

CANADA BEEF 2023 – 2024 INVESTMENT PLAN DRAFT

Prepared for
Market Development & Promotion Committee
November 16, 2022

Funding and Revenue Update

- Check-off projection is \$8,900,000 (up \$30,000 from this year)
- Beef Import levy projection is \$870,774 (down \$141,586 from this year)
- Government of Canada – Canadian Agricultural Partnership (CAP) concludes March 31, 2023.
- The next Canadian Agricultural policy framework, the Sustainable Canadian Agricultural Partnership (SCAP) is a five-year program (2023 – 2028).
- We likely won't see the application form till end of this fiscal year, but we expect somewhere between \$1.5 – \$2 million available for eligible export expenses each year for 5 years.
- The Alberta Beef Export Market Development grant (\$500K) concludes this fiscal year. We will be requesting another ABEMD grant.

2023 – 2024 Strategic Priorities

1. Execution and full deployment of Canadian Beef Information Gateway (BIG) platforms across all channels and sectors.
2. Value-cut options for retail and foodservice.
3. Focus on the Canadian beef advantage (B>B and B>C).
4. Maximize and optimize CBCE expansion.
5. Pandemic recovery and growth strategies that deliver results.



Investment Planning System and Changes 2023 - 2024

- Budget holders are engaged 30 days prior to construction of first draft to submit tactics, budget and strategy.
- New ideas and creative approaches are encouraged.
- New business units added: #9 Canadian Beef Information Gateway.
- Funding streams are included for each business unit (beef check-off, beef import levy, veal import levy, Alberta beef export grant and SCAP leveraged).
- Veal import levy is reported as both revenue and investment.
- Key Performance Indicators (KPI's) have been standardized in 5 demand driver categories described in the investment plan to align with NCO ROI reporting.

2023-2024 Budget Recommendation

	Business Unit (marketing programs)	2022 – 2023 (Budget)	2023-2024 (Projection)	Variance \$ +/- change)	Variance % (+/- change)
1	Generic Beef (import levy)	860,000	403,264	-456,736	-53%
2	Public and Stakeholder Engagement	300,000	270,000	-30,000	-10%
3	Global Marketing	820,000	1,110,000	+290,000	+35%
4	Channel Marketing	900,000	475,000	+425,000)	-47%
5	Consumer Marketing	1,214,000	1,545,000	+331,000	+27%
6	Digital Marketing	465,000	665,000	+190,000	+41%
7	Health and Nutrition	560,000	560,000	No change	No change
8	Communications	210,000	255,000	+45,000	+21%
9	Canadian Beef Information Gateway		381,000	New	New
10	Canadian Beef Centre of Excellence	678,000	720,000	+42,000	+6%
11	Export Market Development	450,000	420,000	-30,000	-7%
12	Emerging Markets	260,000	270,000	+10,000	+4%
13	Japan	825,000	830,000	+5,000	+1%
14	South Korea	210,000	431,800	+221,800	+106%
15	China and Hong Kong	665,100	243,000	-422,100	-63%
16	Taiwan and Southeast Asia	265,000	340,000	+75,000	+28%
17	Mexico and Latin America	444,000	595,000	+151,000	+34%
18	Veal Import Levy	32,740	31,276	-1,014	-3%
	Total	\$9,158,840	\$9,535,790	+\$376,950	+4%

Revenue:

\$10,190,500 (not including SCAP or ABEMD)

Marketing Total:

\$9,535,790 (65%)

Operating Total:

\$5,133,920 (35%)

Total Investment:

\$14,669,710 (100%)

Deficit Funded from

Unrestricted Reserves:

\$4,579,210

Audited Unrestricted

Reserve (March 31, 2022):

\$9.155 million



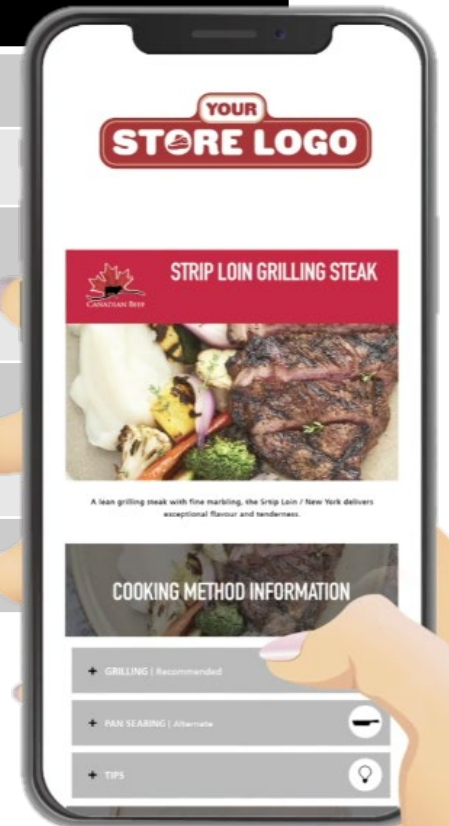
Canada Beef Marketing and Operation Cost Analysis Comparison and Forecast

