

California Beef Council Staff Presentation

Christie Van Egmond, Director of Retail & Foodservice Marketing
Annette Kassis, Director of Consumer & Brand Marketing
Kori Dover, Director of Food & Nutrition Outreach





Foodservice & Retail Marketing

Z
Integrated
Marketing
Campaigns

3
Consumer & Brand
Marketing

4
Food &
Nutrition
Outreach

5
Producer
Engagement
& Education





Integrated Marketing Campaigns

Digital Engagement

Retail & Foodservice Marketing

{Virtual}
Immersion
Experiences

Content & Outreach





- Beef Leadership Summit Four-Part Webinar Series
 - May 12

Consumer Beef Insights: Setting the Table with Beef Both at Home and Dining Out Shawn Darcy, Senior Director, Market Research at NCBA

BEEF

Registered: 144

Live Attendance: 39

• May 19

Nutrition: What's the Beef with the New Dietary Guidelines and Eating Beef Throughout the Lifespan Shalene McNeill, Ph.D., Executive Director, Nutrition Science, Health and Wellness at NCBA

Registered: 129

Live Attendance: 31





- Beef Leadership Summit Four-Part Webinar Series
 - September 8

Today's Protein Consumer Revisited: Changing Behaviors of Retail & Foodservice Consumers

Danette Amstein, Principal at Midan Marketing

BEEF

Registered: 170

Live Attendance: 33

• September 22

Sustainability: Animal Agriculture's Path to Climate Neutrality and Feeding the World

Frank Mitloehner, Ph.D., Professor, Air Quality Cooperative Extension Specialist at UC Davis **Kim Stackhouse-Lawson, Ph.D.,** Director of Colorado State University's Sustainable Livestock Systems Collaborative

Samantha Werth, Ph.D., Postdoctoral Fellow with the McClure Center for Public Policy at

the University of Idaho

Leadership Summit

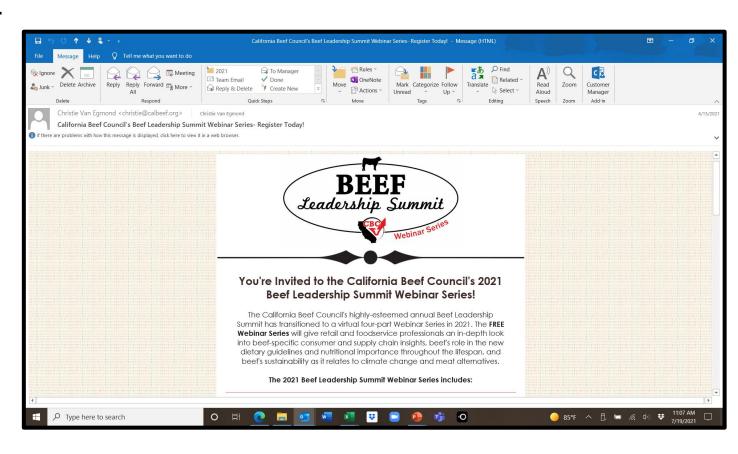
Registered: 173 Retail/Foodservice + 80 RDs = 253 total

Live Attendance: 62



BEEF

- Constant Contact E-Blast to CBC's Retail & Foodservice Contact List
- BEEFoodservice Push Notification
- Industry Dive E-Blasts
 - Restaurant Dive- May 4 & Aug. 31
 - Grocery Dive- May 6 & Sept. 2





Industry Dive Partnership

Restaurant Dive- August 31

Restaurant Dive Email Blast				
[A] Register Today for the Beef Leadership Summit Webinar Series!				
Dates:	8/31/21			
Total Clicks	402			
Unique Clicks	180			
Unique CTR	1.40%			
Total Sends	12,874			
Open Rate	16.18%	Averages over last 6 months		
		Total Clicks	400-450	
Restaurant Dive Email Blast		Unique Clicks	220-270	
[B] You're Invited to the 2021 Beef Leadership Summit Webinar Series!		Open Rate		16%
Dates:	8/31/21			
Total Clicks	394			
Unique Clicks	198			
Unique CTR	1.55%			
Total Sends	12,801			
Open Rate	16.13%			

Register Today for the Beef Leadership Summit Webinar Series!







Summit has transitioned to a virtual four-part Webinar Series in 2021. The FREE Webinar Series will give retail and foodservice professionals an indepth look into beef-specific consumer and supply chain insights, beef's role in the new dietary guidelines and nutritional importance throughout the lifespan, and beef's sustainability as it relates to climate change and

The 2021 Beef Leadership Summit Webinar Series includes

Today's Protein Consumer Revisited: Changing Behaviors of Retail and Foodservice Consumers

Danette Amstein



Sustainability: Animal Agriculture's Path to Climate Neutrality and Feeding the World

Frank Mitloehner, Ph.D. Extension Specialist Department of Animal Science University of CA-Davis



Kimberly Stackhouse-I swson Rh D Director of Colorado State University's Sustainable Livestock Systems



Samantha Werth, M.S. Ph.D. Candidate in Milloehner Lab



We hope you can join us for these insightful presentation



and download the presentation slides today!

Consumer Beef Insights: Setting the Table with Beef Both at Home and Dining Out

National Cattlemen's Reef Association

Nutrition: What's the Beef with the New Dietary Guidelines and Eating Beef Throughout the Lifespan

National Cattlemen's Beef Association





Industry Dive Partnership

Grocery Dive-September 2

Grocery Dive Email Blast			
[A] Register Today for the Beef Leadership Summit Webinar Series!			
Dates:	9/2/21		
Total Clicks	735		
Unique Clicks	362		
Unique CTR	1.95%		
Total Sends	18,537		
Open Rate	18.89%	Averages over last 6 months	
		Total Clicks	800-850
Grocery Dive Email Blast	_	Unique Clicks	300-350
[B] Youre Invited to the 2021 Beef Leadership Summit Webinar Series!		Open Rate	20%
Dates:	9/2/21		
Total Clicks	819		
Unique Clicks	384		
Unique CTR	2.05%		
Total Sends	18,733		
Open Rate	19.54%		



You're Invited to the 2021 Beef Leadership Summit Webinar Series!





The California Beef Council's highly-esteemed annual Beef Leadership Summit has transitioned to a virtual four-part Webinar Series in 2021. The depth look into beef-specific consumer and supply chain insights, beef's role in the new dietary guidelines and nutritional importance throughout the lifespan, and beef's sustainability as it relates to climate change and

The 2021 Beef Leadership Summit Webinar Series includes:

September 8, 2021 • 10:00-11:00 a.m. PST

Today's Protein Consumer Revisited: Changing Behaviors of Retail and Foodservice Consumers

Danette Amstein Miden Merketing



September 22, 2021 • 10:00-11:30 a.m. PST

Sustainability: Animal Agriculture's Path to Climate Neutrality and

Professor, Air Quality Cooperative Extension Specialist Department of Animal Science. University of CA-Davis



Kimberly Stackhouse-Lawson, Ph.D. Director of Colorado State University's

Samantha Werth, M.S. Ph.D. Candidate in Milloehner Lab, University of CA-Davis





We hope you can join us for these insightful presentations

Did you miss the first two Webinars? You can view the recordings and download the presentation slides today!

Consumer Beef Insights: Setting the Table with Beef Both at Home and Dining Out

Senior Director, Market Research National Cattlemen's Beef Association

Nutrition: What's the Beef with the New Dietary Guidelines and Eating Beef Throughout the Lifespan

Executive Director, Nutrition Science, Health and Wellness National Cattlemen's Reef Association























Webinar Attendees

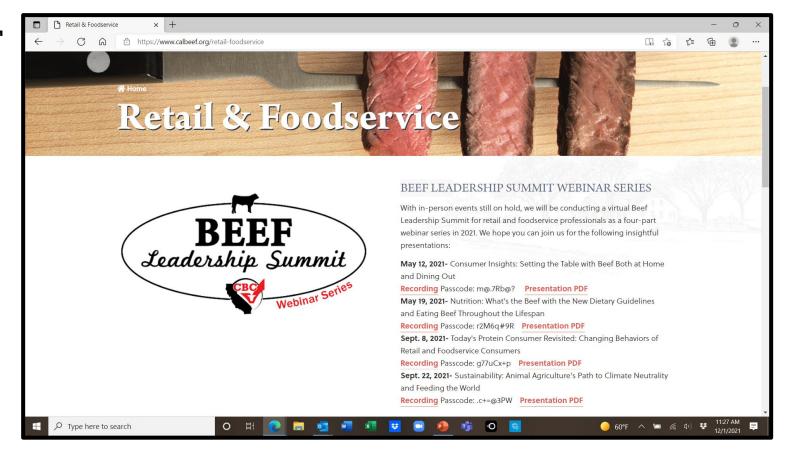
• Attendees included contacts from notable companies:

- Costco Wholesale
- The Save Mart Companies
- Disney
- JBS USA
- Jack in the Box
- Del Monte Meat Co.
- FleishmanHillard
- WinCo Foods
- Sam's Club
- Allen Brothers
- Omaha Steaks

- Cargill
- Mintel
- Inmar
- Yum Brands
- HEB
- Newport Meat Company
- Tyson
- US Foods
- UNFI
- Nielsen IQ
- Whole Foods



- E-Blast to ALL Webinar Registrants
 - Webinar Recording
 - Downloadable Presentation PDF
 - Posted on Retail & Foodservice page of CalBeef.org





Attendee Feedback

May 12th Webinar

"As a Marketing Manager for a small market / butcher shop, the presentation was really helpful in giving me a few new ideas on how to market beef (and our other animal proteins) to consumers."

"Great presenter. One of the best I've seen in ages."

May 19th Webinar

"It was very accurate and nice overlook of beef benefits in a dietary plan, thank you!"

"Beef has a good story to tell on nutrition."

September 8th Webinar

"I'm looking forward to sharing this with my team. Thank you!"

"I enjoyed Danette's presentation and learned a great deal."



Attendee Feedback

September 22nd Webinar

"Beef production can play a vital role in supporting human health, the environment and economy. Also, good to know that they've made so many positive steps already."

"Thank you for presenting this research. i look forward to the recording and being able to share with my colleagues."

"Thank you so much for this webinar! I really enjoyed learning every bit of information on this."

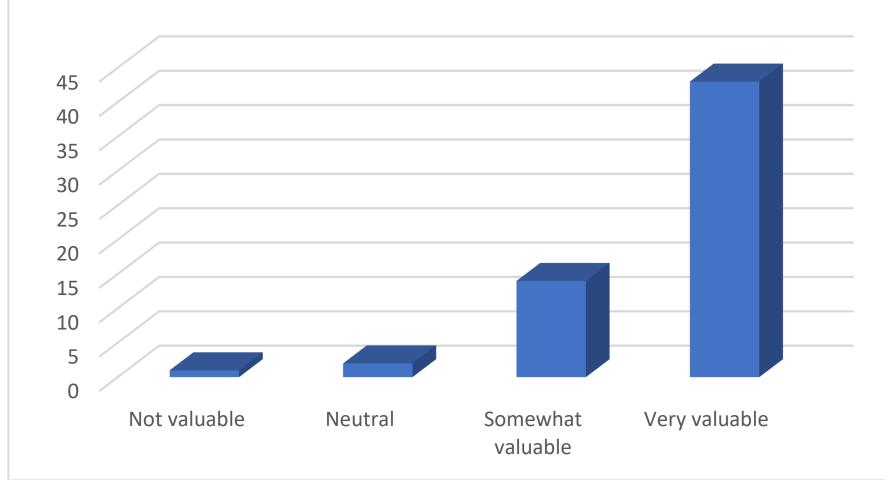
"Beef/cattle production does not contribute as highly to global warming as intensely as what has been recently thought." "I learned a lot about methane and that it is fairly neutral in its production vs breakdown in our environment. I learned that meat alternatives tend to use more water for soy beans. Also, we need to be mindful of food waste, food deserts and how we can continue to use beef/cattle in a sustainable way."

"Excellent webinar. Excellent speakers. Thank you."



