \$10,000: Veal Import Levy
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Expand the awareness and reach of the Canadian beef value proposition through strategic content on digital platforms.

Objectives:

Create, deliver, maintain, and measure cost-effective and impactful content for all Canada Beef digital platforms to support the communication of the CBA.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Canada Beef Websites Content creation, maintenance and monitoring of both consumer website and trade website. Collaborate with domestic (Canadian Beef Centre of Excellence (CBCE), Health & Wellness, Channel Marketing and Consumer Marketing) and international teams to build strategic content and resources for consumers.</p>	\$190,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Create and execute monthly content calendar. Support and enhance social and consumer marketing programs, through seasonal content builds and website tools. 2. Create content (i.e., text infographics, videos) to communicate the Canadian Beef Advantage (CBA). 3. Develop content plan and toolkit of artwork and resources for global teams to use to communicate the CBA. 4. Consumer resource distribution. 5. Maintain Thinkveal.ca content. 	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index. 4. Website analytics.
<p>2. Canada Beef Social Media Programs Maintain a leadership position to promote Canadian beef consumer initiatives through social media. Create and build audiences through beef advocates and strategic content.</p>	\$110,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Create and execute monthly content calendar focused on building awareness of Canadian beef, education (Beef Up Your Skills, Canadian (CDN) Beef TV) and inspiration. 2. Quarterly review and identify content needs/gaps and build new and proactive creative. 3. Develop and produce creative to promote the CBA incorporating perspectives through Canadian beef producer influencers. 	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index. 4. Social media analytics.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Video Streaming Establish Canada Beef as a video destination channel for culinary excellence, butchery skills, nutrition, and educational resources.</p>	\$120,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Execute consumer targeted video campaigns to build channel subscribers and increase video views (talking nutrition, seasonal culinary builds, CBA, Beef Quality, CBCE TV content). 2. Create calendar and execute CBCE TV and video cooking content to targeted audiences. Cross promote through social channels and websites to maintain current subscribers and earn new subscribers. 3. Create strategies and build calendars to promote video platforms – YouTube and Vimeo. 	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index. 4. Video platform analytics.
<p>4. Canada Beef E-Commerce Strategy Develop key resources to highlight Canadian Beef Information Gateway content across various online shopping e-commerce program to support both retailers and consumers.</p>	\$100,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Business to Business - Support retailers' online shopping programs to improve satisfaction and product lineup of Canadian beef. Promote ecommerce resource toolkit. Develop training resources for industry staff. 2. Business to Business to Consumers - Create content to educate consumer about Canadian beef and how to locate and purchase beef through online purchasing platforms. 	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index.
<p>5. Canadian Beef Marketing Library Maintain and support library management system to store key assets (images, artwork and documents) and share with partners and provincial associations.</p>	\$20,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. System updates and management of library services. 2. Creation and uploading of new assets and system updates. 	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index. 4. Marketing library usage and system analytics.
<p>6. Veal Digital Programs</p>	\$10,000	Support and update Thinkbeef and Thinkveal website with content builds and tools in collaboration with the Canadian veal sector.	



HEALTH AND NUTRITION

WORK PLAN #7 2024 – 2025

Team Lead and Budget Holder:	Director, Health and Nutrition	
Total Budget:	\$530,000	Funding Sources: \$230,000: Beef Check-Off \$300,000: Beef Import Levy
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

To be established as the trusted authority and industry voice on the nutrition and health attributes of beef, and beef's value in a healthy diet.

Objectives:

Identify and develop evidence-based proof points and messages that demonstrate beef's competitive nutritional attributes and the unique role of beef for health throughout key life stages. Through targeted outreach strategies and via strategic partnerships, reach health professionals, consumers and stakeholders to communicate these facts and support the industry's efforts in the dissemination of this information.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Nutrition Research and Regulatory Monitoring Investments to collect and analyze foundational research and regulatory information necessary to support Canada Beef's health and nutrition programming and to inform related communication from the organization and its stakeholders. This tactic also contributes to regulatory work completed under the Global Marketing portfolio.</p>	\$120,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> Nutrition analysis and determination of allowable claims. Beef human nutrition research monitoring. Development of Just the Facts research summaries. Monitoring, researching and communicating emerging issues relevant to beef nutrition. <p>Q4:</p> <ol style="list-style-type: none"> Beef nutrition and health knowledge and attitudes insights research. <p>Q1-Q4:</p> <ol style="list-style-type: none"> Participation in external expert networking groups and collaborations. Establishing connections with Academia and Health Canada. Engagement with Expert Nutrition Advisory Committees. 	<ol style="list-style-type: none"> Satisfaction index survey. Benchmarking Survey – health and nutrition questions. Annual beef disappearance in Canada vs pork and poultry.
<p>2. Nutrition Knowledge Translation and Content Development Translation of relevant beef nutrition science into key messages and content for use in resources, outreach programs and campaigns. Supports our Unbranded National Consumer Advertising and Promotion Campaigns, Thinkbeef.ca resource development, and Global Marketing and Merchandising Content Development.</p>	\$50,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> Development of nutrition content for health professionals. Working with cross-functional teams to develop and provide audience-specific nutrition content for outreach projects as needed by Consumer Marketing, Channel, Digital, CBCE, etc. 	<ol style="list-style-type: none"> Satisfaction index survey. Benchmarking Survey – health and nutrition questions. Annual beef disappearance in Canada vs pork and poultry.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Direct to Health Professional Communications Communicate beef's health advantages through strategic health professional communication channels and campaigns, including relevant Canada Beef Social Media activities, partnered promotions and educational campaigns, and Thinkbeef.ca resource development and distribution.</p>	\$60,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Education for health professionals about beef's nutritional competitive advantages through sponsorships and conferences. 2. Placement of beef nutrition messaging in high impact media (trade publications, social media, etc.) targeted to health professionals. 	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Benchmarking Survey – health and nutrition questions. 3. Annual beef disappearance in Canada vs pork and poultry.
<p>4. Educational Outreach through Health Partner Programs Working through 3rd-party partners, disseminate beef educational resources and messages, including through partnered promotions and educational campaigns and Thinkbeef.ca.</p>	\$300,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Distribution of beef health resources to consumers through Health Partners: e.g., Ashfield, Multiview, Canadian Blood Services, Osteoporosis, etc. 2. Ambassador (3rd party voice) media outreach to health professionals through print and digital. 3. "Talking Nutrition": Expert voices on key beef health topics in video, print or digital campaigns. 	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Benchmarking Survey – health and nutrition questions. 3. Annual beef disappearance in Canada vs pork and poultry.



STAKEHOLDER COMMUNICATIONS

WORK PLAN #8 2024 – 2025

Team Lead and Budget Holder:	Director, Stakeholder Communications	
Total Budget:	\$275,000	Funding Source: \$275,000: Beef Check-Off
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Engage industry, stakeholders, end-user customers, consumers and media via print, radio, virtual, and digital platforms..

Objectives:

Create and deliver timely and cost-effective communication of the Canada Beef story and team activities back to funding partners and stakeholders using a range of communications vehicles. Ensure organizational preparedness for issues and crisis management and provide internal and organizational support during active periods.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. 1. Annual Reporting</p> <p>a. Canada Beef Investment Plan document (Internal)</p> <p>1. Produce Canada Beef annual investment plan for next fiscal year.</p> <p>2. English printed plan and digital PDF versions for internal distribution only.</p> <p>3. Work plan tactics information used to develop content for Canada Beef annual report.</p> <p>b. Canada Beef Annual Report</p> <p>1. Develop design and produce Canada Beef’s annual report for distribution in August 2024.</p> <p>2. English digital flipbook and PDF versions.</p> <p>3. French version digital PDF.</p> <p>4. English and French printed versions.</p> <p>5. 5-minute Stakeholder video version in E & F subtitles.</p>	\$40,000	<p>Q3-Q4:</p> <p>1. Content for front half of report to be edited and formatted, include final/approved work plans, finalize and print report.</p> <p>Target:</p> <p>100% distribution to internal group.</p> <p>Q1-Q3</p> <p>1. Compile information from each of the hubs and develop layout of report.</p> <p>2. English flipbook and PDF completed/distributed in Aug 2024.</p> <p>3. French PDF posted to website in Aug 2024.</p> <p>4. Completed English and French print versions distributed by Sept 2024.</p> <p>5. Postage mail distribution of printed reports to national and provincial cattle organizations by Sept 2024.</p> <p>6. Promotion of annual report in CBP</p> <p>Target:</p> <p>+10% YOY increase in stakeholder readership.</p>	<p>1. Satisfaction index survey.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>2. Canada Beef Performs Monthly E-newsletter:</p> <ol style="list-style-type: none"> 1. Develop and produce 12 monthly e-publications in English and French 2. Distributed digitally to all subscribers. 3. Expand readership through active engagement and promotion of the publication through French speaking stakeholders. 	\$65,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Work with all Canada Beef budget holders to assemble relevant and timely information, activities, and images each month. 2. Develop and execute annual media plan to increase readership and promote the publication in English and French speaking Canada. <p>Q1-Q2:</p> <ol style="list-style-type: none"> 3. Create print ads and digital ads to support CBP for distribution in national and regional cattle industry/association publications, email blasts, and across websites/social channels. <p>Target: +10% YOY increase in stakeholder readership.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Web analytics. 3. Subscription gains.
<p>3. Stakeholder Outreach:</p> <p>Content will be created to support a variety of tools for provincial newsletters, websites, annual reports, news releases, advertorials, resource creation, photos, infographics, visuals, etc.</p>	\$15,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Create and deliver Canada Beef updates, articles, reports, columns for provincial and national publications. 2. Create, manage, and deploy media releases as required. 3. Create resources for stakeholders, deploy for use in their publications. 4. Marketing and promotion materials for events. <p>Target: +10% increase YOY reach and awareness.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey.
<p>4. Media Monitoring Contract Service</p> <p>Contract service to provide timely monitoring of media messaging to identify trends and opportunities.</p>	\$30,000	<p>Q1-Q4:</p> <p>Contract Service.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey.
<p>5. Canadian Beef Industry Conference (CBIC)</p> <p>Participation and planning support to deliver a successful CBIC. Includes program support or guest speaker fee, travel, and accommodation costs.</p>	\$30,000	<p>Q1-Q2:</p> <ol style="list-style-type: none"> 1. Participate in planning and CBIC program development. 2. Develop two industry sessions to support trade and consumer trends. <p>Q2:</p> <ol style="list-style-type: none"> 3. Work with Canada Beef team to staff booth. <p>Target: +10% YOY participation increase.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>6. Stakeholder Resources:</p> <p>a. Tool building Update and support Canadian beef cattle and beef fact sheets, information, media kits.</p> <p>b. Tool extension Develop concepts focusing on current communication challenges, emerging issues, and actionable solutions important to Canadian cattle and beef sectors and stakeholder clients.</p>	\$25,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Update Canada Beef resource materials for provincial and national publications. 2. Create infographic resources for stakeholders, deploy for use in their publications. 3. Present information sessions at industry events or on online. <p>Target: +10% YOY increase in uptake/distribution of comms tools.</p>	1. Satisfaction index survey.
<p>7. Issues and Crisis Preparedness, and Media Training: Complete recommended updates to crisis plan stemming from test simulation exercise in the prior fiscal. Media training for new staff and MDPC chair and members.</p>	\$20,000	<p>Q1-Q2:</p> <ol style="list-style-type: none"> 1. Crisis plan updates and routine updates. <p>Target: 100% participation.</p>	1. Satisfaction index survey.
<p>8. Communications Support: Canada Beef will contract the services of editors, writers, designers, translators, to support various tactics and commitments as required.</p>	\$10,000	<p>Q1-Q4: Contract services as required.</p>	1. Satisfaction index survey.
<p>9. Producer Association Meeting: Participation and Support - Canada Beef will participate in various Producer Association meetings to maintain positive relationships and increase awareness and support of Canada Beef activities and value they bring to the cattle industry. Activities may include participation costs for staff attendance, costs for hosting information booths/displays, and event/speaker/ meal sponsorships. These activities can be supplemental to and in support of Provincial Marketing Alliance activities.</p>	\$20,000	<p>Q1-Q4: Participate in 3 to 6 Producer Association meetings to maintain funder and stakeholder support and awareness of Canada Beef activities and value.</p>	1. Satisfaction index survey.
<p>10. Corporate Items for Stakeholder Distribution: Corporate or product branded items to assist stakeholders with their various meeting/conference needs, as prizes for contesting, for thank you gifts for exiting MDPC board members, replenishment of 50th anniversary items, i.e.: CB silk scarves, ties.</p>	\$20,000	<p>Q1-Q4: Order new items and replenish stock of popular items as needed. Package and ship to locations or have shipped from vendor.</p>	1. Satisfaction index survey.



CANADIAN BEEF INFORMATION GATEWAY

WORK PLAN #9 2024 – 2025

Team Lead and Budget Holder:	Director, Canadian Beef Information Gateway	
Total Budget:	\$955,000	Funding Source: \$955,000: Beef Check-Off
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Develop, support, promote and implement Canadian Beef Information Gateway (Gateway) projects across all sectors in Canada to increase Canadian beef consumption and carcass utilization through positive consumer and client experience.

Objectives:

Work collaboratively with the Canada Beef content development team, stakeholders, and clients to create and launch Gateway projects across all sectors to expand reach, education, and knowledge about Canadian beef in the marketplace.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Marketing for the Consumer Canadian Beef Information Gateway</p> <p>The Gateway consumer platform is a website about all things beef for consumers at retail, and restaurants. This also includes producer brands. Develop an annual national consumer promotional campaign including partnered editions. Develop consumer marketing materials including print and digital advertising, and point-of-purchase resources.</p> <p>Develop communication tactics as required to promote and support various industry and consumer initiatives.</p> <p><i>Responsibility: Director, Canadian Beef Information Gateway</i></p>	<p>\$350,000</p> <p>1. Annual national campaign: \$275,000.</p> <p>2. Consumer marketing materials: \$65,000.</p> <p>3. Communication initiatives: \$10,000</p>	<p>Q1-Q4:</p> <p>1. One annual national consumer promotional campaign to support the Gateway including partnered editions.</p> <p>2. Marketing materials that support engagement with all Gateway partners and their end users (consumers).</p> <p>3. Industry updates, news releases, magazine articles and communications that promote Gateway initiatives.</p> <p>Target:</p> <p>Development of consumer marketing materials and related communications to promote Canadian beef sales by leveraging the Gateway.</p>	<p>1. Client advertising.</p> <p>2. Client engagement.</p> <p>3. Satisfaction index survey.</p> <p>4. Utilization of the Consumer Gateway.</p> <p>5. Annual beef disappearance in Canada vs pork and poultry.</p>
<p>2. Consumer Advertising and Promotion for the National Canadian Beef Information Gateway Program</p> <p>Consumer targeted advertising and promotions to drive awareness and engagement with the National (non-partnered) Consumer Gateway.</p> <p><i>Responsibility: Consumer Marketing</i></p>	<p>\$245,000</p>	<p>Q1-Q4:</p> <p>1. Multimedia advertising and promotion. Incentivized consumer engagement.</p> <p>2. Consumer engagement activations including provincial partner events.</p> <p>Target:</p> <p>Quarterly seasonal campaigns to promote the non-partnered Gateway.</p>	<p>1. Annual beef disappearance in Canada vs pork and poultry.</p> <p>2. Satisfaction index survey.</p> <p>3. Retail demand index.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Digital Marketing for the Canadian Beef Information Gateway Programs Execute seamless alignment and promotion of the National Canadian Beef Information Gateway program and dedicated partner Gateways through digital and social media platforms. <i>Responsibility: Digital Marketing</i></p>	<p>\$125,000</p>	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> Execute a dedicated campaign through targeted digital ads and social posts driving users to either national or partner branded programs. Website – building Canadian Beef branded Gateway content and customized Gateway content for industry partners in the domestic markets. Highlight key marketing initiatives through digital promotions to support Gateway content (i.e., recipes, videos, World Cuisine influencers, Health & Wellness, gamification, foodservice, and wholesale programs). 	<ol style="list-style-type: none"> Annual beef disappearance in Canada vs pork and poultry. Satisfaction index survey. Retail demand index. Digital analytics
<p>4. Content Development for the Consumer Canadian Beef Information Gateway Program Collaborate with retailers, restaurants, and the producer associations to develop meaningful content on the Gateway for their target audience(s). Develop marketing and training materials for Canada Beef’s clients and partners, who have adopted the Consumer Gateway program. Increase involvement of major retailers with the Gateway across Canada with the new UPC/barcode scanning functionality. <i>Responsibility: Director, Canadian Beef Information Gateway</i></p>	<p>\$100,000</p> <ol style="list-style-type: none"> Campaign materials: \$70,000. Marketing and training materials: \$10,000. Scanning functionality of UPC /barcodes: \$20,000. 	<p>Q1-Q4:</p> <ol style="list-style-type: none"> Expanded content for the Consumer Gateway for partners, including content for the campaign. Marketing and training materials that increased stakeholders’ knowledge of beef and the industry; that assisted them to become ambassadors for the Consumer Gateway. Managed the barcode collection and implementation process across Canada for the Consumer Gateway database to enhance the scanning functionality. <p>Target: To develop content for the Consumer Gateway programs to increase partner and consumer engagement to support sales of Canadian beef.</p>	<ol style="list-style-type: none"> Annual beef disappearance in Canada vs pork and poultry. Satisfaction index survey. Retail demand index. Digital analytics
<p>5. Nutrition Content Development for the Canadian Beef Information Gateway Programs Create health and nutrition-related content for the Gateway, including nutrient analysis, special diet evaluation and allergen determination. <i>Responsibility: Health and Nutrition</i></p>	<p>\$45,000</p>	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> Lead and support implementation of nutrition, health, and wellness content in the Gateway database. 	<ol style="list-style-type: none"> Satisfaction index Survey. Benchmarking Survey – health and nutrition questions. Annual beef disappearance in Canada vs pork and poultry.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>6. Marketing of Wholesale Canadian Beef Information Gateway Program Tools to encourage stakeholders (retail, foodservice, packer/processors, distributors) to implement the Wholesale Gateway in their channels will be developed and deployed using funds from this tactic. This tactic will include the development of a Wholesale Gateway training program and customized Gateway content for partners. <i>Responsibility: Channel Marketing</i></p>	\$50,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Implemented Wholesale Gateway editions within industry. 2. Customized Wholesale Gateway content to fit the needs of supply chain partners (e.g., branding on videos, etc.). 3. Curriculum / certification-style program developed, in collaboration with industry, to recognize completion of Wholesale Gateway training. <p>Target: Facilitate adoption of the Wholesale Gateway with industry partners throughout the supply chain.</p>	1. Satisfaction Survey Index.
<p>7. Implementation of the Consumer Canadian Beef Information Gateway with Meat Professionals This budget tactic will account for any needed training to instruct industry partners on how to communicate with consumers on the Gateway. <i>Responsibility: Channel Marketing</i></p>	\$20,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Training resources developed (e.g., webinars, tutorials) for industry partners on how to implement and communicate the Consumer Gateway editions. <p>Target: Enhanced understanding and awareness of Consumer Gateway initiatives by meat professionals.</p>	1. Satisfaction Index survey.
<p>8. Content Development for the Wholesale Canadian Beef Information Gateway Development of digital content for distribution through the Wholesale Gateway editions to support sales of Canadian beef. Content will include text-based specification information, beef cut photography, 3D renderings and instructional videos related to merchandising. <i>Responsibility: Global Marketing</i></p>	\$20,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Multimedia and text-based content related to Canadian beef. <p>Target: To develop digital content for the Wholesale Gateway editions to support sales of Canadian beef.</p>	<ol style="list-style-type: none"> 1. Annual beef disappearance in Canada vs pork and poultry. 2. Satisfaction index survey. 3. Retail demand index.