Fiscal Year	Marketing Program Costs	Operating Costs	Total Investment Costs	Operating Cost % of Total Investments	Marketing Cost % of Total Investments
2016 – 2017 (actual)	\$5,290,859	\$4,502,907	\$9,793,766	46%	54%
2017 – 2018 (actual)	\$6,097,197	\$4,291,360	\$10,388,557	41%	59%
2018 – 2019 (actual)	\$4,508,307	\$4,713,422	\$9,221,729	51%	49%
2019 – 2020 (actual)	\$4,763,865	\$4,367,012	\$9,130,877	48%	52%
2020 – 2021 (actual)	\$5,953,538	\$4,029,195	\$9,982,733	40%	60%
2021 – 2022 (actual)	\$9,022,990	\$4,858,920	\$13,881,910	35%	65%
2022 – 2023 (budget)	\$9,158,840	\$5,003,800	\$14,162,640	35%	65%
2023 – 2024 (recommendation)	\$9,535,790	\$5,133,920	\$14,669,710	35%	65%

Canadian Beef Information Gateway System Wide Investment 2023-2024

Domestic Business Units	Investment	Export Business Units	Investment
Global Marketing	\$302,000	Emerging Markets	\$10,000
Channel Marketing	\$25,000	Japan	\$15,000
Consumer Marketing	\$475,000	South Korea	\$10,000
Digital Marketing	\$190,000	Hong Kong/Macau	\$10,000
Health and Nutrition	\$40,000	Southeast Asia	\$10,000
Beef Information Gateway	\$381,000	Mexico and Latin America	\$10,000
Domestic Total	\$1,413,000	Export Total	\$65,000

Total: \$1,478,000



Generic Beef and Veal – Consumer Marketing Work Plan # 1

Total Budget: \$424,990

Decrease: \$456,736 (-53% vs. 22-23)

Focus:

- Promote the positive attributes of consuming beef and veal from all sources in Canada through consumer education, awareness, and trust.

Tactics:

1. National consumer beef demand building campaign.
2. Nutrition/culinary focused campaign.
3. Thinkbeef.ca.
4. Thinkveal.ca

Funding Source:
\$403,000 Beef Import Levy
\$21,726 Veal Import Levy



Public & Stakeholder Engagement Workplan # 2

Total Budget: \$270,000

Decrease: \$30,000 (-10% vs. 22-23)

Focus:

- Awareness, information, debunking negative mainstream and social media.
- Communicate with public, consumers, stakeholders and influencers, and trade partners to address concerns and build trust.

Tactics:

1. Canadian Beef Sustainability Campaign
2. Direct to Consumer Messaging
3. Consumer Messaging through Trade Partners
4. Consumer Messaging through Stakeholders
5. Key Influencer Outreach
6. Resource and Content Development
7. Industry Membership and Participation (CRSB, CCFI)
8. Media and Spokesperson Training

Funding Source:
\$212,000 PSE Check-Off
\$58,000 Beef Check-Off



Global Marketing Workplan # 3

Total Budget: \$1,110,000

Increase: \$290,000 (+35% vs. 22-23)

Focus:

- Development and production of science based technical marketing resources and market intelligence to promote the CBA.
- Programs and services to support all Canada beef business units.

Tactics:

1. Global Market Intelligence
2. Global Canadian Beef Information Gateway Platform Architecture
3. International Meat Secretariat Membership
4. Canadian Beef Advantage Global Resources
5. Canada Beef Stakeholder Satisfaction Survey
6. Canadian Beef Research
7. Technical and Regulatory Services

Funding Source:
\$1,110,000 Beef Check-Off
SCAP Leveraged



Channel Marketing Workplan # 4

Total Budget: \$475,000

Decrease: \$425,000 (-47% vs. 22-23)

Focus:

- Volume, value and market share growth, carcass utilization, value optimization and Canadian beef brand growth.
- Retail and foodservice promotions to drive sales, increase beef assortments and CBA awareness.