Post-Webinar Attendee Metrics



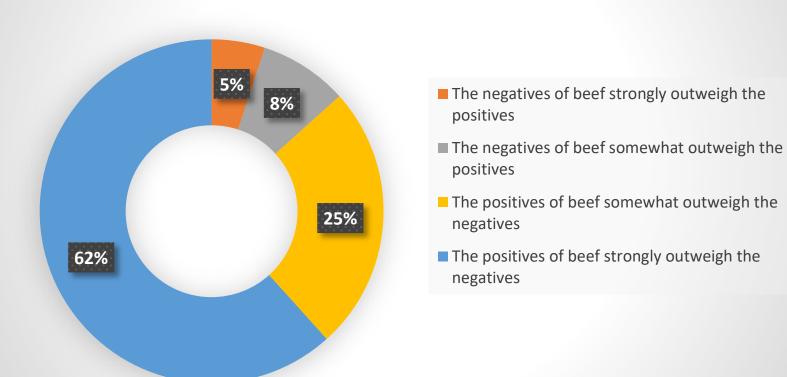


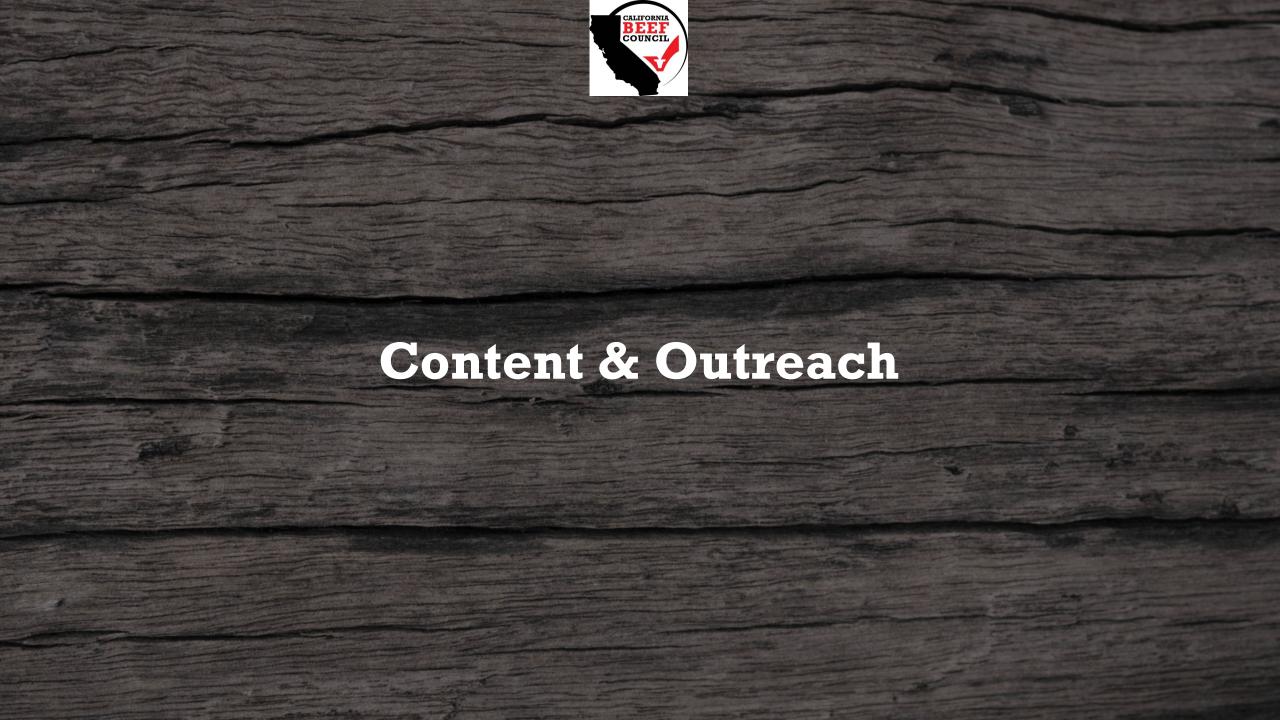
*60 webinar attendees completed surveys



Which of the following best describes your opinion about beef as a food choice in the retail and foodservice channels?

BEEF











BEEF

BEEFOODSERVICE







BEEFoodservice App Downloads

- 1,216 App Downloads
- 57% iOS (Apple) / 43% Android
- Push Notifications Sent:
 - Weekly Wholesale Price Update
 - 11/26/2021: 675 sent, 23 clicked
 - Beef News Now Newsletter
 - 10/15/2021: 659 sent, 90 clicked



BEEF







Foodservice Distributor Outreach

- Sysco
- Chefs Warehouse
- Uni Pro (2022)



California Chef "Thank You" Outreach

- EATY'ALL Partnership- Nov. 2021
- 30 CA Chef Care Packages
 - Short Ribs, Petite Tender, Sirloin Cap (2 of 3 for each chef)
 Beef Donated by Harris Ranch Beef Co.
 - BIWFD SWAG
- Social Media Chef Group
- CBC Social Media Extension
- Initiate and foster chef relationships for future immersion experiences







Social Media Engagement

Share your beef inspiration with us!

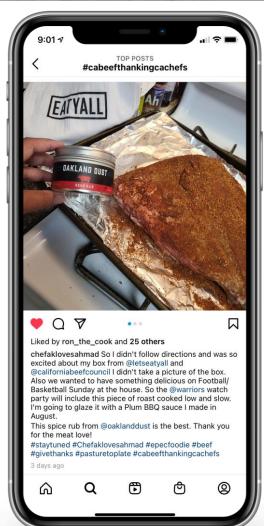
Post your unboxing and your creative beef dishes on IG & FB, and use the following suggested hashtags and handles.

#beef
#givethanks
#pasturetoplate
#beefitswhatsfordinner
#cabeefthankingcachefs
#farmersthankingfoodservice
#farmersthankingrestaurants

@californiabeefcouncil



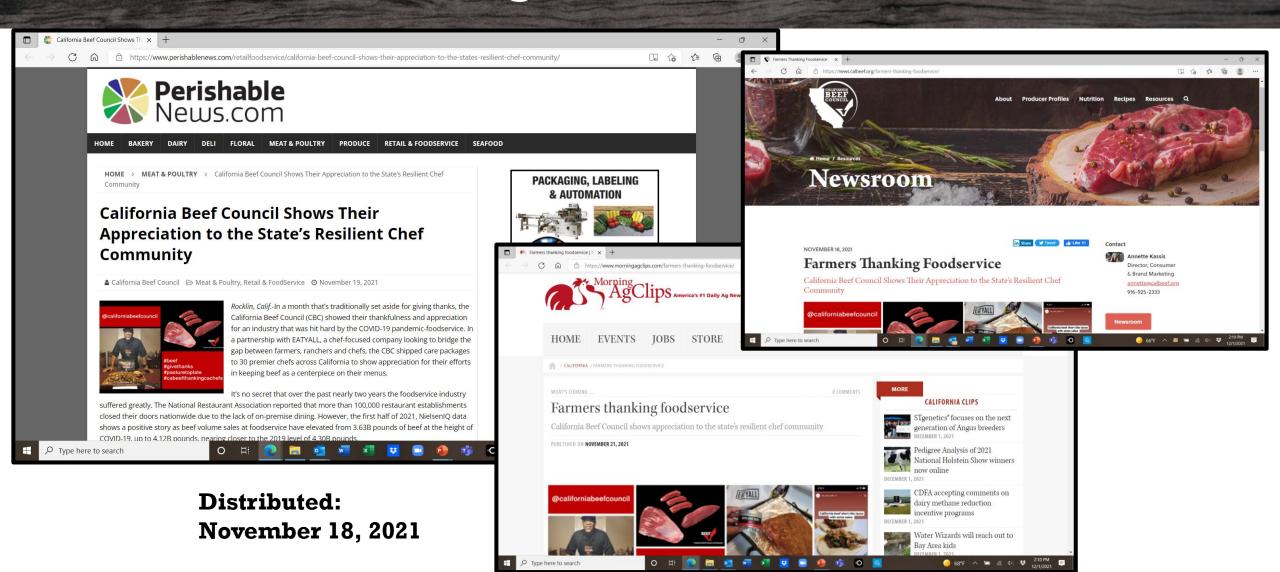








"Farmers Thanking Foodservice" Press Release





Metrics & Follow-Up

- Diverse mix of 30 CA chefs (both geo & business type)
- \$16.2 BB in combined buying power
- 50% of chefs surveyed prior to receiving care packages want to use MORE beef on their menus (avg. 30-40%)
- More chefs posting beef inspiration this month
- Continuous Instagram chef group interaction
- Individual chef follow-up this month from EATYALL, CBC follow-up Jan. 2022





Retail RD Digital Toolkit

EVERY BITE COUNTS!

RETAIL RD TOOLKIT



Shopper Guidance in the Beef Case

Grocery store tours help build trust with your shoppers and boost their confidence in selecting and purchasing food in the grocery store. The meat department portion of your store tour offers a chance to help your shoppers learn how to accurately select beef products to meet their personal nutritional needs, health goals, and personal preferences.

Here are some quick and easy beef sound bites to include in your tour.

- A 3-ounce serving of lean beef has about 170 calories on average and is a naturally rich source of 10 essential nutrients like protein, B-vitamins, iron, and zinc.
- Keep portion size in mind. A 3-ounce serving of lean beef is about the size of a deck of cards.
- Trim away any visible fat from cooked beef before serving.
- The iron in beef, which is more easily absorbed than iron from plant sources, can help prevent fatigue. The protein in beef contains the optimal mix of amino acids for building and repairing muscle.

Helpful Shopping Tips

- The majority of beef cuts sold at the grocery store meet government guidelines for "lean" and include many popular favorites like sirloin steak, flank steak, tenderloin, and 93% ground beef. Guide to lean beef cut selection,
- A quick way to tell if a cut is lean is by looking for the word "round" or "loin," like sirloin or eye round roast.
- When shopping for ground beef, choose 90% lean or leaner.
- → You can also drain and rinse higher-fat ground beef options before cooking.31

READING LABELS

CONTROL OF THE PROPERTY OF THE

Beef Choice Nutrition

While you may see various statements that reflect different production practices or beef packages, cattle are raised responsibly, and beef is wholesome and nutritious The U.S. Department of Agriculture (USDA) approves these labels for beef based on specific criteria.

Watch our short series of videos to learn more about beef labels and cuts commonly found in grocery stores and restaurants.



<u>Lean Ground Beef,</u> <u>Extra Lean Ground Beef</u>

According to the USDA, lean is defined as containing no more than 10% fat. Any ground beef that has at least a 90% lean and no more than a 10% fat ratio is considered lean. The USDA defines Extra Lean as must contain less than 5 grams of total fat, 2 grams of saturated fat, and 95 milligrams of cholesterol.

Promotional Ideas

JANUARY

Slow Cooking Month, Soup Month

NATIONAL DAYS & HOLIDAYS

- 4th Spaghetti Day Spaghetti Squash with Meat Sauce
- 15th Bagel Day Beef and Cream Cheese Bagelwich
- 24th Peanut Butter Day Beef Bites with Peanut Whiskey Sauce



DEAS

- Provide tips to help consumers stick to their New Year's resolutions. Focus on meal prepping, batch cooking, stocking their kitchen and pantry with nutritious ingredients, quick and easy soups, and fix and forget meals with the slow cooker.
- Host an in-store demonstration to show shoppers how to make quick, easy, and nutritious on-the-go snacks that feature high-quality protein, like beef. Then, sample in-store and share the recipes with shoppers.
- Host a grocery store tour that inspires shoppers to give their pantry, refrigerator, and freezer a facelift with more nutritious staples, like whole grains, frozen fruits and vegetables, and lean cuts of beef.

FEBRUARY

Heart-Health Month, Canned Food Month

NATIONAL DAYS & HOLIDAYS

- 14th Valentine's Day Herbed Tenderloin Steak with Goat Cheese Topping
- 20th Muffin Day Beef Sausage & Egg Muffin Cups
- 24th Chili Day Beef Chili

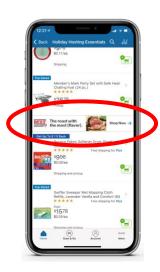
IDEAS

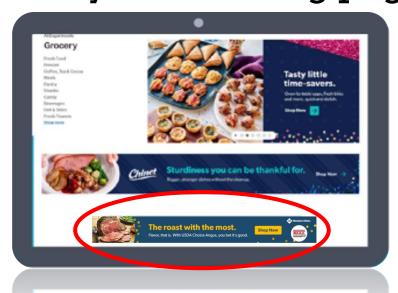
- Provide a heart-healthy shopping list that features clean cuts of beef and easy heart-healthy swaps. Share on social media, in store, on the store website, or blog.
- Host a heart-healthy store tour sharing with shoppers what to look for when shopping. Share how to read nutrition labels, identify lean cuts of beef, and looking for the American Heart Association's heart-check certification.
- Offer a "Simple Cooking that's Heart Healthy" recipe demonstration that features lean beef and low-sodium food items. Try the American Heart Association certified Beef Chili and feature no salt added or low sodium canned beans.



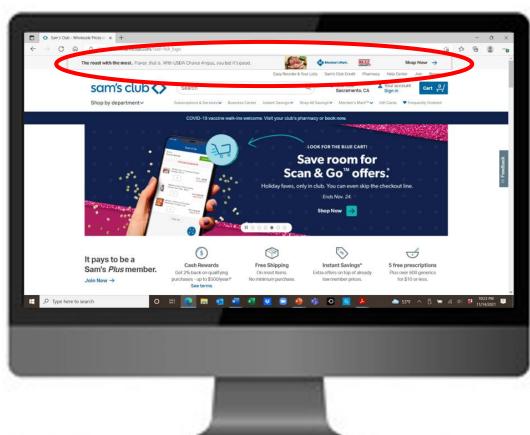
Sam's Club- Holiday Campaign

- 11/3/2021 12/22/2021
- 29 CA stores
- CA is adding impressions:
 - + 2.85 MM on Run of Site creative
 - + 1.04 MM on Holiday Entertaining page







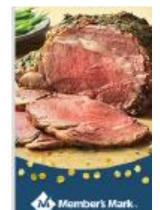




Sam's Club- Holiday Campaign







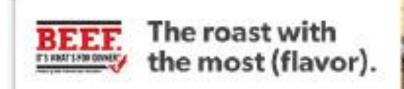
The roast with the most.

Flavor, that is: With USDA Choice Angus. you bet it's good.

Shop Now











The roast with the most.

Flavor, that is. With USDA Choice Angus, you bet it's good.

















Digital Engagement Update





Checkout 5

- > Top 3 in mobile rebates
- Large chains, small chains, independents & meat markets inclusion
- > Metrics



in market

- > In-store mobile device ads
- > CA large chain retailers
- \triangleright Not an offer/rebate \rightarrow clickthru to offer/rebate
- > Metrics





Integrated Marketing Campaigns for 2021

Sizzled In California June-July



BEEF

Tacos, Tequila y Más April-May







Your Grill. Your Game. Your Win. September-October





Sizzled In California

June 16 – July 27, 2021









Landing Page/Sweepstakes





iHeart MEDIA

Smart Audio Broadcast



Video & Influencer **Activation**











Sizzled In California

June 16 – July 27, 2021 Campaign Reach Recap

7 markets

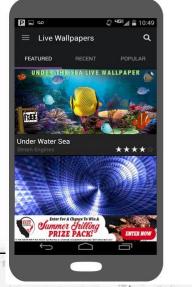
iHeart

- Bakersfield
- Fresno
- Los Angeles
- Monterey-Salinas
- Sacramento
- San Diego
- San Francisco

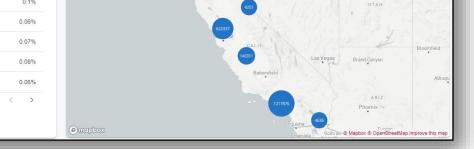


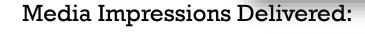


City	State	Impressions	Clicks	CTI
los angeles	ca	107,732	108	0.19
sacramento	ca	79,475	51	0.06%
san diego	ca	74,340	52	0.07%
fresno	ca	67,663	54	0.08%
san jose	ca	47,152	30	0.06%
			1-5 of 438	< >









11,669,724



Landing Page & Sweepstakes



Get your grilling favorites started with this offer from the California Beef Council through Checkout 51. And enter for your chance to win our SUMMER GRILLING PRIZE PACK!