CANADIAN BEEF CENTRE OF EXCELLENCE

WORK PLAN #10 2024 – 2025

Team Lead and Budget Holder:	Executive Director, Canadian Beef Centre of Excellence	
Total Budget:	\$500,000	Funding Sources: \$500,000: Beef Check-Off SCAP Leveraged Client Leveraged (partner programs)
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Education, learning tools and resource development to promote the Canadian Beef Advantage. Leverage Canadian Beef Centre of Excellence (CBCE) facility upgrades and investment in audiovisual and communications technologies.

Objectives:

Develop and create resources to support all business units, stakeholder partners and trade-based clients in the domestic and export marketplace. Engage with education and training partners to drive innovation and human resource development in the butchery and culinary trades.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Training and Education</p> <p>The CBCE will create and deliver education and training resources that support a positive customer experience with Canadian beef for industry partners, customers and consumers.</p> <p>The CBCE will leverage its technical expertise, purpose-built facility and partnerships with industry training centres and professional associations.</p> <p>Training will incorporate resources created by Canada Beef’s Global Marketing portfolio with implementation by Channel Marketing and promotion through social media and web content.</p>	<p>\$120,000</p> <p>Workshops and Webinars for Trade Users: \$20,000.</p> <p>Online Courses for Trade and Consumers: \$60,000.</p> <p>Canadian Beef Test Kitchen: \$20,000.</p> <p>Butchery and Culinary Vocational Training Awards: \$20,000.</p>	<p>Q1-Q4:</p> <p>Eight workshops or webinars for the Domestic market and/or export market.</p> <p>Four online courses for retail and/or foodservice trade users.</p> <p>Four online courses for consumer home users.</p> <p>Four Test Kitchen research projects.</p> <p>Awarding of 12 Canada Beef Awards for Excellence in Culinary Arts and eight for Meat Cutting and Butchery.</p> <p>Target:</p> <p>To provide educational material that is engaging and informative for Canadian beef stakeholders.</p>	<p>1. Satisfaction index survey.</p> <p>2. Industry utilization and feedback.</p> <p>3. Number of stakeholder participation.</p> <p>4. Number of learners reached.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>2. Human Resource Development and Retention, Beef and Veal Category Innovation</p> <p>The CBCE will work with Canadian culinary and butchery training centres, industry associations, vocational students and professionals to engage in cooking competitions.</p> <p>These skills competition events will stimulate interest in the butchery and culinary trades and aim to bolster industry participation and promote innovation in the beef and veal categories.</p> <p>The CBCE will collaborate with Channel Marketing to support the competitions and with Web/Social to amplify the excitement and outcomes.</p>	<p>\$140,000</p> <p>Vocational student competitions: \$60,000.</p> <p>Professional level competition: \$80,000.</p>	<p>Q1-Q4:</p> <p>Canada Beef Butchery and Culinary Skills Competitions</p> <p>Development, production and delivery of one regional student competition, one national student competition and one regional professional competition (Pilot).</p> <p>Target:</p> <p>To support industry and drive innovation by generating interest in culinary and butchery trades.</p>	<p>1. Satisfaction index survey.</p> <p>3. Number of industry training centre participants.</p> <p>3. Number of competitor participation.</p> <p>4. Quantity and quality of digital and social media engagement from partners.</p>
<p>3. Digital Media and Content Creation – CBCE Studios</p> <p>The CBCE will develop and produce creative and engaging educational videos and media for Canadian beef user and consumer audiences.</p> <p>Putting into action the CBCE's new studio facilities, the CBCE will continue to lead in beef culinary and butchery media development while supporting strategic marketing and demand building initiatives for Canadian beef.</p> <p>The CBCE will use marketing materials from Global Marketing and with contribution of content from Consumer Marketing.</p> <p>The CBCE will work with the Channel Marketing team to support market implementation and with Web/Social for promotion and digital access to resources.</p>	<p>\$165,000</p> <p>150 instructional videos: \$65,000.</p> <p>8 new original episodes: \$20,000.</p> <p>200 new original video or digital media assets: \$80,000.</p>	<p>Q1-Q4</p> <p>Recipe Videos and Media for Consumer Home Users</p> <p>Development and production of 150 instructional video resources and media assets for consumers.</p> <p>Q1-Q4</p> <p>Canadian Beef TV</p> <p>Development and production of 8 new original episodes.</p> <p>Q1-Q4</p> <p>Digital Content and Video Resources for Trade Users</p> <p>Development and production of 200 new original video or digital media assets for retail and foodservice users.</p> <p>Target:</p> <p>To create digital media that is engaging and informative for Canadian beef stakeholders.</p>	<p>1. Satisfaction index survey.</p> <p>2. Industry utilization and feedback.</p> <p>3. Number of Stakeholder participation.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>4. Market Development Initiatives</p> <p>The CBCE will engage Canadian beef industry partners and stakeholders to support understanding of Canadian beef's differentiating attributes and value proposition to build loyalty for Canadian beef products in domestic and export markets.</p> <p>The CBCE will collaborate with Canada Beef's Domestic and Export Channel Marketing teams for partner training and education and in promotion and marketing initiatives.</p>	<p>\$30,000</p> <p>Canadian Beef Advantage</p> <p>Familiarizations - Inbound Export and Domestic: \$15,000.</p> <p>Familiarizations - Outbound Export Market: \$15,000.</p>	<p>Q1-Q4:</p> <p>Canadian Beef Advantage Familiarizations in Partnership with Industry</p> <p>Development, production and delivery of 6 Canadian Beef Advantage familiarizations for inbound export and domestic customers.</p> <p>Canadian Beef Advantage outbound in-market familiarization for export market groups.</p> <p>Target:</p> <p>To deliver valuable industry familiarization and product knowledge training to Canadian beef partners and customers to benefit stakeholders.</p>	<p>1. Satisfaction index survey.</p> <p>2. Industry utilization and feedback.</p> <p>3. Quantity of content focused on the target audience.</p>
<p>5. Partner Initiated Resource Development – CBCE Cost Share Program</p> <p>Partner programs provide support for client led projects seeking to develop their own videos, merchandising resources, product innovations and recipes to support eligible branded marketing strategies.</p>	<p>\$45,000</p>	<p>Q1-Q4:</p> <p>CBCE Partner Initiated Resource Development Projects</p> <p>Administration and management of three partner-initiated resource development initiatives</p> <p>Target:</p> <p>To provide well managed cost-shared and partner-led resource development support.</p>	<p>1. Satisfaction index survey.</p> <p>2. Industry utilization and feedback.</p> <p>3. Number of projects and value of partner investments to promote Canadian beef.</p>



EXPORT MARKET DEVELOPMENT PARTNER PROGRAM

WORK PLAN #11 2024 – 2025

Team Lead and Budget Holder:	Executive Director, Export Market Development	
Total Budget:	\$420,000	Funding Sources: \$420,000: Beef Check-Off ABEMD Grant 25% Client Leveraged 50%
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Provide cost-shared funding support for eligible Canadian beef representative company-initiated marketing projects and activities to help grow and expand sales of Canadian beef brands in the export marketplace.