Tactics:

1. Retail and Foodservice Promotion
2. Trade Shows
3. Trade Advertising
4. Marketing Materials
5. Partner Programs
6. Demand Building Programs
7. Independent Retail Operators Program
8. Sponsorship and Event Marketing
9. Canadian Beef Information Gateway

Funding Source:
\$475,000 Beef Check-Off



Consumer Marketing Workplan # 5

Total Budget: \$1,545,000

Increase: \$331,000 (+27% vs. 22-23)

Focus:

- Defend, stabilize, and increase consumption of beef vs poultry, pork and plant-based meat alternatives.
- Support generic and branded launch of the Canadian Beef Information Gateway.
- Promote the CBA with focus on Grading systems and beef quality for Canadians vs imports.

Tactics:

1. National Canadian Beef Advertising/Demand Building Campaign (BIG branded)
2. National Canadian Beef Advertising/Demand Building Campaign (CBA)
3. National Canadian Beef CPG Brands Partner Program (made with Canadian Beef)
4. National Consumer Activation Campaign (Foodservice)
5. Make It Beef Club (outreach and database engagement)
6. Canadian Beef Information Gateway (recipe development)
7. French Translation of Canada Beef assets
8. Provincial Marketing Alliance Programs
9. Canadian Beef Information Gateway Promotion and Advertising (generic)

Funding Source:
\$1,545,000 Beef Check-Off



Digital Marketing Workplan # 6

Total Budget: \$665,000

Increase: \$190,000 (+41% vs. 22-23)

Focus:

- Expand awareness and reach of the CBA through strategic content on digital platforms.
- Create, deliver, maintain and measure cost-effective and impactful content for all Canada Beef digital platforms.

Tactics:

1. Canada Beef Consumer Website
2. Social Media
3. Video Streaming
4. Canadian Beef Information Gateway Digital Support
5. E-Commerce Strategy
6. Canadian Beef Marketing library

Funding Source:
\$655,000 Beef Check-Off
\$10,000 Veal Check-Off



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Health and Nutrition Workplan # 7

Total Budget: \$560,000

No Change vs. 22-23

Focus:

- Establish Canada Beef as the industry authority about the nutrition and health benefits of beef.
- Educate consumers, stakeholders, and health professionals about beef's place in a healthy diet.
- Develop communication proof points resources to support stakeholders.

Tactics:

1. Nutrition Research and Regulatory Intelligence.
2. Nutrition Messaging and Content Development.
3. Beef Information Gateway Content
4. Direct to Health Professional Communication.
5. Education Outreach.
6. Beef Nutrition Benefits Resources.

Funding Support:
\$270,000 Beef Check-Off
\$290,000 Import Levy



Stakeholder Communications Workplan # 8

Total Budget: \$255,000

Increase: \$45,000 (+21% vs. 22-23)

Focus:

- Engage industry, stakeholders, end-user customers, consumers and media via print, radio, virtual, and digital platforms.
- Create and deliver timely communication reporting back to stakeholders and industry.

Tactics:

1. Canada Beef Annual Report
2. Canada Beef Performs monthly e-newsletter
3. Stakeholder Outreach
4. Media Monitoring
5. Canadian Beef Industry Conference
6. Communications Challenges Webinar.
7. Stakeholder Resources.
8. Issues and Crisis Preparedness.
9. Communications Support

Funding Source:
\$255,000 Beef Check-Off



Canadian Beef Information Gateway

Workplan # 9

Total Budget: \$381,000

New Business Unit

Focus:

- Develop, support, promote and implement BIG Projects across all sectors in Canada.
- Work collaboratively with Canada Beef content creation teams, stakeholders, and clients to build BIG projects across all sectors.
- Expand reach, education, and knowledge about Canadian beef in the marketplace to improve consumer experience.

Tactics:

1. Canadian Beef Information Gateway (BIG) Survey
2. BIG Gateway Content
3. Producer-branded BIG Projects
4. BIG POP Resources
5. BIG Projects for Foodservice

Funding Source:
\$381,000 Beef Check-Off



Canadian Beef Centre of Excellence

Workplan # 10

Total Budget: \$720,000

Increase of \$42,000 (+6% vs. 22-23)

Focus:

- Education, learning tools and resources development to promote the CBA.
- Develop and create resources to support all business units, stakeholder partners and trade-based clients in the domestic and export marketplace.