GET YOUR SAVINGS

Use the Checkout 51 mobile app or online to save \$2 when you spend \$10 or more on your favorite steaks for grilling this summer.

GET OFFER



ENTER TO WIN

Register for your chance to win our Summer Grilling Prize Pack! No purchase necessary.

ENTER NOW

NEED GRILLING INSPIRATION?

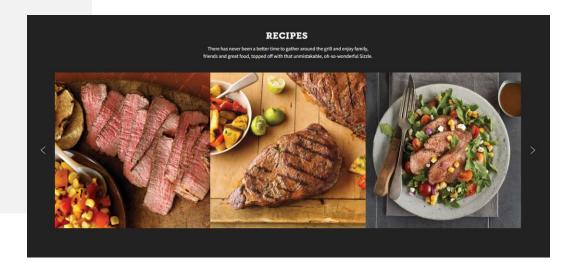
Whitney Bond visited California cattle rancher Brooke Helsel to see how cattle are raised, and Brooke went to Whitney's kitchen to get recipe inspiration on 5 of the most popular grilling cuts.





The California Beef Council asked food blogger Whitney Bond to take to the grill for these 10 tips.

Meet California rancher Brooke Helsel with Whitney Bond.





Video & Influencer Activation

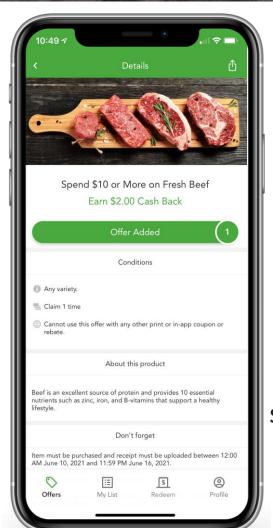








Retail Execution- Checkout 51 Campaign Details



Checkout [5]





















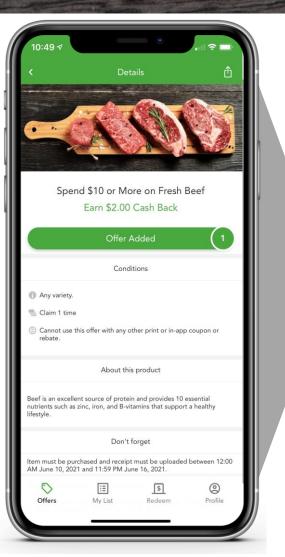








Retail Execution- Checkout 51 Campaign Details





Targeting CA Only

Duration 6/10/2021 - 7/28/2021

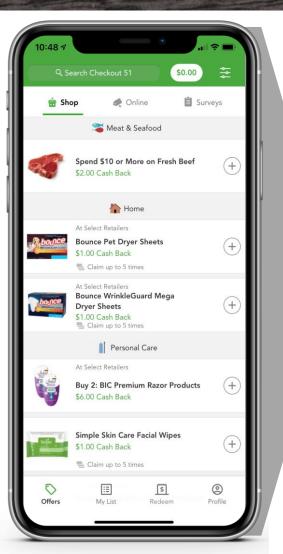
Offer Value \$2.00 Cash Back on Spend \$10 or More

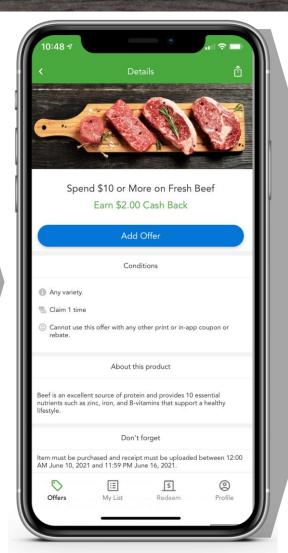
Scope of Valid Products

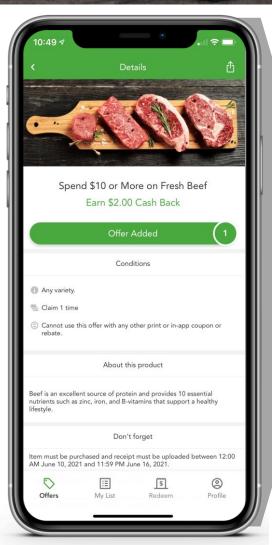
Beef Cuts offer is available on any beef cuts from the Rib, Loin, or Sirloin (1 lb. or larger) that would be used to prepare STEAK.

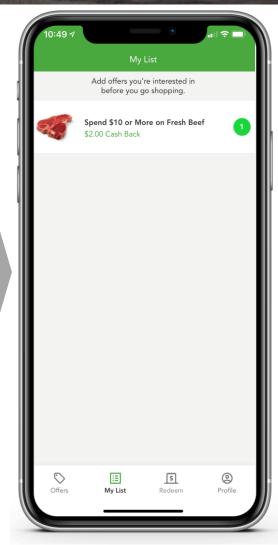


Retail Execution- Checkout 51 Mobile App



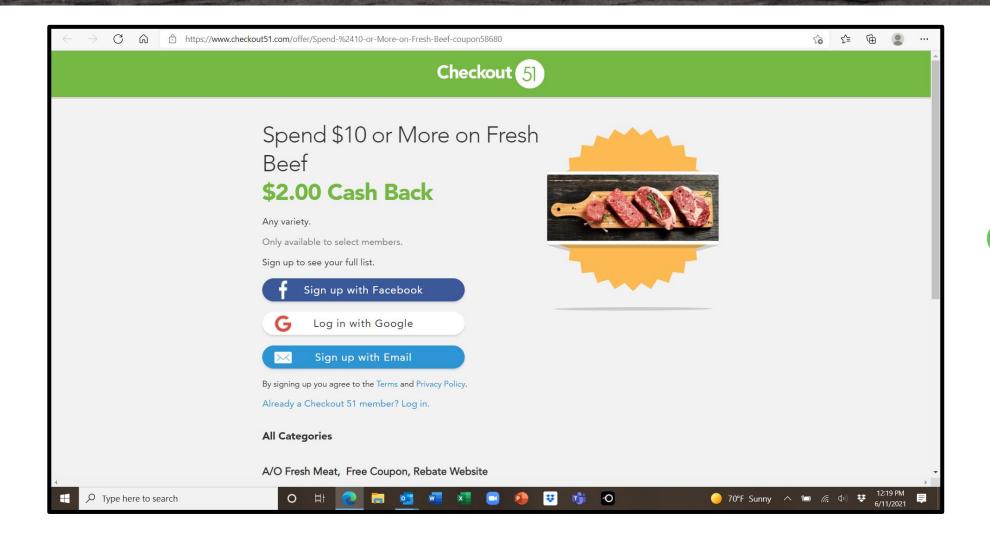








Retail Execution- Checkout 51 Online



Checkout 5

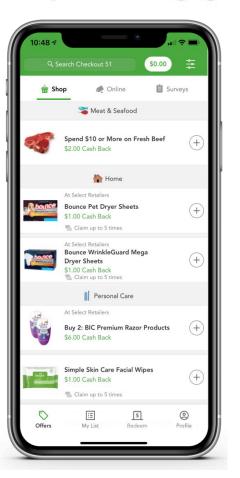
California Beef Council's campaign generated over 11K points of engagement, and 3,543

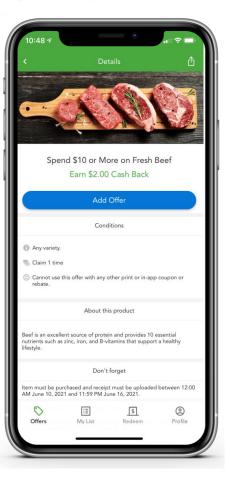
COUNCIL

redemptions in 33 days.

Number of Days Live

Total Engagement	11,455
Total Redemptions	3,543
Revenue / \$ Spend	\$5.32





Conversion (clip to redemption) rate at 31% was well above Checkout 51 category norms (11%).

BEEF

Conversion Total Engagement 11,455 Total Redemptions 3,543 31% Conversion (Clips to Redemptions)

Key Performance Indicators

Financial					
Redeemed Units	3,543				
Redemption Unit Revenue	\$55,625				
Cost	\$10,452				
Revenue per Dollar Spent	\$5.32				

The offer appealed to the Healthy Eaters lifestyle with an index of 101 and 90% of redemptions were made by females with an average age of \sim 43.

BEEF

			% Female		HH Size	#	of Kids
	Checkout 5	kout 51 Norms 87%		87%			1.40
SO	Campaign		0.9		3.66		1.45
Dem	Index		103		104		104
Saver Demos		Average Age	18 - 24	25 - 34	35 - 44	45 - 54	55 +
0,	Checkout 51 Norms	38.3	19.80%	30.00%	20.60%	20.60%	14.10%
	Campaign	43.7	1.30%	18.10%	38.00%	27.60%	15.00%
	Index	114	7	60	184	134	106

	Index
Entertainers	84
Healthy Eaters	101
Cooks / Bakers	98
On-The-Go	80









IN-STORE, IN-LOCATION TACTICS:

- Moments: Exclusive to InMarket, owned inventory. Reach consumers down to the address level with a 100% viewable full screen moment.
 - Reach shoppers in CA top 20 Cities at Grocery locations
 - Retarget past InHome CA Beef campaign engagers.

OUT-OF-STORE TACTICS

- GeoAudiences/Preceptivity: Continue speaking to consumers pre and post visit with premium cross device messages based on real-time location, past behaviors, and more.
 - Targeting known Meat purchasers +Home Chef + grill owner
 - Targeting based on past campaign performance, including Meat Buyer+ Auto Improvement, GeoType Do-it-Yourselfer

75k Impressions





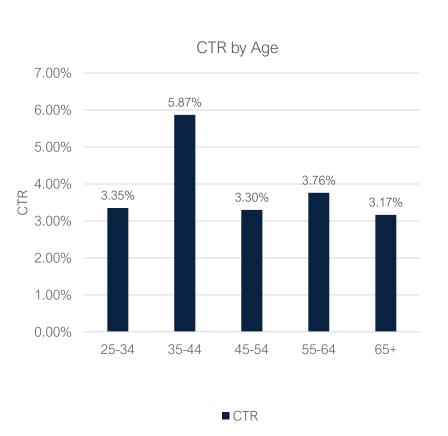
Campaign Weekly Totals				
Week Start	Impressions	Clicks	CTR	Delivery %
2021-07-26	2,468	142	5.75%	104.13%
2021-07-19	13,113	692	5.28%	100.84%
2021-07-12	13,206	688	5.21%	83.35%
2021-07-05	13,262	643	4.85%	65.75%
2021-06-28	13,247	549	4.14%	48.06%
2021-06-21	13,231	662	5.00%	30.40%
2021-06-14	9,569	300	3.14%	12.76%
Campaign Total	78,096	3,676	4.71%	104.13%

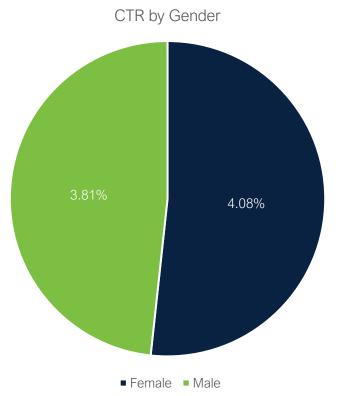
CTR = 1%-3% benchmark

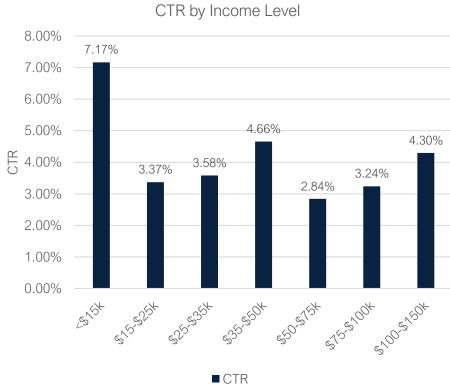
City	CTR		
San Diego, CA	6.84%		
Los Angeles, CA	6.41%		
Long Beach, CA	5.96%		
Oakland, CA	5.03%		
Sacramento, CA	4.85%		
Anaheim, CA	4.76%		
Riverside, CA	4.44%		
San Francisco, CA	3.38%		
San Jose, CA	2.84%		
Moreno Valley, CA	1.62%		