Objectives:

Deliver collaborative programs and services that enable and encourage Canadian beef representative companies to develop aggressive export growth and brand recognition strategies. Invest in volume and value creation sales and marketing programs that deliver commercial results and measurable return on investment.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Export Market Investigation EMI Outgoing missions to targeted markets outside of Canada. Must be incremental commercial business building initiatives that focus on new markets or market segments, product or specification development /refinement or meeting new foreign client buyers.</p>	\$30,000	<p>Q1-Q4: Based on industry utilization.</p> <p>Target: 100% EMI program allocation funding utilized.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p> <p>3. Number of approved projects.</p>
<p>2. Export Market Adaptation EMA Incoming missions from targeted markets outside of Canada. Must be incremental commercial business building initiatives that focus on capturing and serving new markets or market segments, product or specification development /refinement or meeting new foreign client buyers.</p>	\$140,000	<p>Q1-Q4: Based on industry utilization.</p> <p>Target: 100% EMA program allocation funding utilized.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p> <p>3. Number of approved projects.</p>
<p>3. Export Market Diversification MDP Canadian Beef representative company participation or attendance at Canada Beef led or initiated trade shows, seminars or promotional events in the export marketplace. Also includes trade shows, seminars and events not organized by Canada Beef including; tabletop events organized by Government of Canada, Provincial field offices or importer/distributor client buyer trade marketing events or shows.</p>	\$100,000	<p>Q1-Q4: Based on industry utilization.</p> <p>Target: 100% MDP program allocation funding utilized.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p> <p>3. Number of approved projects.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>4. Promotion and Marketing PMP Development, production and distribution of eligible branded, co-branded or generic marketing materials, collateral, sales and promotion programs, advertising, social media campaigns, tasting programs, consumer marketing and recipe development.</p>	\$120,000	<p>Q1-Q4: Based on industry utilization.</p> <p>Target: 100% PMP program allocation funding utilized.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p> <p>3. Number of approved projects.</p>
<p>5. Competitive Advantage Benchmarking CBP Benchmarking activities in-market that evaluates meat quality, specifications, and packaging, processing attributes and yield/financial performance metrics to improve competitive position. Also includes sensory testing and comparative analysis vs. best in-class competitor's products and focus group testing in foreign market conditions.</p>	\$10,000	<p>Q1-Q4: Based on industry utilization.</p> <p>Target: 100% CBP program allocation funding utilized.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p> <p>3. Number of approved projects.</p>
<p>6. Special Projects Ad-hoc projects that cannot be classified in the previous five categories but still meet the objectives of the partner program and support Canadian beef brands export growth.</p>	\$20,000	<p>Q1-Q4: Based on industry utilization.</p> <p>Target: 100% program allocation funding utilized.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p> <p>3. Number of approved projects.</p>



EMERGING MARKETS

WORK PLAN #12 2024 – 2025

Team Lead and Budget Holder:	Executive Director, Export Market Development	
Total Budget:	\$273,000	Funding Sources: \$273,000: Beef Check-Off S-CAP Leveraged
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Support market development opportunities for Canadian beef in the EU, MENA and other emerging markets to grow Canadian beef volume, value and market share.

Objectives:

Deliver B2B and B2C marketing activities and sales promotions that increase the awareness of the Canadian Beef Advantage (CBA) and help grow sales of Canadian beef in retail, foodservice and other channels.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Retail/Foodservice Promotions Working in conjunction with local Canadian beef importers and distributors, Canada Beef will support new and existing retail and foodservice sector clients to grow sales volume and value as well as brand awareness for Canadian beef.</p>	\$50,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> Two retail promotions (TBD). One food service promotion (TBD). <p>Target: +10% YOY increase in Canadian beef sales and value in target market.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value, market share of Canadian beef in the export market.
<p>2. Trade Shows</p> <ol style="list-style-type: none"> In collaboration with Canada Pork and Canadian Bison, Canada Beef will exhibit at one major international food industry trade show to promote Canadian beef brand awareness and the CBA as well as provide a prime location and space to support companies exporting Canadian beef to promote their products. Depending on Canadian beef supplier participation and market access conditions, Canada Beef will consider exhibiting at one other EU or MENA regional show. 	\$123,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> SIAL, France. Location and date TBD. <p>Target: +10% YOY increase in Canadian beef sales and value in target market.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value, market share of Canadian beef in the export market.
<p>3. Trade Advertising Support advertising campaign in major trade publications targeting food sector clients in markets with potential for growth in order to promote both the CBA and to support Canadian beef suppliers exporting to the EU and MENA markets.</p>	\$20,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> MENA region publication. EU region publication. <p>Target: +10% YOY increase in Canadian beef sales and value in target market.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value, market share of Canadian beef in the export market.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>4. Marketing Materials Create new marketing resources to support the CBA as well as various Canadian beef retail promotions undertaken by our partners in the EU and MENA markets.</p>	\$5,000	<p>Q1-Q4: Target: +10% YOY increase in Canadian beef sales and value in target market.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export market.</p>
<p>5. Demand Building Events</p> <p>1. Working with Canadian beef suppliers and their local distributors, Canada Beef will deliver at least one demand building seminar event to promote the CBA to their targeted clients in the EU and/or MENA regions.</p> <p>2. Identify one target market within the EU or MENA region with growth potential and conduct one demand building event in Canada focusing on the CBA and new Canadian beef merchandising opportunities targeting key chefs and food industry influencers from the region. Content captured digitally and distributed via social media networks.</p>	\$60,000	<p>Q1-Q4:</p> <p>1. Location and date TBD.</p> <p>2. Canada date TBD.</p> <p>Target: +10% YOY increase in Canadian beef sales and value in target market.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export market.</p>
<p>6. Government Trade Commission Collaborate with Canadian trade commissioner service on promotional events and marketing initiatives that meet common objectives in markets of interest not supported through Canada Beef's international office network.</p>	\$15,000	<p>Q1-Q4: Opportunities TBD.</p> <p>Target: +10% YOY increase in Canadian beef sales and value in target market.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export market.</p>



JAPAN

WORK PLAN #13 2024 – 2025

Team Lead and Budget Holder:	Senior Director, Market Development – Japan/Korea	
Total Budget:	\$800,000	Funding Sources: \$800,000: Beef Check-Off SCAP Leveraged
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Promote the Canadian Beef Advantage and support Canadian beef supply, retail, and foodservice clients to grow Canadian beef volume, value, and market share in Japan.