Tactics:

1. Education Resources
2. Education Resource Library.
3. Canada Beef Vocational Scholarship Program.
4. Canadian Beef Studios Media Productions.
5. Canadian Beef Studios Upkeep and Maintenance.
6. Test Kitchen and Innovation Lab
7. Distributor Education Programs.
8. Partner Program.

Funding Source:
\$720,000 Beef Check-Off
SCAP Leveraged



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Export Market Development Partner Program Workplan # 11

Total Budget: \$420,000

Decrease \$10,000 (-7% vs. 22-23)

Focus:

- Provide funding support for Canadian beef representative companies to expand their Canadian beef business in the export marketplace.
- Manage and deliver eligible partner programs to support industry-initiated projects.

Tactics:

1. Market Investigation (outgoing missions).
2. Market Adaptation (incoming missions).
3. Market Diversification (tradeshows/seminars).
4. Promotion and Marketing (branded).
5. Competitive Benchmarking.

Funding Source:
\$420,000 Beef Check-Off
ABEMD grant renewal pending



Emerging Markets Workplan # 12

Total Budget: \$270,000

Increase of \$10,000 (+4% vs. 22-23)

Focus:

- Support emerging export market development opportunities in the EU, UK, MENA and other markets of interest to grow Canadian beef export volume and value.
- Execute sales promotions and consumer marketing activities to meet the needs of emerging markets.

Tactics:

1. Retail and Foodservice Promotions
2. Trade Shows
3. Trade Advertising
4. Marketing Materials
5. Demand Building Events
6. Government and Trade Commission Events
7. Canadian Beef Information Gateway

Funding Source:
\$270,000 Beef Check-Off
SCAP Leveraged



Japan

Workplan # 13

Total Budget: \$830,000

Increase: \$5,000 (+1% vs. 22-23)

Focus:

- Promote the CBA and support Canadian beef supply, retail and foodservice clients to grow Canadian beef volume, value and market share in-market.
- Execute trade, channel and consumer marketing initiatives.

Tactics:

1. Retail and Foodservice Promotions
2. Trade Shows
3. Trade Advertising
4. Marketing Materials
5. Consumer Marketing
6. Digital Marketing
7. Demand Building Events
8. Distributor Education
9. Government Trade Commission Partner Programs
10. Sponsorship and Event Marketing
11. Canadian Beef Information Gateway
12. Outgoing Missions

Funding Source:
\$830,000 Beef Check-Off
SCAP Leveraged



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South Korea Workplan # 14

Total Budget: \$431,800

Increase of \$221,800 (+106% vs. 22-23)

Focus:

- Promote the CBA and support Canadian beef supply, retail and foodservice clients to grow Canadian beef volume, value and market share in-market.
- Execute trade, channel and consumer marketing initiatives.

Tactics:

1. Retail and Foodservice Promotions
2. Trade Shows
3. Trade Advertising
4. Marketing Materials
5. Digital Marketing
6. Demand Building Events
7. Government Trade Commission Partnership
8. Canadian Beef Information Gateway
9. Contract Services

Funding Source;
\$431,800 Beef Check-Off
SCAP Leveraged



China and Hong Kong Workplan # 15

Total Budget: \$243,000

Decrease: \$422,100 (-63% vs. 22-23)

Focus:

- Promote the CBA and support Canadian beef supply, retail and foodservice clients to grow Canadian beef volume, value and market share in Hong Kong and Macau.
- Maintain market representation in mainland China via reduced operating costs.

Tactics:

1. Retail and Foodservice Promotions
2. Trade Shows
3. Trade Advertising
4. Marketing Materials
5. Digital Marketing
6. Demand Building Events
7. Distributor Education
8. Government Trade Commission Partner Programs
9. Canadian Beef Information Gateway

Funding Source:
\$243,000 Beef Check-Off
SCAP Leveraged



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Taiwan and Southeast Asia Workplan # 16

Total Budget: \$340,000

Increase \$75,000 (+28% vs. 22-23)

Focus:

- Promote the CBA and support Canadian beef supply, retail and foodservice clients to grow Canadian beef volume, value and market share in-market.
- Execute trade, channel and consumer marketing initiatives in Vietnam through contract service.

Tactics:

1. Retail and Foodservice Promotions
2. Trade Shows
3. Marketing Materials
4. Digital Marketing
5. Demand Building Events
6. Government Trade Commission Partnership
7. Sponsorship and Event Marketing
8. Canadian Beef Information Gateway
9. Vietnam Programs and Services (special project)

Funding Source:
\$340,000 Beef Check-Off
SCAP Leveraged



Mexico and Latin America Workplan # 17

Total Budget: \$595,000

Increase: \$151,000 (+34% vs. 22-23)

Focus:

- Promote the CBA and support Canadian beef supply, retail and foodservice clients to grow Canadian beef volume, value and market share in-market.
- Execute trade, channel and consumer marketing initiatives.