BEEF



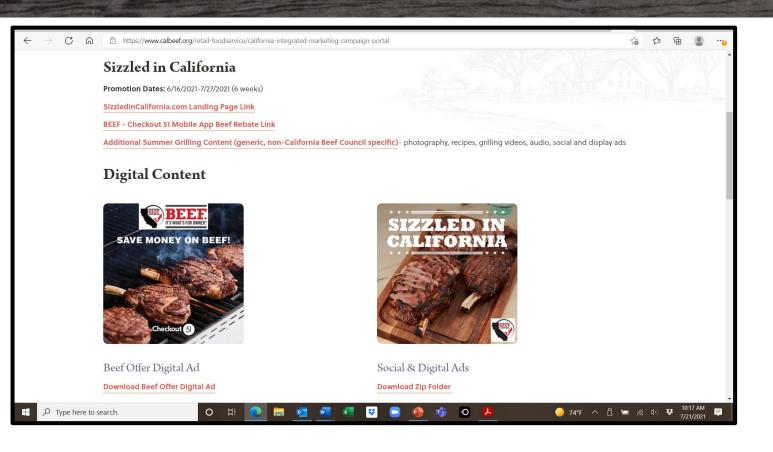


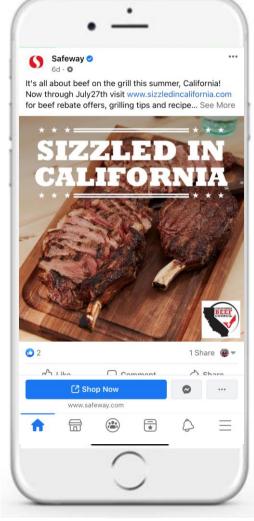






Retail Campaign Portal & Social Extension





facebook

- ➤ Posted July 1st
- > 3 Reactions
- > No comments
- > 1 share



Tailgating

September 1 – October 12, 2021









































Broadcast

- :30 sec. SmartAudio spots
- 35 stations across 7 markets over 6 weeks

Bakersfield

Fresno

Los Angeles

Monterey-Salinas

Sacramento

San Diego

San Francisco



	Ordered	Delivered
# of Spots	3,520	3,721
Impressions w/ Target Demo	9,600,000	9,645,400



Streaming Audio & Podcast

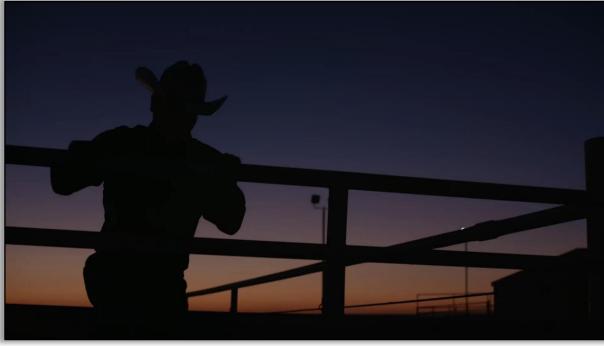


Category	Campaign Impression Goal	Impressions Delivered	Impression % to Goal	Clicks	CTR	Store Visits
Streaming Audio	300,000	310,847	104%	N/A	N/A	N/A

Category	Campaign Impression Goal	Impressions Delivered	Impression % to Goal	Clicks	CTR	Store Visits
Podcast	1,300,000	1,346,004	104%	N/A	N/A	N/A



Display



Category	Campaign Impression Goal	Impressions Delivered	Impression % to Goal	Clicks	CTR	Store Visits
iHM Display	700,000	792,596	113%	1,358	0.17%	N/A
iHR Video Pre-roll	300,000	321,883	107%	3,732	1.16%	N/A



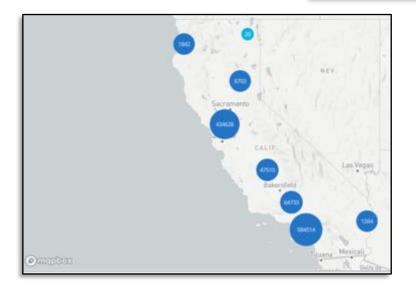


Roll

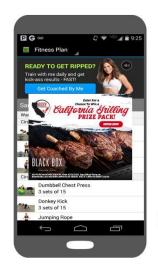


Campaign **Impressions** Impression % Category Impression Goal Delivered to Goal Clicks CTR Store Visits Location-based 1,100,000 Display 1,141,214 104% 3,410 0.30% 66,182

Mobile/Geo-fencing









Location Display and Video



Unique users: 5,473 Pageviews: 10,005 Pages per visits: 1.2

Landing Page & Sweepstakes

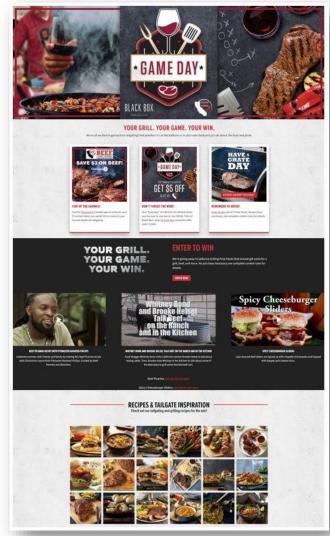
Top 10 cities for Unique

Users:

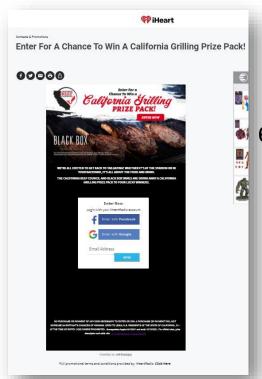
- 1. Los Angeles
- 2. San Francisco
- 3. Sacramento
- 4. San Diego
- 5. San Jose
- 6. Long Beach
- 7. Roseville
- 8. Riverside
- 9. Fresno
- 10. Oakland

Radio Tracking:

- Mornings (6am 10am) drive the most visits per ad followed by Midday (10am – 3pm)
- 7am is the hour when most visits from an ad occur. 6am in 2nd position
- KLAC AM Los Angeles (Sports Radio) top performing station







Landing Page & Sweepstakes

65,008 entries from 8,175 unique people

Grand Prize Winners:

- Terry N.
- Heather F.
- Kristen P.
- James L.





	Ordered	Delivered
# of Spots	3,520	3,721
Impressions w/ Target Demo	9,600,000	9,645,400

Category	Campaign Impression Goal	Impressions Delivered	Impression % to Goal	Clicks	CTR	Store Visits
Streaming Audio	300,000	310,847	104%	N/A	N/A	N/A
iHM Display	700,000	792,596	113%	1,358	0.17%	N/A
Podcast	1,300,000	1,346,004	104%	N/A	N/A	N/A
iHR Video Pre-roll	300,000	321,883	107%	3,732	1.16%	N/A
Location-based Display	1,100,000	1,141,214	104%	3,410	0.30%	66,182
LIFETIME TOTAL	3,700,000	3,912,544	106%	8,500	0.38%	66,182

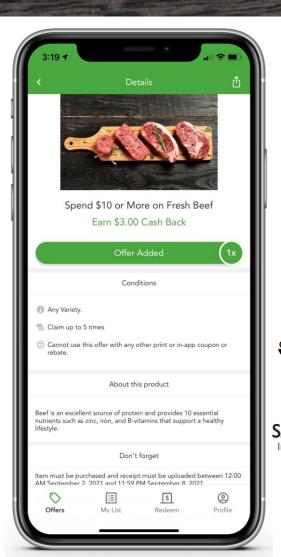
Impressions Delivered: 13,557,944

SmartAudio & Digital Summary





Retail Execution- Checkout 51 Campaign Details



Checkout [5]

















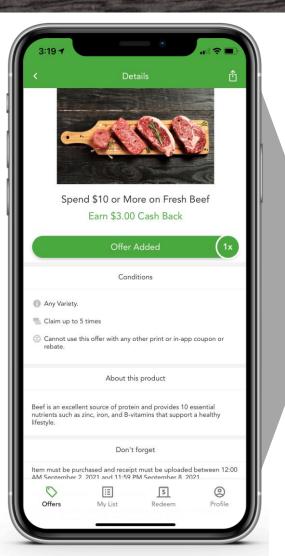








Retail Execution- Checkout 51 Campaign Details



Checkout 5

Targeting CA Only

Duration 9/2/2021 – 10/13/2021

Offer Value \$3.00 Cash Back on Spend \$10 or More

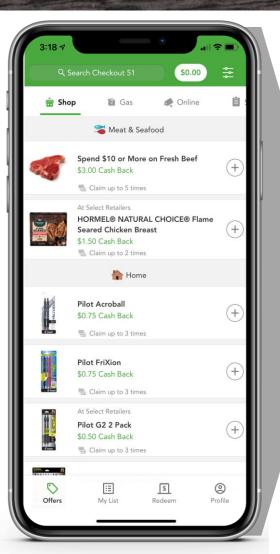
Scope of Valid Products

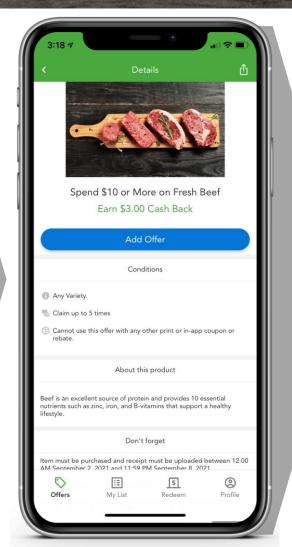
Beef Cuts offer is available on any beef cuts from the Rib, Loin, or Sirloin (1 lb. or larger) that would be used to prepare

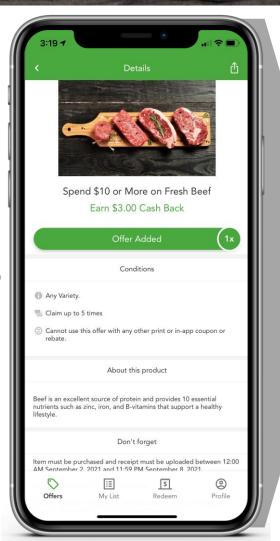
STEAK.

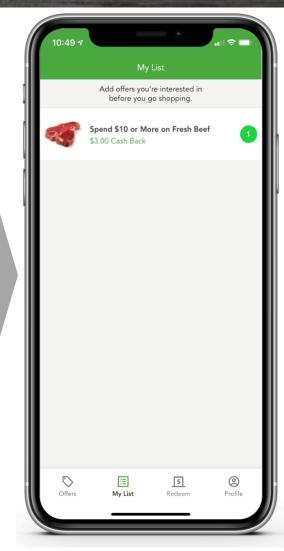


Retail Execution- Checkout 51 Mobile App



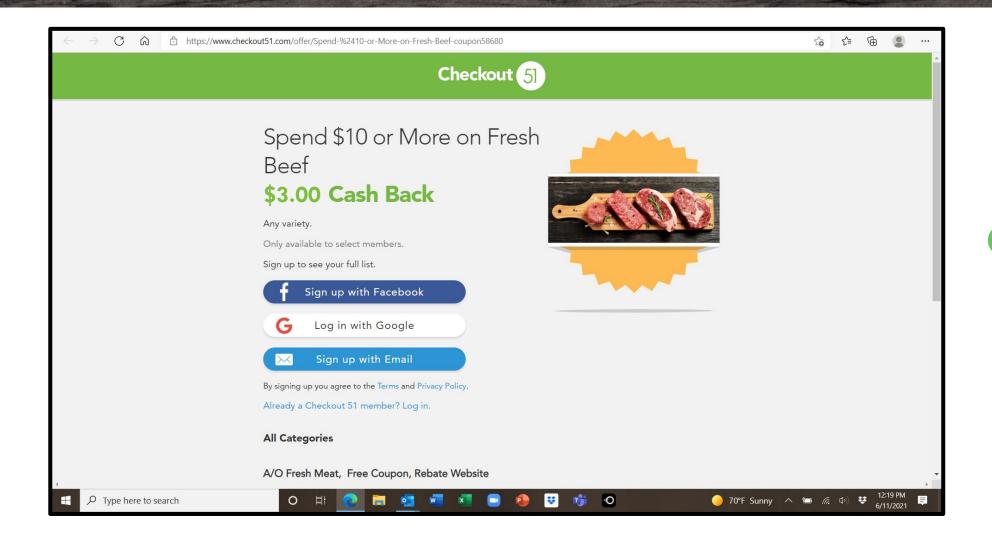








Retail Execution- Checkout 51 Online



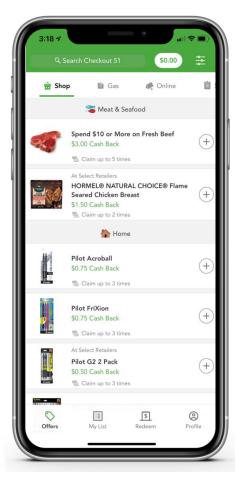
Checkout 5

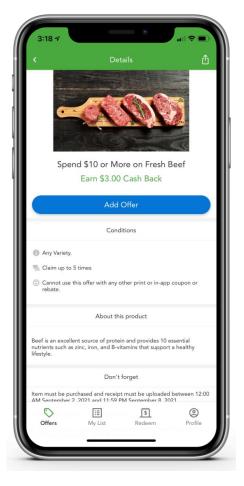
California Beef Council's Tailgating campaign generated over 16K points of engagement, and

COUNCIL

9,351 redemptions in 36 days.

Number of Days Live	36
Total Engagement	16,201
Total Redemptions	9,351
Revenue / \$ Spend	\$3.83





CALIFORNIA BEEF COUNCIL

Checkout 51 Campaign Performance

Conversion (clip to redemption) rate at 58% was well above Checkout 51 category norms (11%).

Conversion Rates 16,201 Total Engagement 9,351 **Total Redemptions** Conversion (Clips to Redemptions) 58%

Key Performance Indicators

Financial				
Redeemed Units	9,351			
Redemption Unit Revenue	\$151,019			
Cost	\$39,432			
Revenue per Dollar Spent	\$3.83			

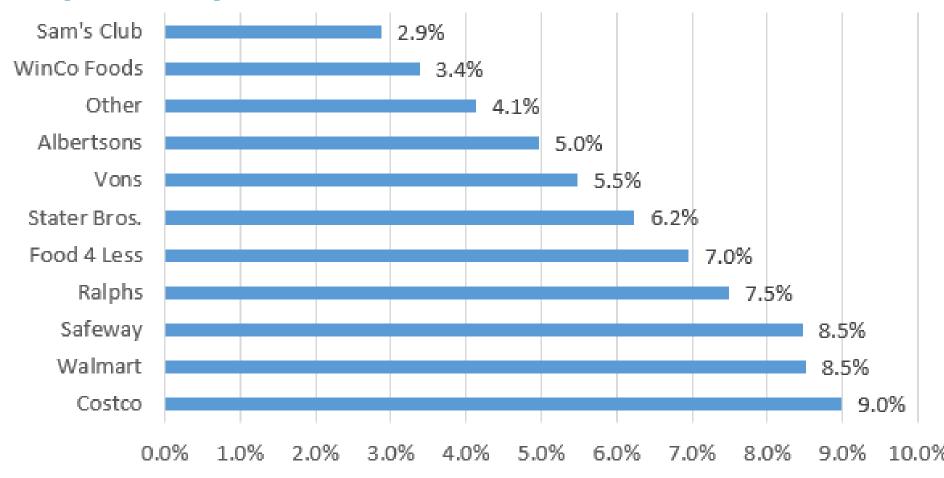
The offer appealed to the Healthy Eaters lifestyle with an index of 101 and 90% of redemptions were made by females with an average age of \sim 43.