Objectives:

Develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Retail/Foodservice Promotions: Canada Beef will support and work closely with new and existing end-user clients, importers, and distributors to increase Canadian beef brand awareness and increase retail and foodservice sales promotions. Focus area: Instore-sampling demos.</p>	\$300,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> Three retail promotions, client TBD. Two foodservice promotions, client TBD. 400 in-store sampling demos planned for the retail sector. <p>Target: +10 YOY increase in Canadian beef sales promotion activity.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value market share of Canadian beef in the export marketplace.
<p>2. Trade Shows: Canada Beef will partner with Canadian beef supplier clients and participate in three regional/sector focus trade shows, three national trade shows, and two distributors' trade shows to promote the CBA and support Canada Beef supplier clients at high traffic industry events.</p>	\$200,000	<p>Q2-Q4:</p> <ol style="list-style-type: none"> Three regional/sector focus trade shows: location TBD. Two distributors' trade shows. <p>Q3-Q4:</p> <ol style="list-style-type: none"> Three national trade shows in Tokyo: JFA show, Supermarket Trade Show, Foodex. <p>Target: +10 YOY sales volume and value increase.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value market share of Canadian beef in the export marketplace.
<p>3. Trade Advertising: Development and placement of B>B trade ads to promote the CBA and support supply clients in the marketplace. An interview article from CBII new president will be included.</p>	\$10,000	<p>Q2-Q3:</p> <ol style="list-style-type: none"> Ad in summer edition of Japan Meat Journal. Ad in summer edition of Daily Meat Livestock. <p>Target: +10% YOY industry reach and awareness of key messages.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value market share of Canadian beef in the export marketplace.
<p>4. Marketing Materials: Create and adapt new or existing marketing resources as needed to promote the CBA and support sales growth in Japan. Resources will include branded labels, POP graphics.</p>	\$70,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> AAA/Canada Beef brand label production and distribution. POP materials production and distribution. <p>Target: +10 YOY increase in Canadian beef collateral utilization and distribution.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value market share of Canadian beef in the export marketplace.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>5. Consumer Marketing: Canada Beef will partner with a third-party agency to arrange and support holding Canadian beef consumer events across Japan. Consumer events include barbecue events and cooking classes.</p>	\$20,000	<p>Q1-4: 1. Canada Beef barbecue event. 2. Canada Beef cooking class</p> <p>Target: +20% YOY increase in traffic.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value market share of Canadian beef in the export marketplace.</p>
<p>6. Digital Marketing: Continuous content updates to both the trade and consumer Canada Beef Japan website. Facilitate effective social media communication through new and existing platforms. A new recipe will be created and distributed biweekly.</p>	\$75,000	<p>Q1 – Q4: 1. Website upgrade. 2. Social media content creation and distribution on social media platforms. 3. Monthly e-news letter distribution.</p> <p>Target: +20% YOY increase in traffic.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value market share of Canadian beef in the export marketplace.</p>
<p>7. Demand Building Events: Canada Beef will organize and execute three major demand building seminar events along with supply partners to promote the CBA and support Canadian beef supply clients.</p>	\$80,000	<p>Q3-Q4: 1. Canada Beef seminars at three strategic locations (TBD).</p> <p>Target: +10 YOY sales volume and value increase.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value market share of Canadian beef in the export marketplace.</p>
<p>8. Distributor Education: Partner with Federal Meat Academy to deliver Canada Beef education courses (lectures and cutting demos) to culinary college students and to deliver Canadian beef cutting seminars for distribution and retail partners.</p>	\$15,000	<p>Q3-Q4: 1. Engage culinary collages to deliver 5 classes. 2. Canada beef cutting seminar for distributors/retail partners.</p> <p>Target: 150 students attend the class.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>9. Government Trade Commission: Canada Beef will collaborate with the Canadian trade commissioner service to support eligible promotional events and initiatives that meet Canada Beef objectives.</p>	\$5,000	<p>Q1-Q4: 1. Event details TBD.</p> <p>Target: +10% YOY increase in Canadian beef sales volume and value increase.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value market share of Canadian beef in the export marketplace.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>10. Sponsorship and Event Marketing: Canada Beef will support eligible sponsorship and event marketing opportunities to maintain good relationship with major organizations and their member companies. Sponsorship and event marketing projects must facilitate the promotion of the CBA and support supply clients.</p>	<p>\$10,000</p>	<p>Q1-4: 1. Membership fee for National Supermarket Association of Japan. 2. Canadian beef donation for CCCJ events. Target: +10% YOY sales volume and value increase.</p>	<p>1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.</p>
<p>11. Canada Beef Information Gateway (Gateway): Canada Beef will further develop and expand Gateway QR code solution program. The Gateway will include a limited menu of assets for each retail cut being offered in-market.</p>	<p>\$15,000</p>	<p>Q1-Q4 1. Upgrade Gateway contents and increase the number of the retailers having Gateway QR code. Target: +10% YOY sales volume and value increase.</p>	<p>1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.</p>



SOUTH KOREA

WORK PLAN #14 2024 – 2025

Team Lead and Budget Holder:	Senior Director, Market Development – Japan/Korea	
Total Budget:	\$435,000	Funding Sources: \$435,000: Beef Check-Off SCAP Leveraged
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Promote the Canadian Beef Advantage and support Canadian beef supply, retail, and foodservice clients to grow Canadian beef volume, value, and market share in South Korea.

Objectives:

Develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to funding partners and stakeholders.

Tactics	Budget	Deliverables	Key Performance Indicators
1. Retail/Foodservice Promotions: Canada Beef will cooperate and work closely with new and existing end-user clients, importers, and distributors to increase Canadian beef brand awareness and increase retail and foodservice sales promotions.	\$80,000	Q1-4: 1. Four retail promotions, client TBD. 2. Two foodservice promotions, client TBD. Target: +10% YOY increase in Canadian beef sales promotion activity.	1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.
2. Trade Shows: Canada Beef will partner with Canadian beef supplier clients and participate in three trade shows to promote the CBA and support supplier clients at the most important food and meat industry exhibitions.	\$90,000	Q1: 1. Seoul Food & Hotel. 2. Meat Expo. Q3: 1. Coex Food Week. Target: +10% YOY sales volume and value increase.	1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.
3. Trade Advertising: Development and placement of B>B trade ads and CBII interview articles to promote the CBA and support supply clients in the marketplace.	\$5,000	Q3: 1. Ad in the winter edition of Meat Journal. Target: +10% YOY sales volume and value increase.	1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.
4. Marketing Materials: Create and adapt new or existing marketing resources as needed to promote the CBA and support sales growth in Korea. Resources will include branded labels and POP graphics.	\$15,000	Q1-4: 1. POP materials production and distribution. Target: +10% YOY increase in Canada Beef collateral utilization and distribution.	1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.
5. Consumer Marketing CBI will partner with a well-known cooking instructor to develop two Korean-style Canadian beef recipes per month and post the recipes on social media platforms and website.	\$20,000	Q1-4: 1. 24 Korean-style recipe development. Target: +20% YOY increase in traffic.	1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>6. Digital Marketing Continuous content updates to Canada Beef Korean website. Facilitate effective social media communication through new and existing platforms.</p>	\$60,000	<p>Q1 – Q4:</p> <ol style="list-style-type: none"> 1. Website page update. 2. Social media content creation and distribution. 3. Monthly e-news letter distribution. <p>Target: +20% YOY increase in traffic.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.
<p>7. Demand Building Events Canada Beef will organize and execute one demand-building seminar and cutting demo event with a Japan Federal Meat Academy (FMA) instructor to promote the CBA, support Canadian beef supply clients, and maintain and develop good relationships with major players.</p>	\$60,000	<p>Q3:</p> <ol style="list-style-type: none"> 1. Canada Beef seminar, cutting demo by a FMA Japan instructor, and networking event in Seoul. <p>Target: 1) +10% YOY sales volume and value increase.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value market share of Canadian beef in the export marketplace.
<p>8. Government Trade Commission Canada Beef will collaborate with the Canadian trade commissioner service to support eligible promotional events and initiatives that meet Canada Beef objectives.</p>	\$5,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Event details TBD. <p>Target: +10% YOY increase in Canadian beef sales volume and value increase.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.
<p>9. Sponsorship and Event Marketing Canada Beef will support eligible sponsorship and event marketing opportunities to develop and maintain good relationship with major organizations and their member companies. Sponsorship and event marketing projects must facilitate the promotion of the CBA and support supply clients.</p>	\$10,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Meat Journal seminar sponsorship. 2. Korea Meat Importers Association seminar sponsorship. <p>Target: +10% YOY increase in Canadian beef sales volume and value increase.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.
<p>10. Beef Information Gateway Canada Beef will develop Gateway QR code solution program. The Gateway landing page will include recipe information for three most popular beef cuts being offered in-market.</p>	\$10,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Upgrade Gateway contents and partner with a retailer to hold a promotion, utilizing Gateway QR code. <p>Target: +10% YOY sales volume and value increase.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace
<p>11. South Korea Marketing Manager Canada Beef will partner with an independent contractor to develop and execute market development initiatives, maintain strong communication and relationships with in-market partners and to collect and share important market intelligence, trends and competitor activities.</p>	\$80,000	<p>Q1-Q4:</p> <ol style="list-style-type: none"> 1. Execute trade and channel marketing initiatives. <p>Target: +10% YOY sales volume and value increase.</p>	<ol style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace



CHINA AND HONG KONG

WORK PLAN #15 2024 – 2025

Team Lead and Budget Holder:	Director, Market Development – Taiwan, Southeast Asia, Hong Kong and Macau	
Total Budget:	\$195,000	Funding Sources: \$195,000: Beef Check-Off S-CAP Leveraged
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Promote the Canadian Beef Advantage and support Canadian beef supply, retail, and foodservice clients to expand Canadian beef volume, value, and market share in Hong Kong and Macau. Maintain minimized market representation in mainland China in anticipation of restored market access.