Tactics:

1. Retail and Foodservice Promotions
2. Trade Shows
3. Trade Advertising
4. Marketing Materials
5. Consumer Marketing
6. Digital Marketing
7. Demand Building Events
8. Distributor Education Programs
9. Government Trade Commission Partnership
10. Sponsorship and Event Marketing
11. Canadian Beef Information Gateway

Funding Source:
\$595,000 Beef Check-Off
SCAP Leveraged



Questions
Comments
Concerns?



Canada Beef

Statement Board of Directors Expenses (Marketing Committee, costs not covered by the Check-off Agency)
for the 6 Months Ended
September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget	Actual YTD (Prior Year)
Board					
Travel	4,252	9,988	40,000	25%	0
Meeting Per Diem	4,000	8,700	20,000	44%	3,200
Meetings Expense	0	0	5,000	0%	0
TOTAL BOARD EXPENSES	8,252	18,688	65,000	29%	3,200

Canada Beef

Statement of Expenses (International Operations)

for the 6 Months Ended

September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
Japan				
OPERATIONS - Tokyo, Japan				
Staff Salaries & Fees	122,612	146,103	364,613	40%
Government Benefits (Pension, Insurance, etc.)	14,372	20,144	51,116	39%
Office Rent	29,665	35,496	95,174	37%
Office Insurance	0	0	0	0%
Utilities	0	0	0	0%
Janitorial Services	0	0	0	0%
Telephone, Facsimile, Internet	924	1,139	4,000	28%
Cell Phones	1,089	1,314	5,500	24%
Office Help	0	0	0	0%
Office Move Expenses	0	0	0	0%
Office Expenses and Supplies	420	758	5,860	13%
Office Repairs and maintenance (Common Area Costs)	0	0	0	0%
Courier and Postage	824	1,415	3,656	39%
Computer Maintenance & Supplies	1,654	1,991	3,428	58%
Office Equipment - Lease Payments	1,538	1,832	4,779	38%
Travel Expenses	258	310	1,508	21%
Training and Professional Development	0	0	0	0%
Meeting Expenses	0	0	0	0%
Staff Entertainment & Incentives	136	136	0	0%
Hosting Expenses	1,252	1,591	6,096	26%
Dues, Fees, and Subscriptions	3,138	3,159	3,701	85%
Consulting and Legal Fees	0	0	0	0%
Audit Fees	1,390	2,147	7,352	29%
Bank Service Charges	804	928	3,017	31%
Consumption Tax Refund (JAPAN ONLY)	0	(11,170)	(60,000)	19%
Capital Purchases	0	0	2,500	0%
Capital Purchases - Capitalization	0	0	(2,500)	0%
Foreign Exchange Loss (Gain)	1,767	1,198	0	0%
	181,844	208,495	499,800	42%
MARKET DEVELOPMENT AND PROMOTION				
Retail/Foodservice Promotions	5,307	9,917	130,000	8%
Trade Shows	93,020	96,199	250,000	38%
Trade Advertising	7,921	9,455	11,056	86%
Marketing Materials	8,366	8,366	60,000	14%
Consumer Marketing	87,265	92,419	170,000	54%
Digital Marketing	21,184	26,180	73,710	36%
Demand Building Events	0	0	50,000	0%
Distributor Education	0	0	55,234	0%
Government Trade Commission Partnership	0	0	5,000	0%
Sponsorship and Event Marketing	2,398	2,398	5,000	48%
Canadian Beef Information Gateway	0	0	15,000	0%
Ad hoc Programs	0	0	0	0%
	225,460	244,933	825,000	30%
TOTAL - JAPAN	407,303	453,428	1,324,800	34%