BEEF COUNCIL

		% Female		HH Size	# (# of Kids	
Checkout 51 Norms		87%		3.51		1.40	
Campaign		89	%	3.74		1.51	
Index		102		107		108	
	Average Age	18 - 24	25 - 34	35 - 44	45 - 54	55 +	
Checkout 51 Norms	38.3	19.80%	30.00%	20.60%	20.60%	14.10%	
Campaign	43.6	1.40%	18.60%	37.80%	27.70%	14.40%	
Index	114	7	62	183	134	102	

Index Entertainers 135 **Healthy Eaters** 143 Cooks / Bakers 133 On-The-Go 150

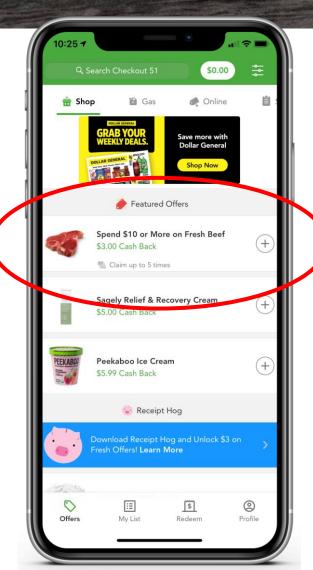
Redemptions by Banners: C51



BEEF



Checkout 51 Campaign Performance- Featured Offer

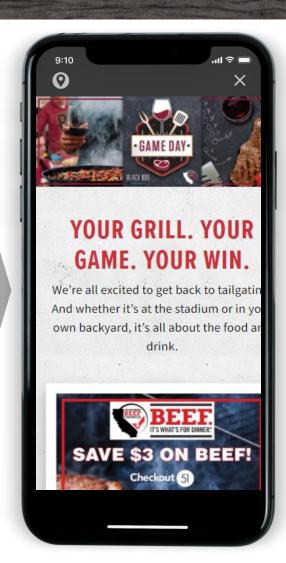


The Featured Placement on 9/9/21 generated an additional 157k impression for California Beef. Resulting in **38.6% higher engagement** and **29.7% more redemptions**Than the previous week.

	Sep 9
Featured Offer Placement Impressions	157,369
Engagements during Featured Offer Placement	3,792
Redemptions during Featured Offer Placement	2,136









IN-STORE, IN-LOCATION TACTICS:

- Moments: Exclusive to InMarket, owned inventory. Reach consumers down to the address level with a 100% viewable full screen moment.
 - Reach shoppers in CA top 20 Cities at Grocery locations
 - Retarget past InHome CA Beef campaign engagers.

OUT-OF-STORE TACTICS

- GeoAudiences/Preceptivity: Continue speaking to consumers pre and post visit with premium cross device messages based on real-time location, past behaviors, and more.
 - Targeting known Meat purchasers +Home Chef + grill owner
 - Targeting based on past campaign performance, including Meat Buyer+ Auto Improvement, GeoType Do-it-Yourselfer

75k Impressions

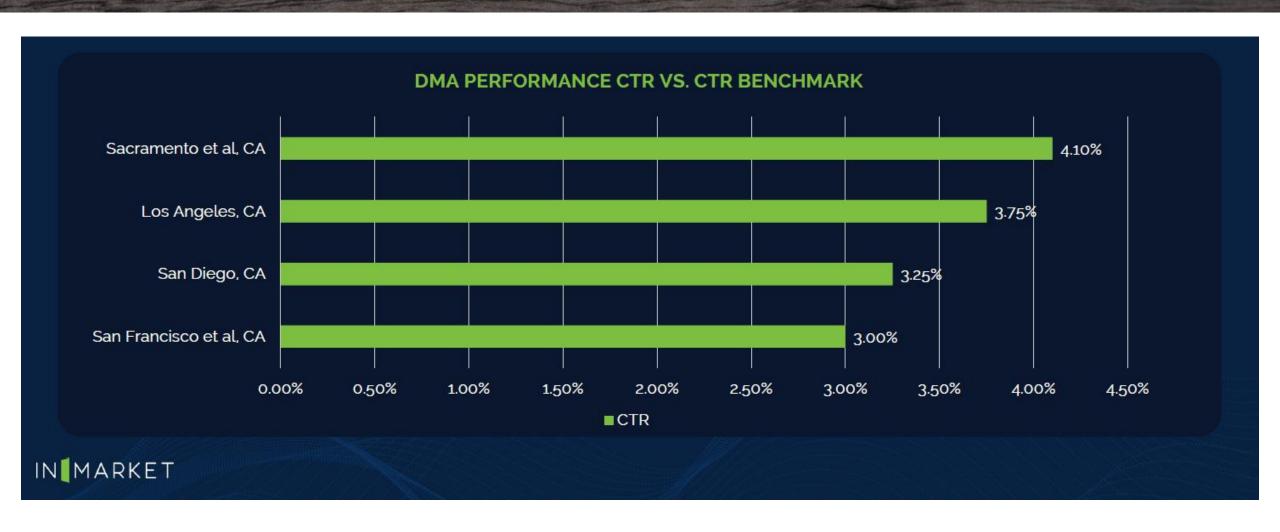




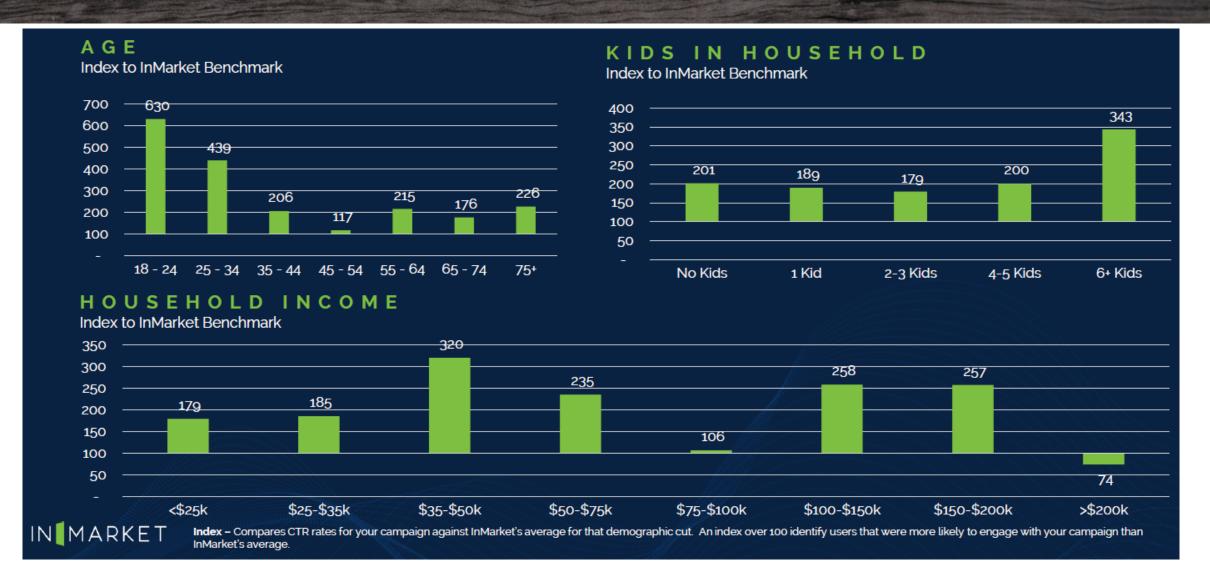
Campaign Weekly Totals				
Week Start	Impressions	Clicks	CTR	Delivery %
2021-10-11	2,089	75	3.59%	104.15%
2021-10-04	12,247	333	2.72%	101.37%
2021-09-27	12,508	519	4.15%	85.04%
2021-09-20	12,794	566	4.42%	68.36%
2021-09-13	13,265	623	4.70%	51.30%
2021-09-06	15,511	392	2.53%	33.62%
2021-08-30	9,702	170	1.75%	12.94%
Campaign Total	78,116	2,678	3.43%	104.15%

CTR = 1%-3% benchmark



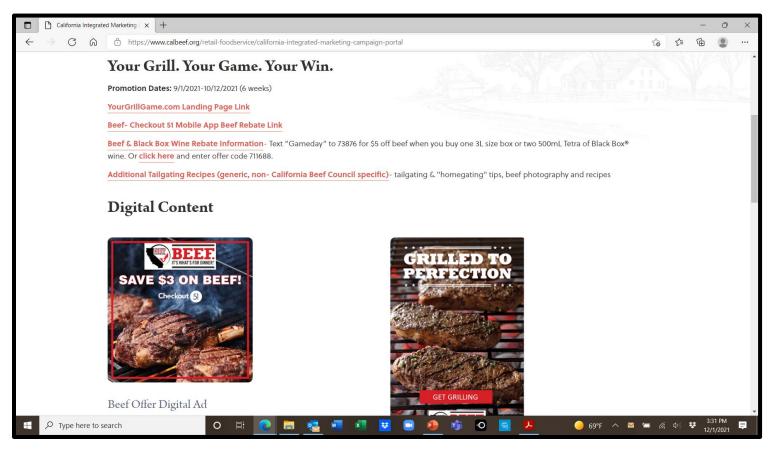


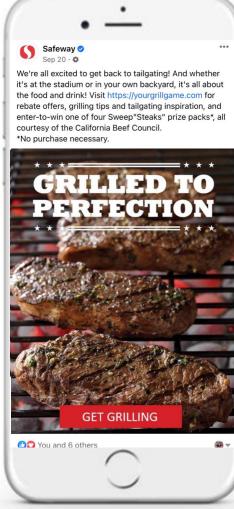






Retail Campaign Portal & Social Extension





facebook

- ➤ Posted Sept. 20th
- > 6 Reactions
- No comments or shares



Holiday Roast

November 18 – December 29, 2021

- Partnering with Hearst StoryStudio
- Targeting Adults 25-49
- Multi-market focus:

Los Angeles

San Diego

San Jose

San Francisco

Sacramento

Oakland/Hayward

San Bernardino

Fresno

Bakersfield

Stockton/Modesto

Concord/Walnut Creek

Chico/Redding

Paso Robles/SLO/Santa Barbara

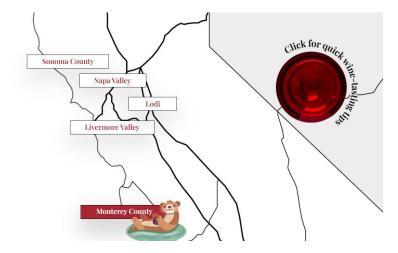
Monterey/Salinas

Ventura

Tour of California Pairings

Swipe to explore

California is vast, boasting more microclimates than some countries. This is good news for food and wine aficionados, as it's the terroir that makes wines from a region unique. A tour of California reveals vivid, yet wildly different varietals, often located less than a hundred miles from one another. Explore each region and the grape it's known for, with a suggested food pairing to host your own "Tour of California" beef + wine tasting party.



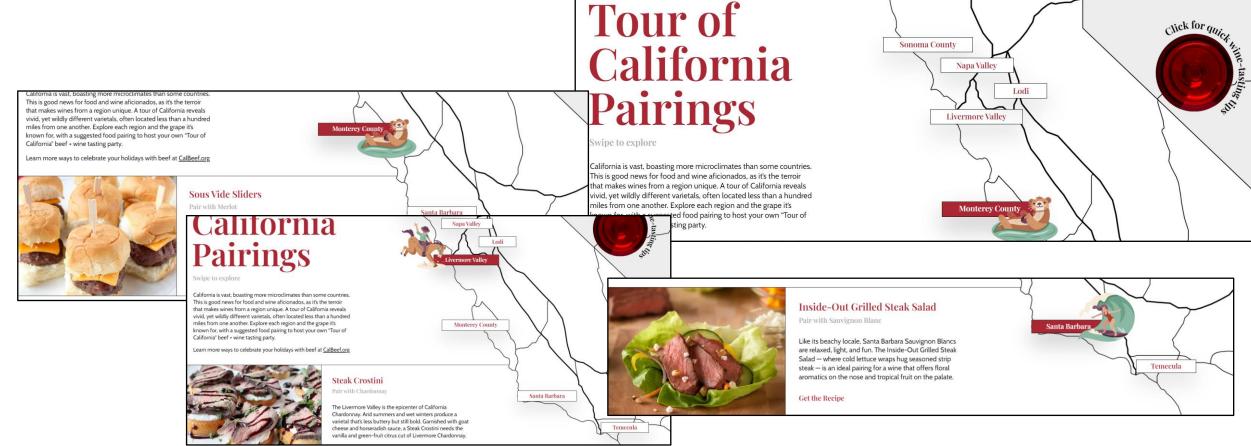
- 80,000+ guaranteed minimum viewer engagements
- 9 Million minimum viewer impressions