Objectives:

Develop and execute trade, channel and consumer marketing initiatives that will deliver results and provide ROI back to both funding partners and stakeholders.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Retail/Foodservice Promotions Canada Beef will work with new and existing end-user clients, importers, and distributors to increase Canada Beef brand awareness and increase retail and foodservice sales promotions.</p>	\$150,000	<p>Q1 - Q4:</p> <ol style="list-style-type: none"> YATA: 2 RT promotions. Marae: 2 RT promotions. Macau: 1 RT or 1 FS promotions. HK: 1 FS promotion. <p>Target: +10% YOY sales volume and value increase.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value, market share of Canadian beef in the export marketplace.
<p>2. Marketing Materials Create and adapt new or existing marketing resources as needed to promote the CBA and support sales growth in Hong Kong. Resources will include branded labels and POP graphics.</p>	\$15,000	<p>Q1 - Q4:</p> <ol style="list-style-type: none"> Development and production of POP materials as needed for supporting retail and foodservice promotions. Development and production of CBA resources as needed (labels, guides, and standard materials). <p>Target: +10% YOY increase in Canada Beef collateral distribution.</p>	<ol style="list-style-type: none"> Satisfaction index survey. Volume/value, market share of Canadian beef in the export marketplace.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Digital Marketing Create Hong Kong IG page to act as online tool to support direct communication of the CBA, new recipe and other content as well as updates on Canadian beef promotional initiatives to Hong Kong consumers.</p>	\$20,000	<p>Q1 - Q4: 1. Social media content creation, boosting plans, strategic and promotional posts to attract new viewer to increase and reach audiences.</p> <p>Target: +10% YOY increase in reach to target audience.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>4. Government Trade Commission Canada Beef will collaborate with the Canadian trade commissioner service on promotional events and initiatives that meet common objectives in markets of interest not supported through Canada Beef foreign offices.</p>	\$5,000	<p>Q1 - Q4: Opportunities aligned with TCS – date TBD.</p> <p>Target: +10% YOY increase in Canadian beef sales volume and value.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>5. Beef Information Gateway Canada Beef will further develop and expand Gateway QR code solution programs. The Gateway will include a limited menu of assets for each retail cut being offered in-market.</p>	\$5,000	<p>Q1 - Q4: Beef Information Gateway launched in retail brands in Hong Kong.</p> <p>Target: +10% YOY increase in Gateway resources and utilization in market.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>



TAIWAN & SOUTHEAST ASIA

WORK PLAN #16 2024 – 2025

Team Lead and Budget Holder:	Director, Market Development – Taiwan, Southeast Asia, Hong Kong and Macau	
Total Budget:	\$422,000	Funding Sources: \$422,000: Beef Check-Off S-CAP Leveraged
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Retail and Foodservice Channel development. Recover volume and value growth. Support Canadian beef marketing opportunities in the marketplace. Work with Canada Beef supply partners to maximize market development opportunities.

Objectives:

Promote Canadian beef quality grades. Develop new retail and foodservice clients.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Retail and Foodservice Promotions: Canada Beef will work with new and existing end-user clients, importers, and distributors to increase Canadian beef brand awareness and increase retail and foodservice sales promotions.</p> <p>Plan:</p> <ul style="list-style-type: none"> 1) Taiwan 1 RT + FS promotions 2) Philippines 1 RT + FS promotions 3) Vietnam 2 RT + FS promotion 4) Singapore/Indonesia 1 RT + FS promotion based on trade condition. 	\$130,000	<p>Q1 – Q4:</p> <ul style="list-style-type: none"> 1. In-store sampling demo programs in the retail sector (including Taiwan, Philippine, Vietnam, Singapore). <p>Q2 – Q4:</p> <ul style="list-style-type: none"> 2. Canadian beef promotion at Hotel and Restaurants (including Taiwan, Philippine, Vietnam, Singapore). 3. Collaboration with importer, retail/food service and supply partner to promote Canada Beef brands. (Including Taiwan, Philippines, Vietnam, Singapore, Indonesia). <p>Q1 – Q4:</p> <ul style="list-style-type: none"> 4. Partner promotion with two new retail clients (including Taiwan, Philippine, Vietnam, Singapore). 5. Partner/promote with three new foodservice clients (including Taiwan, Philippines, Vietnam, Singapore). <p>Target: +10% YOY increase in Canadian beef sales promotion activity.</p>	<ul style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>2. Trade Shows Canada Beef will participate in four trade shows to promote the CBA and support Canada Beef supplier clients at high traffic industry events</p>	\$140,000	<p>Q1 – June: 1. Food Taipei - Major food show in Taiwan in collaboration with the Canadian Embassy to reach a broad range of buyers.</p> <p>Q2 - TBC: 2. Food & Hotel Vietnam –Major food show in Vietnam in collaboration with the Canadian Embassy to reach a broad range of buyers.</p> <p>Q2 - TBC: 3. WOFEX Food Show – Targeting food service industry and retail in Philippines.</p> <p>Target: +10% YOY sales volume and value increase.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>3. Marketing Materials Create, develop, or adapt new or existing marketing resources as needed to promote the CBA and support sales growth in Taiwan and Southeast Asia. Resources will include branded labels, POP graphics.</p>	\$20,000	<p>Q2 – Q4: 1. Development and production of POP materials as needed for supporting retail and foodservice promotions.</p> <p>2. Development and production of CBA resources as needed (labels, guides, and standard materials).</p> <p>Target: +10% YOY increase in Canada Beef collateral distribution.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>4. Digital Marketing 1. Maintenance of site architecture and content updates. 2. Support social media communication through new and existing platforms.</p>	\$50,000	<p>Q1 – Q4: 1. Social media content creation, boosting plans, strategic and promotional posts to attract new viewer to increase and reach audiences. (Taiwan IG and Southeast Asia IG).</p> <p>2. Website Service, maintenance, domain hosting, website fees, adaptations and content development, translation, and placement. Development of Vietnamese sub-website.</p> <p>Target: +10% YOY increase in traffic.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>5. Demand Building Events Canada Beef will organize and execute one demand building seminar event to promote the CBA and support Canada beef supply clients.</p>	\$20,000	<p>Q1 – Q4: 1. One event will be planned and executed. Canada Beef demand building seminar. Location and dates TBD.</p> <p>Target: +10% YOY sales volume and value increase.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>6. Government Trade Commission Canada Beef will collaborate with Canadian trade commissioner services to support eligible promotional events and initiatives that meet Canada Beef objectives.</p>	\$5,000	<p>Q2 – Q4: Retail/foodservice promotion with Trade commissioner (including Indonesia, Vietnam, Taiwan, Singapore, Philippines.)</p> <p>Target: +10% YOY increase in qualified buyers attending.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>7. Sponsorship and Event Marketing Canada Beef will support eligible sponsorship and event marketing opportunities that meet objectives. Sponsorship and event marketing projects must facilitate the promotion of the CBA and support supply clients.</p>	<p>\$5,000</p>	<p>Q2: 1. Canada Day Celebration for Indonesia, Vietnam, Taiwan, Singapore, Philippines.</p> <p>Target: +10% YOY reach of qualified attendees.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>8. Beef Information Gateway Canada Beef will further adapt and launch the Gateway QR code solution program in retail chains. The Gateway will include a limited menu of assets for each retail cut being offered in market.</p>	<p>\$5,000</p>	<p>Q1 - Q4: Launch or expand on one or two Gateway projects in the retail sector.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>9. Vietnam Programs and Services Canada Beef will hire professional consultant service to support event marketing and client communications in Vietnam.</p>	<p>\$47,000</p>	<p>Q1 - Q4: To support Canadian beef marketing plans in Vietnam. Secure communications with Vietnamese clients to provide supports. Development of new potential buyers, retailers, and foodservice establishments.</p> <p>Cost includes monthly fees and allowances e.g., travel, phone bills, meeting expenses. etc.</p> <p>Target: +10% YOY increase in Canada Beef collateral distribution.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>



MEXICO AND LATIN AMERICA

WORK PLAN #17 2024 – 2025

Team Lead and Budget Holder:	Director, Market Development – Mexico & Latin America	
Total Budget:	\$629,500	Funding Sources: \$629,500: Beef Check-Off S-CAP (leveraged)
National Beef Strategy Alignment:	Pillar 1: Beef Demand – Focus Area: D,E,F	

Strategic Priorities:

Develop and implement innovative market development strategies in the retail and foodservice segments, to support Canadian beef volume and value growth with existing supply partners and follow-up on alliances with Canadian beef importers in Latin America markets. Communicate Canadian/U.S. beef grading equivalence.