Canada Beef

Statement of Expenses (International Operations)

for the 6 Months Ended

September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
Latin America				
OPERATIONS - Monterrey, Mexico				
Staff Salaries & Fees	28,127	33,990	69,953	49%
Government Benefits (Pension, Insurance, etc.)	4,678	5,764	9,656	60%
Office Rent	12,546	15,281	30,273	50%
Office Insurance	914	914	914	100%
Utilities	720	999	3,384	30%
Janitorial Services	2,877	3,477	6,074	57%
Telephone, Facsimile, Internet	686	686	2,256	30%
Cell Phones	250	315	3,008	10%
Office Help	0	0	0	0%
Office Move Expenses	0	0	0	0%
Office Expenses and Supplies	1,621	1,950	3,581	54%
Office Equipment Repairs and Supplies	41	41	0	0%
Office Repairs and maintenance (Common Area Costs)	1,868	2,354	6,618	36%
Courier and Postage	494	584	1,660	35%
Computer Maintenance & Supplies	1,200	1,343	5,000	27%
Office Equipment - Lease Payments	295	642	781	82%
Travel Expenses	8	85	2,392	4%
Training and Professional Development	0	0	0	0%
Meeting Expenses	478	596	834	72%
Staff Entertainment & Incentives	9	9	0	0%
Dues, Fees, and Subscriptions	976	1,361	3,500	39%
Consulting and Legal Fees	1,023	1,023	1,567	65%
Audit Fees	5,770	6,973	15,041	46%
Bank Service Charges	398	430	1,000	43%
Capital Purchases	0	0	0	0%
Capital Purchases - Capitalization	0	0	0	0%
	73,766	89,434	189,500	47%
MARKET DEVELOPMENT AND PROMOTION				
Retail/Foodservice Promotions	76,965	104,708	165,600	63%
Trade Shows	98,241	102,541	200,000	51%
Trade Advertisements	7,891	8,541	8,000	107%
Marketing Materials	11,726	13,279	12,060	110%
Canadian Beef Information Gateway	0	0	12,255	0%
Consumer Marketing	8,979	19,021	47,075	40%
Digital Marketing	32,952	37,126	106,610	35%
Demand Building Events	1,609	2,286	2,861	80%
Distributor Education	2,401	9,056	18,369	49%
Government Trade Commission Partnership	5,676	5,676	10,770	53%
Sponsorships and Event Marketing	4,118	13,269	40,400	33%
Ad hoc Programs	0	0	0	0%
	250,556	315,503	624,000	51%
TOTAL - LATIN AMERICA	324,323	404,937	813,500	50%

Canada Beef

Statement of Expenses (International Operations)

for the 6 Months Ended

September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
China				
OPERATIONS - Shanghai, Guangzhou, China				
Salaries & Benefits	58,962	97,024	139,056	70%
Accounting Services	21,278	25,364	55,078	46%
Rent	16,937	20,299	41,738	49%
Utilities	84	129	816	16%
Janitorial Services	2,616	3,180	7,244	44%
Telephone, Fax & Internet, cell phone	1,993	2,182	3,834	57%
Office Expenses and Supplies	225	294	3,208	9%
Courier & Postage	236	302	2,333	13%
Computer Maintenance & Supplies	1,696	1,956	6,096	32%
Office Equipment - Lease Payments	462	538	956	56%
Travel	0	0	1,983	0%
Professional Development	0	0	1,944	0%
Photocopier	0	0	700	0%
Hosting	0	190	296	64%
Dues, Fees and Suscriptions	2,156	2,156	5,399	40%
Consulting and Legal Fees	346	346	12,085	3%
Audit	0	0	1,762	0%
Bank Service Charges	251	255	572	45%
Capital Purchases	0	0	1,944	0%
Capital Purchases - Capitalization	0	0	(1,944)	0%
Foreign Exchange Loss (Gain)	1,073	554	0	0%
	108,315	154,769	285,100	54%
MARKET DEVELOPMENT AND PROMOTION				
Retail and Foodservice Promotions	5,044	7,810	108,000	7%
Trade Shows	48,872	42,071	40,000	105%
Trade Advertising	4,138	4,138	8,100	51%
Marketing Materials	32,469	32,813	62,000	53%
Canadian Beef Information Gateway	0	0	10,000	0%
Digital Marketing	11,863	14,710	48,000	31%
Demand Building Events	0	0	0	0%
Distributor Education	0	0	11,000	0%
Government Trade Commission Partnership	491	1,738	32,000	5%
Sponsorship and Event Marketing	0	0	6,000	0%
Ad hoc Programs	0	0	0	0%
	102,878	103,281	325,100	32%
TOTAL - CHINA	211,193	258,050	610,200	42%