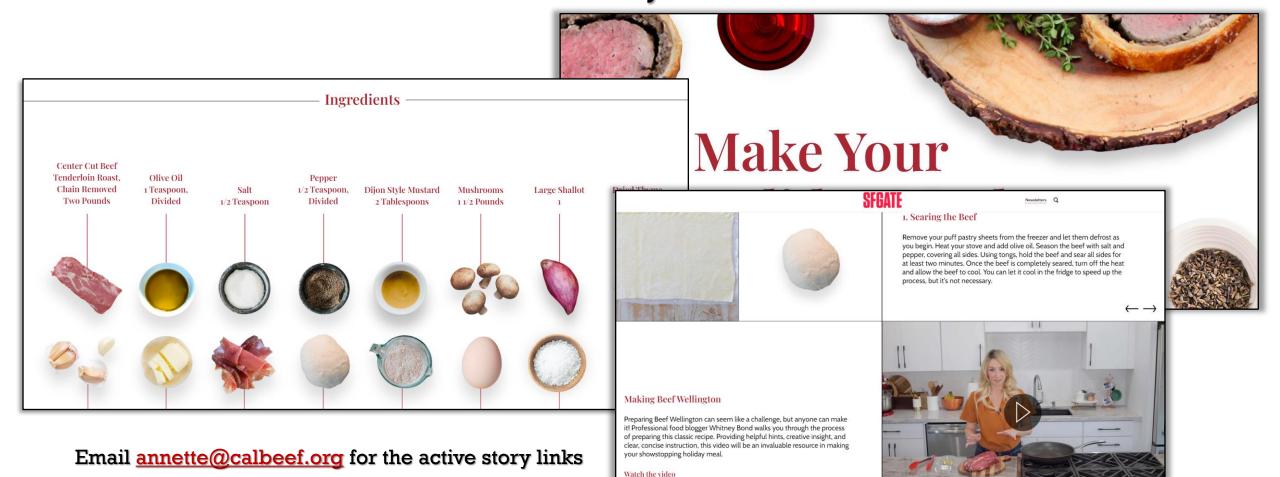
November 18 – December 29, 2021



Email <u>annette@calbeef.org</u> for the active story links



November 18 - December 29, 2021





Holiday Roast

f in

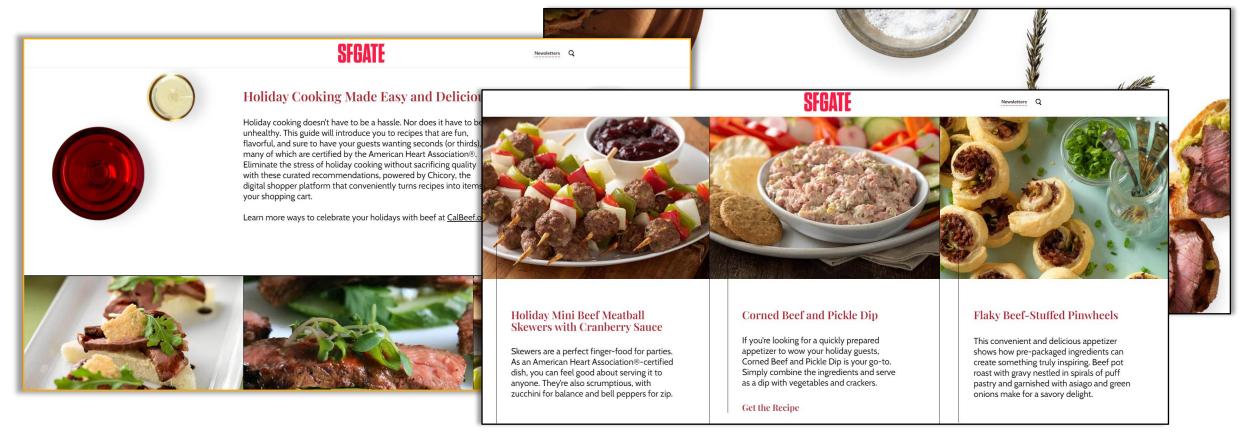
again press Enter .

November 18 – December 29, 2021





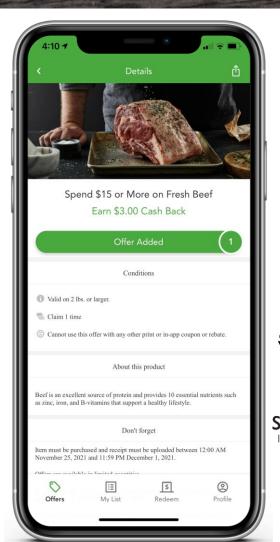
November 18 – December 29, 2021



Email <u>annette@calbeef.org</u> for the active story links



Retail Execution- Checkout 51 Campaign Details



Checkout 5























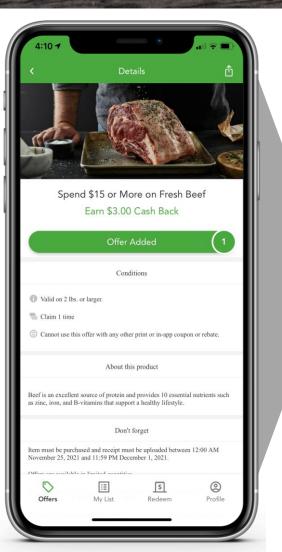








Retail Execution- Checkout 51 Campaign Details





Targeting CA Only

Duration 11/18/2021 – 12/29/2021

Offer Value \$3.00 Cash Back on Spend \$15 or More

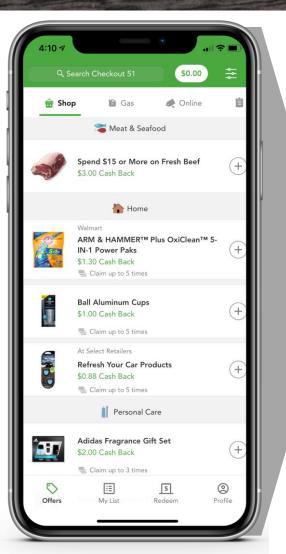
Scope of Valid Products

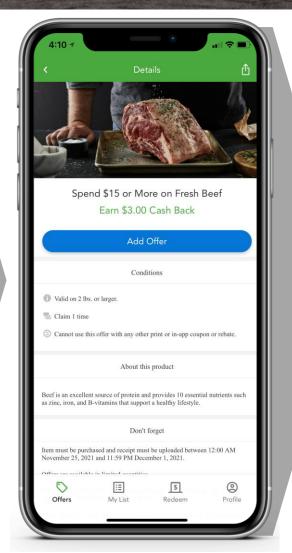
Beef Cuts offer is available on any beef

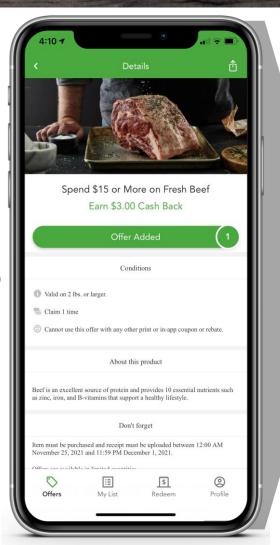
roast (2 lb. or larger)

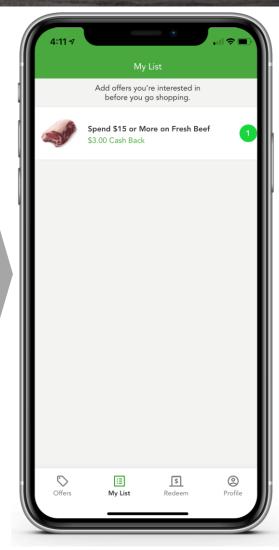


Retail Execution- Checkout 51 Mobile App



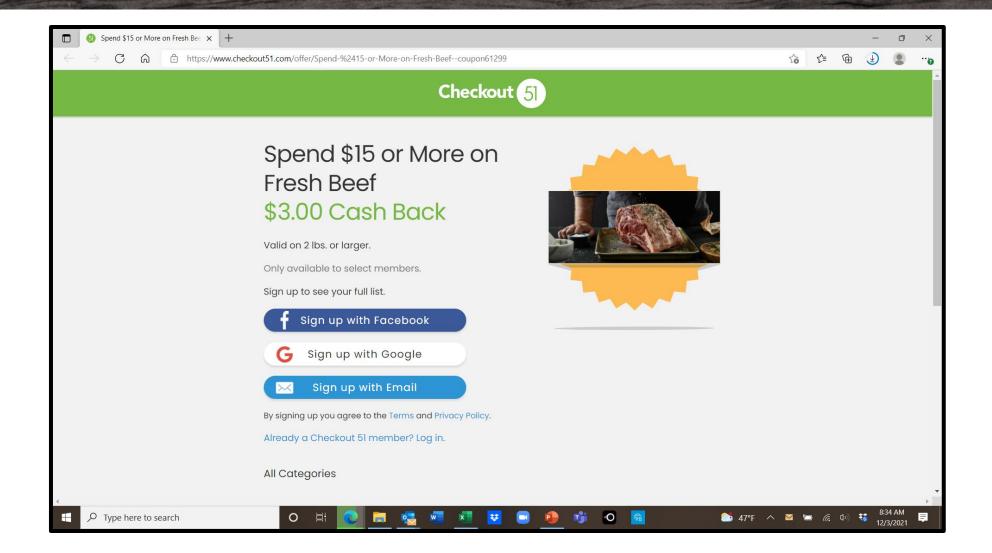








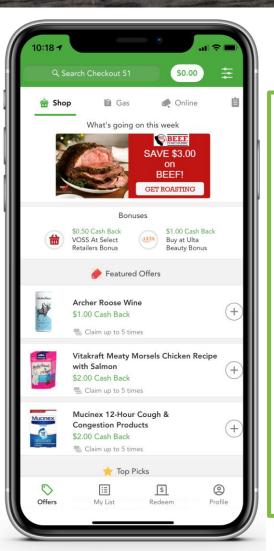
Retail Execution- Checkout 51 Online



Checkout 5



Retail Execution- Checkout 51 Holiday Feature



BEEF - HOLIDAY EVENT

Home Screen Banner x 1 1,037,500 est. impressions

Top of the List Offer Placement x 4 Value Add

Community Newsletter Placement 2,500,000 est. impressions \$1K

Featured Offer 7,360,000 est. impressions \$10K

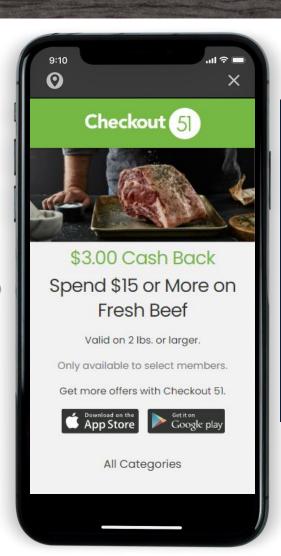
Holiday Bonus 1,000 est. impressions \$11K

Added Value \$22K



Retail Digital Engagement- inMarket







IN-STORE, IN-LOCATION TACTICS:

- Moments: Exclusive to InMarket, owned inventory. Reach consumers down to the address level with a 100% viewable full screen moment.
 - Reach shoppers in CA top 20 Cities at Grocery locations
 - Retarget past InHome CA Beef campaign engagers.

OUT-OF-STORE TACTICS

- GeoAudiences/Preceptivity: Continue speaking to consumers pre and post visit with premium cross device messages based on real-time location, past behaviors, and more.
 - Targeting known Meat purchasers +Home Chef + grill owner
 - Targeting based on past campaign performance, including Meat Buyer+ Auto Improvement, GeoType Do-it-Yourselfer

93k+
Impressions



Retail Digital Engagement- inMarket



Campaign Weekly Totals				
Week Start	Impressions	Clicks	CTR	Delivery %
2021-11-29	2,371	83	3.50%	30.40%
2021-11-22	16,522	653	3.95%	27.86%
2021-11-15	9,481	239	2.52%	10.16%
Campaign Total	28,374	975	3.44%	30.40%

CTR = 1%-3% benchmark





Integrated Marketing Campaigns

Consumer Marketing

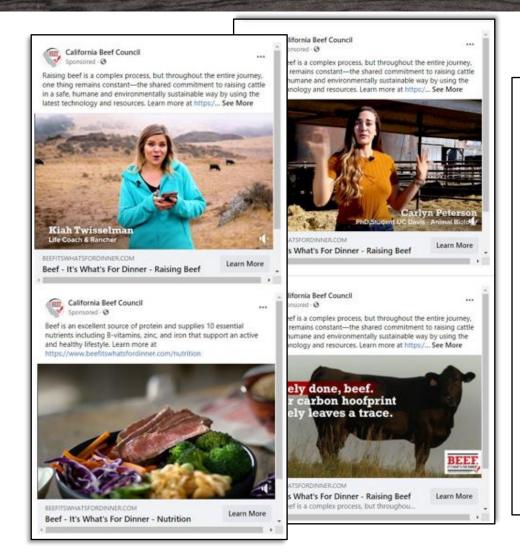
Consumer & Brand Marketing

Media Relations & Issues Management Content
Marketing &
Social Media





Paid Social Media







rom beef. Plate to nd more. nelps build essential

rition-2021/ trition

arch shows that consuming highnay help you achieve and thy weight and preserve and Learn more at

nia Beef Council

d - @

trition/Nutrition-2021/ #Protein #Strength #Fitness

rotein Benefits

ein do I need? And what about

January 11 - 16, 2021



ess goals

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less



- Four custom content videos produced by the Kings and posted on Kings owned and operated social media
 - "Winning Recipe"
 - "Food for Fuel"
 - "Home Grown Trivia"
 - "Ask Zac" (Kings Strength/Conditioning Coach)