Objectives:

Execute marketing initiatives to increase both brand awareness and product demand that will deliver results and provide ROI back to funding partners and stakeholders.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>1. Retail and Foodservice Promotions Canada Beef will work in diverse retail and foodservice promotions to increase export and distributors’ sales, introduce new Canadian beef programs and cuts, build customer loyalty and capitalize on business opportunities.</p>	<p>\$110,000</p> <ul style="list-style-type: none"> 1. \$25,000 2. \$21,000 3. \$31,000 4. \$13,000 5. \$20,000 	<p>Q1-Q4:</p> <ul style="list-style-type: none"> 1. In-store samplings in 100 Soriana outlets to boost sales of imported Canadian middle meats. 2. In-store product sampling w/HEB and City Club to identify retailers as Canadian beef suppliers. 3. Eight-week sampling program at El Florido retail stores (36 outlets). 4. CB signature dishes at Cancun Country Club restaurant. 5. Retail promo with distributor in Peru and/or Guatemala. <p>Target: +10% YOY sales volume and value increase.</p>	<ul style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.
<p>2. Trade Shows Canada Beef will participate in three trade shows to connect and network with new and potential customers of Canadian beef. Canada Pork will participate with Canada Beef in ExpoCarnes and Alimentec to maximize impact and cut costs.</p>	<p>\$245,000</p> <ul style="list-style-type: none"> 1. \$105,000 2. \$40,000 3. \$100,000 	<p>Q1-Q4:</p> <ul style="list-style-type: none"> 1. ABASTUR MexCity (Aug 28 -30 2024). 2. Alimentec Colombia (Jun 18-21, 2024). 3. ExpoCarnes (Feb 2025). <p>Target: +10% YOY reach and awareness of CBA and Canada Beef programs and services.</p>	<ul style="list-style-type: none"> 1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.

Tactics	Budget	Deliverables	Key Performance Indicators
<p>3. Trade Advertising Canada Beef will place B>B trade ads in Latin America food industry publications to promote the CBA and support supply clients in the marketplace.</p>	<p>\$6,000</p>	<p>Q2-Q4: 1. Articles in digital and printed editions from: Colombia, Mexico + Latin America. Target: +10% YOY reach to new clients.</p>	<p>1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>4. Marketing Materials Develop and adapt new or existing marketing materials to communicate CBA key messages and value proposition, as well as to support promotional campaigns.</p>	<p>\$7,000 1. \$4,000 2. \$3,000</p>	<p>Q2 - Q4: 1. POP resources (1,000 merchandising guides with updated grading information, digital banners, tent cards). 2. 50,000 Canada Beef labels and food markers. Target: +10 % YOY distribution.</p>	<p>1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>5. Consumer Marketing Increase Canadian beef awareness among the target audience and influence consumer purchasing decisions. Distribution of content via social media platforms and print.</p>	<p>\$38,500 1. \$28,000 2. \$4,000 3. \$6,500</p>	<p>Q1-Q4: 1. Grilling episode recorded in Calgary mountains/ranch with Canada Beef Mexico ambassador, Emberwood grillers team (2) and 4 chefs (1 executive chef from 4 distributors). 2. Video recipes episode for Xmas season. 3. Printed cookbooks from #shegrills recorded series. Target: +10% YOY increase in consumer reach and exposure.</p>	<p>1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>6. Digital Marketing: 1. Maintenance of website architecture and content updates. 2. Support social media communication through new and existing platforms.</p>	<p>\$125,000 1. \$25,000 2. \$17,000 3. \$40,000 4. \$10,000 5. \$33,000</p>	<p>Q1-Q4: 1. Website management including: service, domain hosting, website fees, placement, design/content updates, monthly analytics, maintenance, translation, and metrics service. 2. Monthly newsletters for the domestic market. 3. Virtual boutique reactivation. <i>Social Media:</i> 4. Collaboration with Tik-Tok food influencers/celebrities/ Chefs. 5. LATAM YouTube, Instagram and FB Channels- focused campaigns to increase user traffic. Target: +10% YOY traffic increase. Digital targeted campaigns. +80% YOY satisfaction score.</p>	<p>1. Satisfaction index survey. 2. Volume/value, market share of Canadian beef in the export marketplace.</p>

Tactics	Budget	Deliverables	Key Performance Indicators
<p>7. Demand Building Events Canada Beef will organize and execute four demand building events to showcase global innovations to distributor's target audience and to support their sales.</p>	<p>\$60,000</p> <p>1. \$15,000</p> <p>2. \$15,000</p> <p>3. \$15,000</p> <p>4. \$15,000</p>	<p>Q1-Q4: Canadian Beef Global Training: 4 nationwide workshops with Canada Beef export markets representatives and brand ambassadors in collaboration with different distributors and locations.</p> <p>1. Japan BA-Cancun (Susazon).</p> <p>2. Taiwan BA- Los Cabos (Sigma).</p> <p>3. Korea BA- Guadalajara (CAFISON).</p> <p>4. Vietnam BA – San Miguel Allende (XO).</p> <p>Target: +10% YOY increase in new client reach and exposure.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>8. Distributor Education: Canada Beef will execute beef training and cutting seminars to promote distributors' programs and the CBA.</p>	<p>\$15,000</p>	<p>Q1-Q4: 1. Canada Beef workshops/trainings for distributors and their customers.</p> <p>Target: +10% YOY increase in importer/distributor reach.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>9. Government Trade Commission: Canada Beef will collaborate with Canadian trade commissioner services to support eligible promotional events and initiatives that meet Canada Beef objectives.</p>	<p>\$14,000</p> <p>1. \$9,500</p> <p>2. \$4,500</p>	<p>Q2: 1. Canada Day celebration with Canadian Embassy in Mexico and regional Consulates at Monterrey and Guadalajara.</p> <p>Q4: 2. Comecarne seminars in collaboration with Canadian Government.</p> <p>Target: +10% YOY increase in qualified attendees.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>10. Sponsorship and Event Marketing Increase brand visibility and exposure through one sponsored event, to generate business leads and potential customers.</p>	<p>\$4,000</p>	<p>Q1-Q4: 1. One sponsorship in collaboration with Canadian beef distributor.</p> <p>Target: +10% YOY increase in qualified attendees.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>
<p>11. Beef Information Gateway: Adapt and launch the Gateway QR code solution program in retail chains.</p>	<p>\$5,000</p>	<p>Q1 1. Develop and produce QR code POP resources.</p> <p>Target: Launch one Gateway project with City Club.</p>	<p>1. Satisfaction index survey.</p> <p>2. Volume/value, market share of Canadian beef in the export marketplace.</p>



FINANCE AND OPERATIONS

WORK PLAN #18 2024 – 2025

Team Lead and Budget Holder:	Vice President, Finance and Operations	
Total Budget:	\$872,200	Funding Source: \$872,200: Beef Check-Off

Strategic Priorities:

Ensure adequate funding for Canada Beef activities and programs and value-for-money for costs related to all sources of funding (check-off, import levies and leveraged dollars).