Canada Beef

Statement of Expenses (International Operations)

for the 6 Months Ended

September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
South East Asia				
OPERATIONS - Taipei, Taiwan				
Staff Salaries & Fees	23,290	27,880	56,303	50%
Government Benefits (Pension, Insurance, etc.)	2,805	3,359	7,248	46%
Company Benefits (Pension, Insurance, etc.)	0	0	0	0%
Payroll Processing Fee	0	0	0	0%
Employee Assistance Program	0	0	0	0%
Career/Employment Counselling	0	0	0	0%
Contract Services	1,425	1,707	0	0%
Recruitment Costs	0	0	0	0%
Office Rent	8,869	10,520	23,233	45%
Office Insurance	0	0	0	0%
Utilities	35	82	1,366	6%
Janitorial Services	606	725	1,640	44%
Telephone, Facsimile, Internet	309	372	1,912	19%
Cell Phones	588	703	1,912	37%
Office Help	0	0	0	0%
Office Move Expenses	0	0	0	0%
Office Expenses and Supplies	360	360	1,912	19%
Courier and Postage	271	288	1,093	26%
Computer Maintenance & Supplies	522	628	3,278	19%
Office Equipment - Lease Payments	694	1,035	2,185	47%
Travel Expenses	185	185	2,185	8%
Training and Professional Development	0	0	1,912	0%
Meeting Expenses	0	0	273	0%
Staff Entertainment & Incentives	0	0	273	0%
Dues, Fees, and Subscriptions	433	433	220	197%
Consulting and Legal Fees	0	0	546	0%
Audit Fees	0	0	0	0%
Bank Service Charges	48	57	109	52%
Foreign Exchange Loss/(Gain)	(121)	(135)	0	0%
	40,439	48,199	107,600	45%
MARKET DEVELOPMENT AND PROMOTION				
Retail and Foodservice Promotions	24,905	30,201	100,000	30%
Trade Shows	79,687	111,841	136,000	82%
Marketing Materials	0	0	20,000	0%
Canadian Beef Information Gateway	0	0	15,000	0%
Digital Marketing	4,325	5,178	20,000	26%
Demand Building Events	0	0	20,000	0%
Government Trade Commission Partnership	0	0	5,000	0%
Sponsorship and Event Marketing	1,292	1,292	5,000	26%
Ad hoc Programs	0	0	0	0%
	110,209	148,513	321,000	46%
TOTAL - SOUTH EAST ASIA	150,648	196,712	428,600	46%

Canada Beef

Statement of Expenses (International Operations)

for the 6 Months Ended

September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual as % of Budget
South Korea				
OPERATIONS - Seoul, South Korea				
Consulting and Legal Fees	12,000	14,667	32,000	46%
	12,000	14,667	32,000	46%
MARKET DEVELOPMENT AND PROMOTION				
Retail and Foodservice Promotions	0	0	98,000	0%
Trade Shows	60,351	60,351	86,000	70%
Trade Advertising	0	0	10,000	0%
Canadian Beef Information Gateway	0	0	15,000	0%
Digital Marketing	12,590	12,590	50,000	25%
Demand Building Events	0	0	40,000	0%
Distributor Education	0	0	10,000	0%
Government Trade Commission Partnership	0	0	5,000	0%
Ad hoc Programs	4,000	5,333	16,000	33%
	76,941	78,275	330,000	24%
TOTAL - SOUTH KOREA	88,941	92,941	362,000	26%

Canada Beef

Statement of Financial Position (Unaudited)

as at

September 30, 2022

	Current Year (Previous Month)	Current Year (Current Month)	Prior Year
Assets			
Cash and Cash Equivalents	8,152,956	7,655,818	9,352,184
Accounts Receivable	2,357,584	2,493,219	1,862,388
Prepaid Expenses	26,808	28,930	47,916
Interco - Canadian Beef Check-Off Agency (CBCOA)	37,684	48,509	(0)
Current Assets	10,575,031	10,226,475	11,262,487
Long Term Debt - CBCOA	0	0	0
Restricted Cash Reserve - CBCOA	3,000,000	3,000,000	3,000,000
Fixed Assets	510,557	510,557	538,078
Total Assets	14,085,588	13,737,032	14,800,565
Liabilities			
Accounts Payable and Accrued Liabilities	141,883	261,288	153,419
GST Payable/(Receivable)	0	0	20,799
Interco - Canada Beef International Institute	(896,354)	(914,941)	(548,572)
Interco - Canada Beef International Institute Inc	1,112,842	1,149,021	774,881
Total Current Liabilities	358,372	495,368	400,527
Deferred Revenues	482,761	464,865	544,057
Total Long Term Liabilities	482,761	464,865	544,057
Total Liabilities	841,133	960,233	944,585
Net Assets			
Restricted	4,000,000	4,000,000	4,000,000
Unrestricted	9,155,002	9,155,002	8,578,648
Current Year	89,453	(378,203)	1,277,333
Total Net Assets	13,244,455	12,776,799	13,855,981
Total Shareholder's Equity and Liabilities	14,085,588	13,737,032	14,800,565