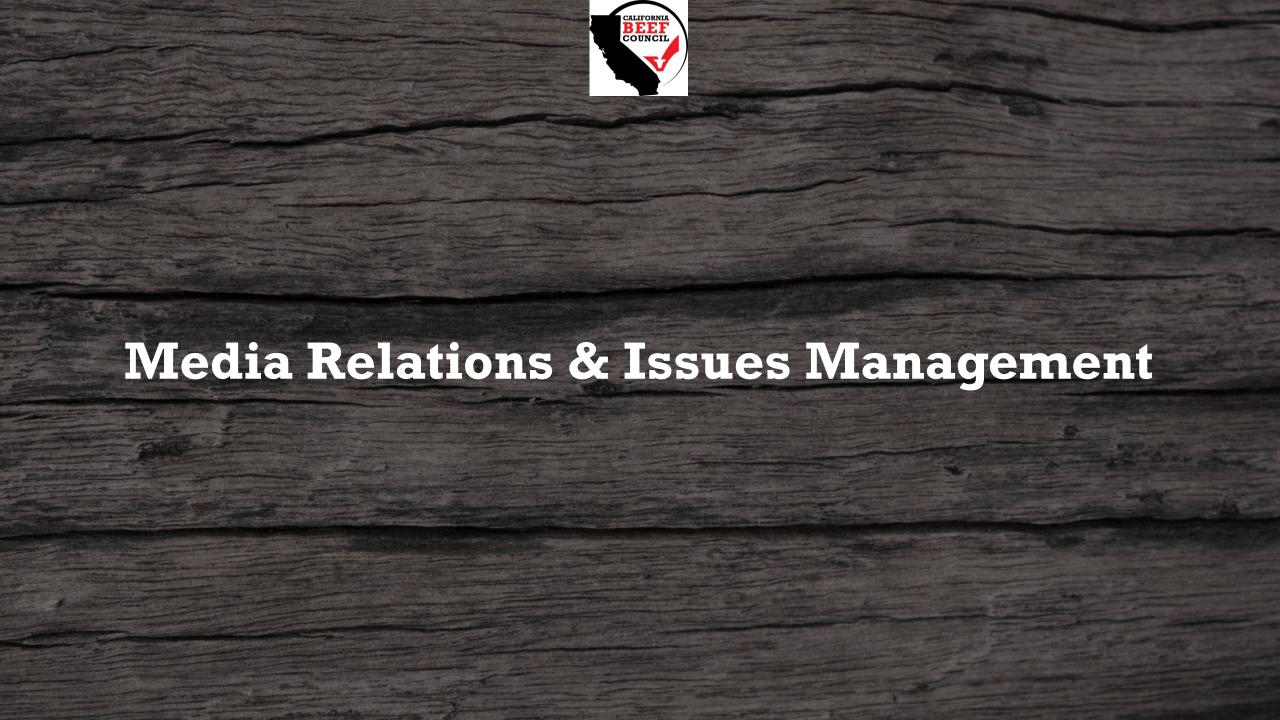










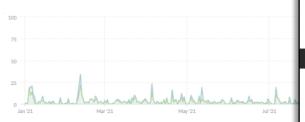




Media Relations & Issues Management

Account statistics, All languages

California Beef Council



1206

884

Returning vs New



Published cases

Date Published	Release Title
2021-11-18	Farmers Thanking Foodservice
2021-09-01	Entries Now Open for 2021 Walt Rodman Av
2021-08-13	California Rancher Named 2020 Beef Advoc
2021-07-07	On the Ranch and in the Kitchen
2021-04-27	California Beef Council's 2021 Beef Leadersh
2021-04-05	California Beef Council, Camarena Tequila ar

Most viewed cases

California Rancher Named 2020 Reef Advocate of the Year at 202 California Beef Council Approves 2021 Work Plan, Appoints New California Beef Council, Camarena Tequila and Real California Mil CBC Dietetic Internship Nutrition Communication Training Bring:

Entries Now Open for 2021 Walt Rodman Award

01-01-2021 - 31-12-2021



> California Beef Council Shows Their Appreciation to the State's Resilient Ch

California Beef Council Shows Their Appreciation to the State's Resilient Chef Community

å California Beef Council ▷ Meat & Poultry, Retail & FoodService ② November 19, 2021



Rocklin, Calif.-In a month that's traditionally set aside for giving the California Beef Council (CBC) showed their thankfulness and appr for an industry that was hit hard by the COVID-19 pandemic-food a partnership with EATYALL, a chef-focused company looking to I gap between farmers, ranchers and chefs, the CBC shipped care to 30 premier chefs across California to show appreciation for the in keeping beef as a centerpiece on their menus.

It's no secret that over the past nearly two years the foodservice

suffered greatly. The National Restaurant Association reported that more than 100,000 restaurant establis closed their doors nationwide due to the lack of on-premise dining. However, the first half of 2021, Nielser shows a positive story as beef volume sales at foodservice have elevated from 3.63B pounds of beef at the COVID-19, up to 4.12B pounds, nearing closer to the 2019 level of 4.30B pounds.

At a time when there's positive momentum in the foodservice channel heading into the holiday season, the seems to be no better time to help propel these chefs forward with a care package of thanks for their resi from the men and women that produce beef.

The chefs receiving the BEEF care packages were encouraged to share the unboxing of their packages on media, which contained two of three different beef cuts, including-Short Ribs, Petite Tenders, and Sirloin ((Coulotte)-and a Beef, It's What's For Dinner, hat, apron, and educational resources. Many chefs also posted



HOME

EVENTS

STORE

ADVERTISE

FARM

/ CALIFORNIA / FARMERS THANKING FOODSERVICE

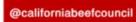
WHAT'S COOKING ...

O COMMENTS

Farmers thanking foodservice

California Beef Council shows appreciation to the state's resilient chef community

PUBLISHED ON NOVEMBER 21, 2021







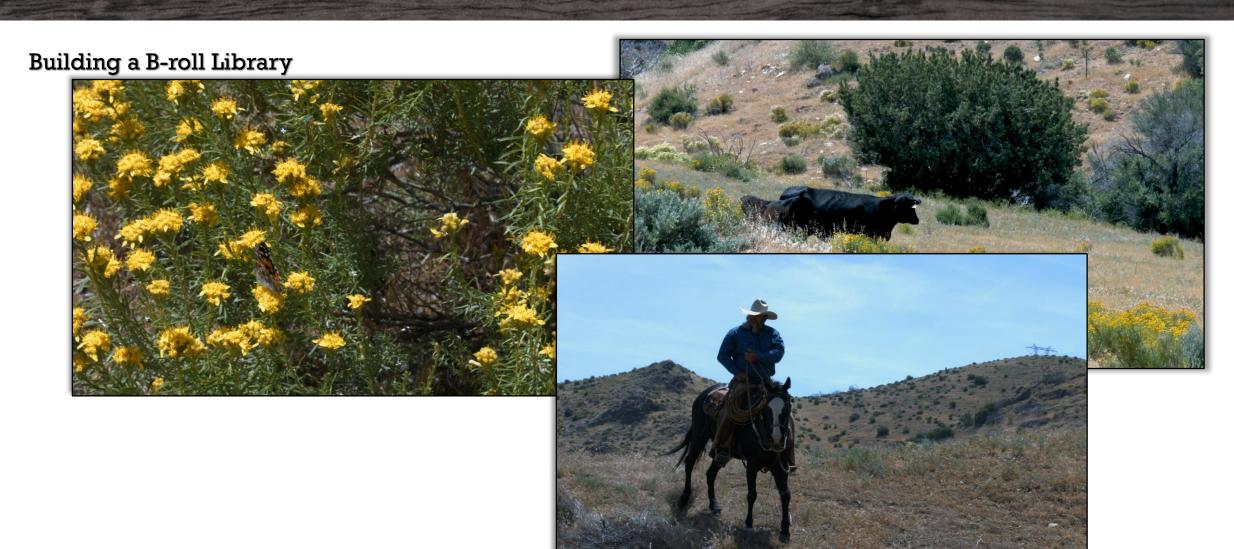
#beef #givethanks #pasturetoplate #cabeefthankingcache











BEEF COUNCIL





Social Media, Website, Online Newsroom

NOVEMBER 18, 2021

Farmers Thanking Foodservice

California Beef Council Shows Their Appreciation to the State's Resilient Chef









Rocklin, Calif.-In a month that's traditionally set aside for giving thanks, the California Beef Council (CBC) showed their thankfulness and appreciation for an industry that was hit hard by the COVID-19 pandemic-foodservice. In a partnership with EATYALL, a chef-focused company looking to bridge the gap between farmers, ranchers and chefs, the CBC shipped care packages to 30 premier chefs across California to show appreciation for their efforts in keeping beef as a centerpiece on

It's no secret that over the past nearly two years the foodservice industry suffered greatly. The National Restaurant Association reported that more than 100,000 restaurant establishments closed their doors nationwide due to the lack of on-premise dining. However, the first half of 2021, NielsenIQ data shows a positive story as beef volume sales at foodservice have elevated from 3.63B















@californiabeefcouncil

MY FAVORITE LNKS



There a many ways to celebrate the holidays, but food always seems to be a central focus. We have a new beef offer to help make your holidays "Merry and Bright!" For a limited time, save \$3 off your \$15 or more beef purchase by using the Checkout 51 mobile app, or at Checkout51.com online. Restrictions apply; see offer for details.

Take me to the offer



Watch Chef Brian Mizner of the Sacramento Kings prepare one of his favorite

nutritious...with an extra boost from quinoa and carrots...tasty, and easy to

beef meals that the Kings players love. These beef meatballs are

Annette Kassis

Share this

Director, Consumer & Brand Marketing

annette@calbeef.org

POWER OF PROTEIN

Get the Recipe!

A Winning Recipe

916-925-2333



California Beef Council

Published by Meltwater Engage 2 · October 9 · S

Game Day Grilling, brought to you by the T-bone!

Did you know the T-bone is really two cuts in one? Tenderloin and strip in one delicious package! If you're planning to grill for gameday, don't forget to visit YourGrillGame.com for money-saving offers, videos, recipes, sweepstakes and more.

Recipe for this Rocky Mountain Grilled T-Bone with Charro-Style Beans from BeefltsWhatsForDinner.com is at

https://www.beefitswhatsfordinner.com/.../rocky-mountain...





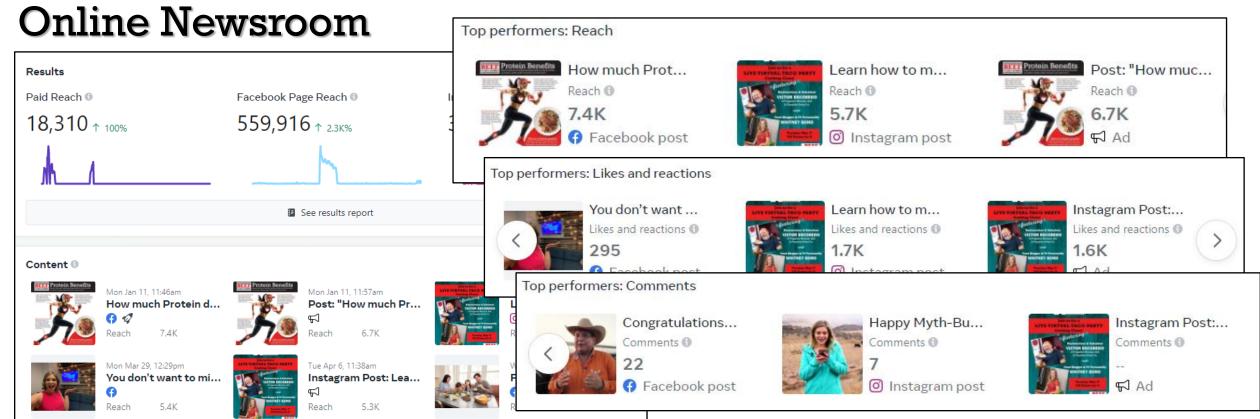






See content report

Social Media, Website,





Social Media, Website, Online Newsroom

Total fans (i)
Compared to last year

23.4k

Total posts ①
Compared to last year

420

3.38м

Total impressions (i)

Compared to last year

↑ 4669%

Total video views ()
Compared to last year

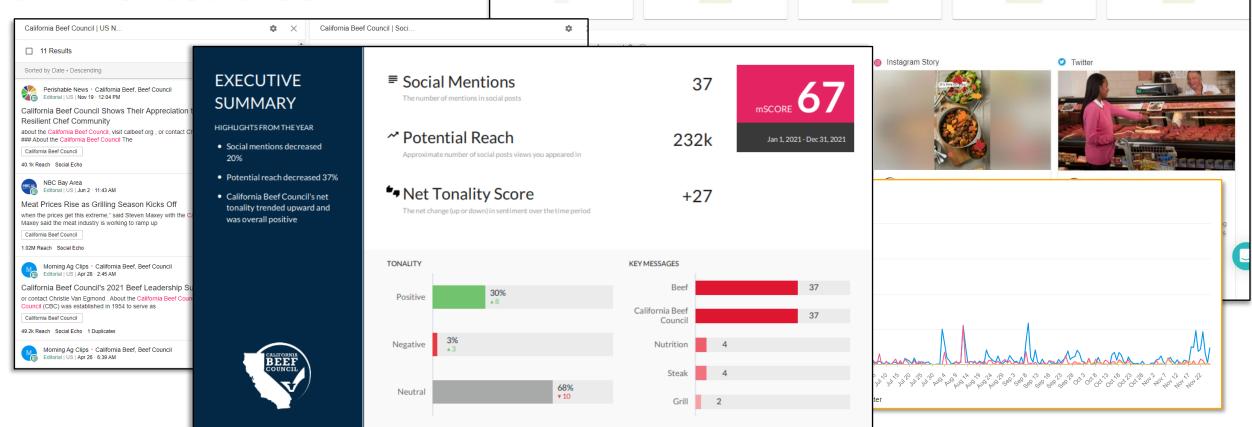
53.6k

↑ 1498%

Total engagements (i)
Compared to last year

 10.1_{k}

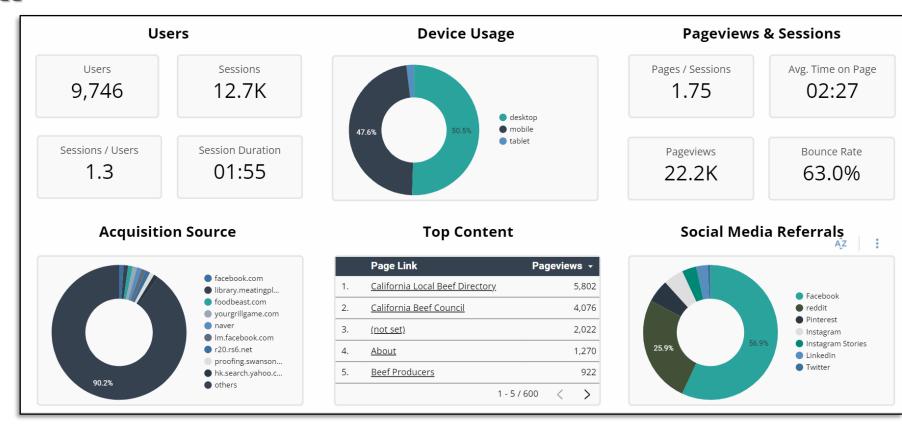
↑ 131%





Social Media, Website, Online Newsroom

- Our site traffic remains steady over a similar time period last year
- Organic and direct search remain the top 2 ways we're found
- Top referral sites (correcting for bot traffic):
 - CalBeef.org newsroom
 - Beef Board
 - Tomatowellness.com
 - Calvadafoods.com
 - NBA.com
 - YourGrillGame.com





Social Media, Website,

Online Newsroom

Account Activity 1202 884 Created Releases Published Releases Total Unique Visit

Releases



Farmers Thanking Foodservice

Rocklin, Calif.—In a month that's traditionally set aside for giving thanks, the California Beef Council (CBC) showed their thankfulness and appreciation for an industry that was hit hard by the COVID-19 pandemic—foodservice. In a partnership with ...