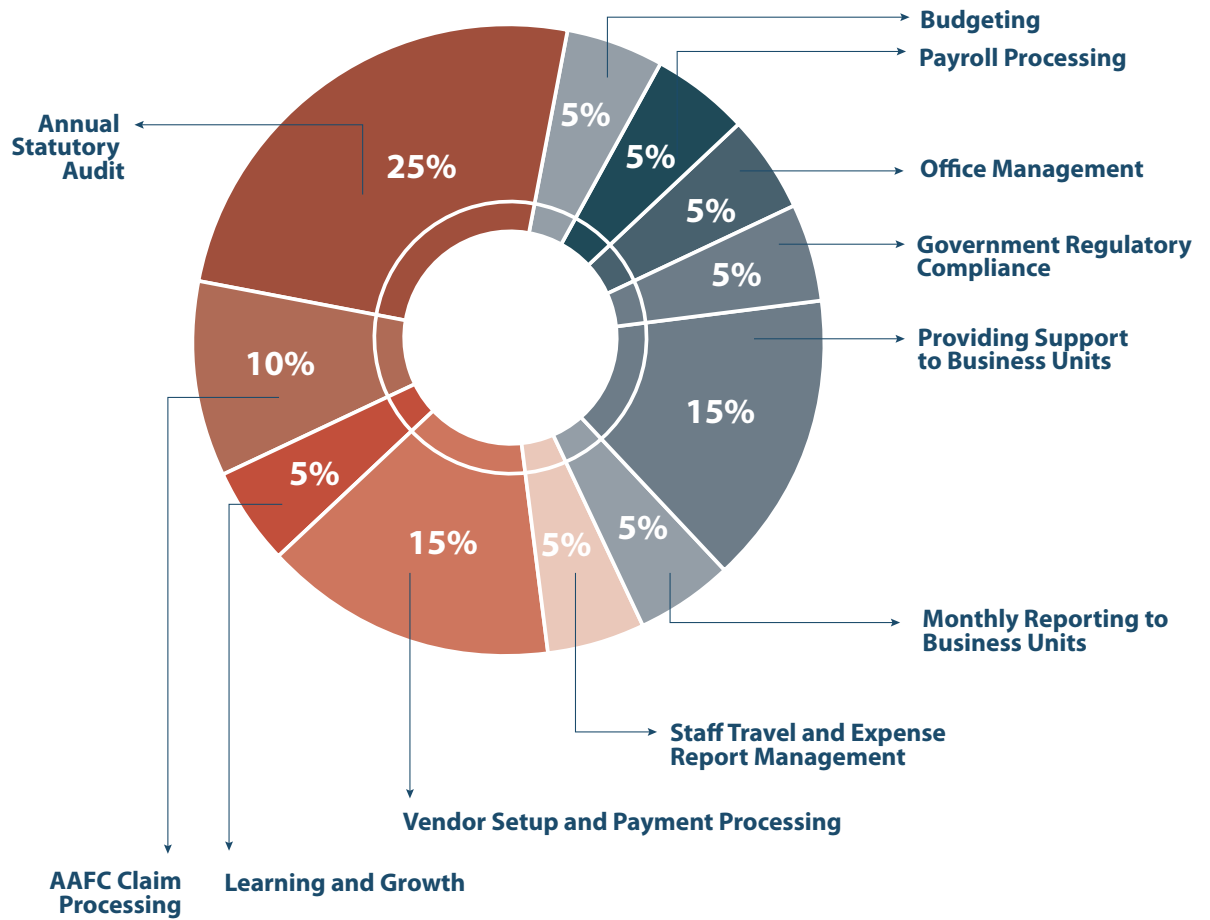
Objectives:

To provide sound financial policies and systems of internal controls, produce accurate and timely financial information, ensuring compliance with statutory and contractual obligations; to provide excellent customer service; to provide and maintain a fit-for-purpose, safe and functional office work environment.

Tactics	Deliverables	Key Performance Indicators
1. Budgeting Weight (5%)	1. Annual programs and operations budgeting for Investment Plan. 2. Operating plan spreadsheets set-up on SharePoint. 3. Budget performance report template set-up and budget loading on Sage 300.	Complete by Nov 30. Set-up by March 1. Set-up by March 1.
2. Providing Support to Business Units Weight (15%)	1. Answering questions about finance procedures. 2. Payment of monthly international office operating funds. 3. Reimbursement of Staff expense. 4. Provide excellent customer service. 5. Reviewing vendor agreements and office rental contracts with business units.	Responses within 2 business days. Operating funds wired to offices before 15th of month. Response within 15 days of receipt. Achieve 75% on Accounting Satisfaction Survey. Responses within 2 business days.
3. Monthly reporting to Business Units Weight (5%)	1. Monthly budget reports for each work plan and office overhead.	Reports delivered within 15 days of month end.
4. Payroll Processing Weight (5%)	1. Management of ADP payroll system. 2. Payment of salaries on time.	Payroll input data to ADP by Tuesday before payday. Bi-weekly, every second Friday.
5. Vendor Setup & Payment Processing Weight (15%) Staff Travel and Expense Report Management Weight (5%)	1. Sage 300 Accounts Payable vendor system management. 2. Biweekly local vendor payments. 3. Biweekly set-up and payment of RBC express wires to international vendors. 4. Implement paperless expense reporting and management system.	Vendor information up to date before payment dates. Less than 10 vendor complaints for fiscal year. Less than 10 wire returns for fiscal year. Ongoing.

Tactics	Deliverables	Key Performance Indicators
<p>6. Agriculture and Agri-Food Canada (AAFC) Claim Processing Weight (10%)</p>	<ol style="list-style-type: none"> 1. Preparing/Filing of quarterly AAFC claim. 2. Responses to AAFC's requests for samples and other information. 	<p>Claim delivered to AAFC within 90 days of the end of the quarter.</p> <p>Responses to AAFC within requested deadline.</p>
<p>7. Annual Statutory Audit (Weigh 25%)</p>	<ol style="list-style-type: none"> 1. Delivery of Trial balance and General Ledger report to auditors. 2. Preparation of audit working papers. 3. Working with auditors to complete the field work. 4. Receive draft audited financial statements and audit findings report from the auditors and have a review with the finance committee. 5. Meet with the Board of Directors to approve the draft audited financial statements. 	<p>Delivered a week before field work commencement – May 20.</p> <p>Audit working papers delivered to auditors by 1st day of field work.</p> <p>Field work completed by June 7 .</p> <p>To be completed between June 15 – 22.</p> <p>Complete by June 30.</p>
<p>8. Government regulatory compliances (CRA, Statistics Canada, Alberta Finance) Weight (5%)</p>	<ol style="list-style-type: none"> 1. Provide information to NCO for preparing/ filing of GST/HST returns to CRA and payment of any taxes due. 2. Preparing/filing of T4 summary to the CRA annually. 3. Issue CRA form T2200 to staff. 4. Annual not-for-profit (NPO) and T2 returns to the CRA. 5. Complete Statistics Canada Surveys. 6. Complete and file Alberta Finance pension annual information return. 	<p>By the 15th day following the end of relevant month.</p> <p>By end of February of the following calendar year.</p> <p>By end of February of the following calendar year.</p> <p>Complete by Sept 30.</p> <p>Complete by the stipulated deadline.</p> <p>By June 30.</p>
<p>9. Office Management Weight (5%)</p>	<ol style="list-style-type: none"> 1. Monthly payment of rent and common area costs to property management. 2. Management of office supplies utilities and equipment to ensure that space is a workable environment. 3. Ensuring insurances are active, this includes. <ul style="list-style-type: none"> - Cyber security insurance, - Commercial general liability - Multi-media policy - Property insurance - Office liability 	<p>Rent invoices are paid within first 7 days of the month.</p> <p>Make procurements and address issues in a timely manner.</p> <p>Renew insurances before expiry.</p>
<p>10. Learning and Growth Weight (5%)</p>	<ol style="list-style-type: none"> 1. Strive for continuous improvement of finance and operations processes. 2. Training and professional development. 	<p>Review and update finance and operations procedure manual once a year and re-circulate to business units in January.</p> <p>Staff to attend a minimum of 1 training event per year.</p>

FINANCE & OPERATIONS INVESTMENT ALLOCATION %



CANADA BEEF - ANNUAL BUDGET

FOR YEAR ENDED MARCH 31, 2025

Revenues	\$
1 Check Off - Marketing	8,600,000
2 Check Off - Public and Stakeholder Engagement	176,000
3 Import Levy - Beef	1,010,745
Import Levy - Veal	34,255
4 Government of Canada - Sustainable Canadian Agricultural Partnership (SCAP)	1,957,200
5 Alberta Agriculture and Industry - EDMP	166,667
6 Export Market Development Administration Fee	25,000
7 Interest	150,000
	\$ 12,119,867

Expenses	
Board of Directors - Marketing Committee	100,000
Marketing	15,288,167
	\$ 15,388,167

(Deficit) to be funded out of unrestricted accumulated reserves **\$ (3,268,300)**

Marketing	Programs	2024/25		Total
		Operating		
1a Domestic - Generic Beef	403,264	199,184		602,448
1b Domestic - Generic Veal	24,255	-		24,255
2 Public and Stakeholder Engagement	138,312	41,918		180,230
3a Global	1,107,500	1,334,240		2,441,740
3b Global - Generic Beef	108,297	-		108,297
4 Domestic - Channel Marketing	802,000	374,368		1,176,368
5 Domestic - Consumer Marketing	1,283,000	144,982		1,427,982
6 Digital Marketing	540,000	223,469		763,469
Digital Marketing - Generic Veal	10,000	-		10,000
7a Health and Nutrition	230,000	61,537		291,537
7b Health and Nutrition - Generic Beef	300,000	-		300,000
8 Stakeholder Communications	275,000	144,278		419,278
9 Canadian Beef Information Gateway	955,000	149,696		1,104,696
10 Canadian Beef Centre of Excellence	500,000	663,861		1,163,861
11 Export Market Development	420,000	186,779		606,779
12 Emerging Markets	273,000	-		273,000
13 Japan	800,000	396,000		1,196,000
14 South Korea	435,000	19,200		454,200
15 China and Hong Kong	195,000	115,000		310,000
16 Taiwan and Southeast Asia	422,000	143,000		565,000
17 Mexico and Latin America	629,500	265,000		894,500
18 Calgary and Mississauga	-	974,528		974,528
	\$ 9,851,129	\$ 5,437,038		\$ 15,288,167