California Rancher Named 2020 Beef Advocate of the Year at 2021 Beef Industry Convention

DENVER, August 11, 2021 - Kiah Twisselman Burchett has been selected as the 2020 Advocate of the Year for her work helping mainstream Americans appreciate the cattle industry and feel good about enjoying beef. This award, given



California Beef Council's 2021 Beef Leadership Summit Goes Virtual

Rocklin, CA-The California Beef Council's (CBC) highly-esteemed annual Beef Leadership Summit has transitioned to a virtual four-part Webinar Series in 2021. The FREE Webinar Series will give retail and foodservice professionals an in-





Bits & Bites



SEPTEMBER 01, 2021 Entries Now Open for 2021 On the Ranch and in the Walt Rodman Award

California CattleWomen county units are an important part of beef outreach and promotion. The innovative programs produced by these CattleWomen units often give the general public a chance to meet and talk to some of the ranchers who raise cattle in ...



What happens when a SoCal food and lifestyle expert visits a 4 generation cattle rancher in California's Central Valley? We invited San Diego food blogger Whitney Bond of WhitneyBond.co to meet up with rancher Brooke Helsel to learn more about ...

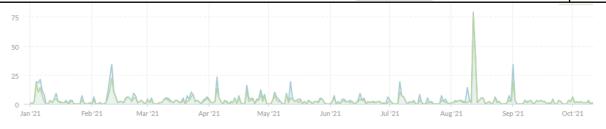
Returning vs New



Most viewed cases

California Rancher Named 2020 Beef Advocate of the Year at 202 California Beef Council Approves 2021 Work Plan, Appoints New California Beef Council, Camarena Teguila and Real California Mil 67 CBC Dietetic Internship Nutrition Communication Training Brings

Entries Now Open for 2021 Walt Rodman Award 53



1202

Total number of visits

Total unique visits

884

Published cases

Date Published	Release Title	Total Visits
2021-11-18	Farmers Thanking Foodservice	45
2021-09-01	Entries Now Open for 2021 Walt Rodman Award	53
2021-08-13	California Rancher Named 2020 Beef Advocate of the Year at 2021 Beef Industry Convergence ($^{\circ}$	138
2021-07-07	On the Ranch and in the Kitchen	38
2021-04-27	California Beef Council's 2021 Beef Leadership Summit Goes Virtual	44
2021-04-05	${\sf CaliforniaBeefCouncil}, {\sf CamarenaTequilaandRealCaliforniaMilkLaunch"Tacos}, {\sf TequilaAliforniaMilkLaunch"Tacos}, {\sf TequilaAliforniaMilkMilkMilkMilkMilkMilkMilkMilk$	67





Education & Engage

Future

Food & Nutrition Outreach

Establish as a

Trusted Resource



- Resources
 - Spanish handouts
 - Recipe cards
 - Toolkits
- Healthcare professionals Education
 - Nutrition influencers
 - Conference speakers
 - Webinars







bell pepper

% cup finely chopped onion 1 can or bottle (12 ounces) 100% vegetable juice 2 tablespoon lightly-packed brown

1 tablespoon Worcestershire sauce 4 whole wheat hamburger buns, split

- into %-inch crumbles and stirring occasionally. . Stir in vegetable juice, brown sugar and Worcestershire sauce; bring to a boll. Reduce heat; simmer, uncovered, 7 to 9 minutes or until most of
- the liquid has evaporated and thickens slightly, stirring occasionally. 3. Evenly place beef mixture on bottom half of each burr, close

Cooks Tip: Cooking times are for fresh or thoroughly thawed Ground Beef. Ground Beef should be cooked to an internal temperature of 160°F. Color is not a reliable indicator of Ground Beef doneness

Beef has a unique mix of nutrients, including high-quality protein, iron, zinc, choline, selenium and vitamins B₆ and B₁₉, essential for growth and development in infants and children.¹²

¹ American Academy of Pediatrics, Pediatric Nutrition Handbook, 7th ed. Elk Grove, IL: American Academy of Pediatrics, 2014. 2 US Donartment of Agriculture, Agricultural Research Service, Nutrient Data Laboratory, USDA National Nutrient Database for Standard Reference, Release 28 (Slightly revised). Version Current: May 2016. Available at: http://www.ars.usda.gov/bai

For more tips on feeding beef to babies and toddlers visit BeefltsWhatsForDinner.com

Carbohydrate; 5.1 g Dietary Fiber; 30 g Protein, 4.6 mg leon; 8.8 mg Potassium; 8.2 mg Neg Sedant, 5.0 g Protein, 4.6 mg leon; 8.8 mg Potassium; 8.2 mg Ne Nacion; 0.6 mg Yotamin B_g; 2.1 mg Zinc; 4.0 mg Selenium; 9.4.5 mg Cholians.

This recipe is an excellent source of Protein, fron, Nacin, Vitamin B_g, Vitamin B_g, Zinc, and Selenium; and a good

















Retail RD Toolkit



- Promotional ideas
- Cooking demos guide
- Beef nutrition and sustainability facts

- 16% of dietitians, retail
- 85% of supermarkets have corporate RDs on staff
- 30% & growing have RDs in stores



Early Years Toolkit



Partnered with California Cattle Council and NCBA to bring health professional throughout CA in-office education brochures and handouts.

Working with a point of influence company these toolkits were delivered to 400 pediatrician offices and childbirth centers.



Early Years Toolkit

Featuring:

- Research Brief detailing beef as a complementary first food
 - Intended for healthcare professionals to learn the science behind beef's powerful nutrition and evidencebased ways to safely introduce it as a first food
- Making Every Bite Count with Nutrient Rich Beef
 - Highlights the beneficial role of beef's nutrient in the early years and paired with simple infant and toddler feeding tips



- Display Board
- Consumer Booklet
- Postcard
- Newsletter
- Email



Early Years Toolkit

Preliminary Highlights:

- 91% are more likely to recommend beef as one of baby's first foods
- 82% agreed the educational materials provided were sciencebased
- 45% would like to receive information or education resources directly from their local beef council







Engaged with key stakeholders in nutrition regarding sustainability and beef's important role within the food system

- 89 registered nutrition professionals
- 86% were credentialed Registered Dietitians Nutritionist
- ~ 53% signed up for our Food and Nutrition Newsletter



Engaging with key stakeholders in nutrition

- ~ 60% growth in audience
 - Majority being credentialed Registered Dietitians Nutritionist
- · 32% open rate
- 33% click through

Happy National Nutrition Month! Nicely done, beef. You're a superfood that's actually super tasty. Beef is not only delicious but is a nutritional powerhouse, making it a great source of several essential nutrients. We've rounded up a few of our favorite things about beef to share with you as we celebrate National Nutrition Month! Did you know we have an entire recipe collection certified by the American Heart Association? Check out these Heart-Healthy recipes. Or try these delicious Protein For If there was a protein contest, beef would be crowned the king! A 3 oz. cooked serving of beef provides 50% of your Daily Value (25 grams) of this important nutrient A wealth of research has linked protein to favorable lifestyle markers such as healthy body weight and/or weight loss, maintaining and building muscle, and overall diet satisfaction. When you're looking for ways to improve your health, manage your weight or Feeling hungry? People who eat a higher-protein diet (about 30% of daily calories) from protein) feel more satisfied, which may help prevent overeating. Protein helps support strong, lean bodies. Eating at least 4 ounces of high-quality protein from foods like beef at each meal provides your body with energy to lead an Protein may help cut the fat. Research has shown exercise is more effective for weight management when paired with a higher-protein diet, and beef provides the amino acids necessary for building and replenishing muscles



- Health influencers and beef producers
- Educational opportunities with Reilly Beatty, MS, RD, CSSD
 - Performance nutrition presentation
 - Healthy snacking video
 - Handouts
- Support American Diabetes Association, Tour de Cure







Beef & Sweet Potato Chili

- 1 large sweet potato, diced into big chunks
- 1 can black beans
- 1 can kidney beans (light or dark red work)

- 1/2 large white onion, choosed

- Salt and pepper to taste

optional but recommended spices

vogurt, cottage cheese. Mexican cheese

Calories	267
Fat (g)	4
Carbs (g)	38
Fiber (g)	5
Protein (g)	17



California School Nutrition Association (CSNA) Conference

CSNA mission is educating and empowering members to provide healthy meals to foster an environment where children achieve overall wellness and lifelong success.



Partnered with California Cattle Council

GOALS:

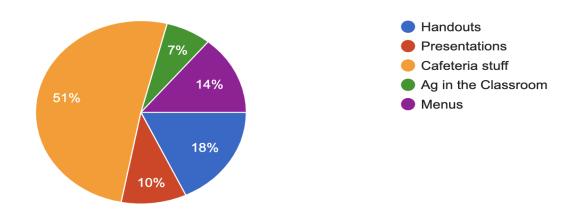
- Engage with key school nutrition professionals
 - Establish as a trusted resource and beef nutrition experts
 - Determine audience needs





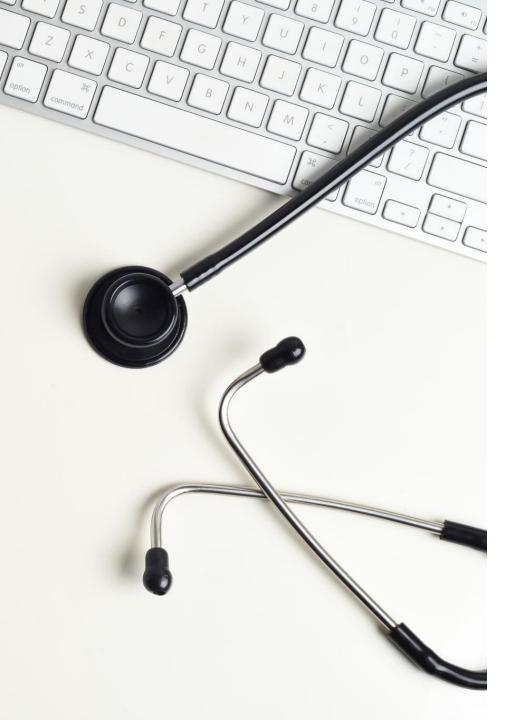
Highlights:

- Gained a current contact list of school foodservice professionals
 - 60 people signed up to receive newsletter
- Made several contacts within school districts and farms to potentially collaborate with
- Surveyed 20% of attendees on foodservice needs









Nutrition Communication Training

with dietetic internships, academy district levels, and student nutrition clubs

Nutrition education and how does that look in today's nutrition landscape.

- Provide adequate knowledge and skills necessary for critical thinking when it comes to food systems.
- Create positive attitudes and understanding towards the beef industry
- Assist health professionals and interns with resources for continuing access to sound food and nutrition information



- Partnered with Dairy Council of California
- California State University of Sacramento

Two-part event: educational day followed by a day long immersion experience

Presentations included:

- Nutrition Trends: How Nutrition Leader Can Adapt in a Changing Environment
- Building a Strong Future: Optimizing Nutrition Education
- How to Effectively Communicate: Tips for Increasing Health Literacy and Improving Audience Engagement

- Sustainable Nutrition
- Effective Communication Worksheet, Skill Development



Farm Immersion Experience

O'Connell Ranch, Colusa

- 19 Nutrition professionals
 - 10 Dietetic interns
 - 4 Faculty from CSUS
 - 5 Alumni, dietetic program
- Joined by
 - University of California Cooperative Extension
 - California Rangeland Trust
 - Glenn and Colusa County Cattlewomen



The day covered topics on beef production, land management, animal welfare, environmental issues.

Farm Immersion Experience

Nutrition Communication Training

Highlights:

• **Increase** in how prepared students felt in providing nutrition education

- **75%** feel beef can be a healthy choice
- 75% feel very comfortable or somewhat comfortable recommending beef, based on the ways cattle our raised
- **100%** felt better equipped to answer questions about livestock in the food system

Nutrition Communication Training

After spending a day with a local farmers and ranchers do you feel you have a better understanding of livestock within the food system?



- Yes! The farmers and ranchers did a great job explaining and describing the challenges they face. It gives me a better understanding of the food system.
- Meeting the ranchers was an extremely eye-opening and insightful experience. I learned so much about the industry and the challenges it faces.
- There was so much involved in cattle farming I was never aware of. I only had assumptions prior to this tour
- I had very little concept of what farms look like and what went into them. I definably got a good grasp of the basic things that go into it. Also, the struggles/challenges that come as well.
- I had previously assumed that the vast majority of beef was coming from large industrial corporations. Now, I understand much more about local and sustainable ranching.