Canada Beef

Statement of Operations (Unaudited) for the 6 Months Ended September 30, 2021

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Revenues (A)				
Check Off - Marketing	3,324,564	4,026,323	8,935,000	45%
Check Off - Public & Stakeholder Engagement	82,862	100,827	225,000	45%
Import Levy	447,968	552,154	950,000	58%
Govt of Canada - CAP** (SEE NOTE BELOW)	482,836	589,200	1,800,000	33%
Western Econ - Deferred Revenue Recog.	0	0	0	0%
Alberta Agriculture and Industry - EMDP	10,203	14,583	225,000	6%
EMDP Adminsitration Fee	2,002	2,278	25,000	9%
Interest	12,449	16,639	50,000	33%
Miscellaneous Revenue	5,301	5,630	106,000	5%
Total Revenues (A)	4,368,185	5,307,635	12,316,000	43%
Expenses (B)				
Board of Directors (Marketing Committee, costs not covered by the Check-off Agency)	1,650	3,200	65,000	5%
Marketing and Promotion (Schedule 1)	3,190,128	4,027,102	13,814,910	29%
Total Expenses (B)	3,191,778	4,030,302	13,879,910	29%
Surplus/(Deficit) - (A) minus (B)	1,176,407	1,277,333	(1,563,910)	(82%)

**CAP application approved for \$3.6m over two years.

Canada Beef

Statement of Operations (Unaudited)
for the 6 Months Ended
September 30, 2021

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Schedule 1 - Market Development and Promotion				
Domestic - Generic Beef	134,227	239,001	1,007,000	24%
Public & Stakeholder Engagement	45,202	47,827	227,000	21%
Global Marketing	330,215	384,281	1,060,000	36%
Domestic - Channel Marketing	56,021	81,498	1,275,000	6%
Domestic - Consumer Marketing	211,220	362,912	1,005,000	36%
Digital Marketing	150,441	173,068	510,000	34%
Communications	33,414	46,019	150,000	31%
Export Market Development	32,689	45,830	540,378	8%
Japan	93,829	130,145	700,000	19%
Latin America	96,338	158,139	370,000	43%
China/Hong Kong	153,717	160,658	691,000	23%
Taiwan/South East Asia	22,149	32,951	175,000	19%
South Korea	25,526	28,791	160,000	18%
Emerging Markets	12,353	19,457	199,622	10%
Centre of Excellence (CBCE)	119,317	151,749	952,990	16%
Prior Year Projects (Accrual Adjustments)	22,013	514	0	
	1,538,671	2,062,839	9,022,990	23%
Staff and Office Costs (Schedule 2)	1,651,456	1,964,263	4,791,920	
Total Marketing and Promotion Expenses	3,190,128	4,027,102	13,814,910	29%
Schedule 2: Staff and Office Costs				
Domestic - Generic Beef	46,852	56,207	77,400	73%
Public & Stakeholder Engagement	14,473	17,039	35,920	47%
Global	441,189	516,031	1,019,900	51%
Channel Marketing	104,690	127,080	409,200	31%
Domestic - Consumer Marketing	53,978	65,078	77,400	84%
Digital Marketing	77,379	91,469	185,200	49%
Communications	38,436	48,276	0	0%
Export Market Development	65,528	77,494	154,400	50%
Japan	172,842	213,086	504,000	42%
Latin America (Mexico)	63,454	77,726	161,000	48%
China/Hong Kong	105,680	125,988	283,000	45%
Taiwan/South East Asia	38,761	46,752	132,000	35%
South Korea	11,720	13,800	48,000	29%
Emerging Markets	0	0	0	0%
Canadian Beef Centre of Excellence (CBCE)	175,494	207,576	673,400	31%
Calgary & Mississauga	240,981	280,662	1,031,100	27%
Total Staff and Office Costs	1,651,456	1,964,263	4,791,920	41%

Canada Beef

Statement of Operations (Unaudited) for the 6 Months Ended September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Revenues (A)				
Check Off - Marketing	3,602,811	4,037,417	8,870,000	46%
Check Off - Public & Stakeholder Engagement	93,047	103,946	233,000	45%
Import Levy	431,043	515,655	1,045,000	49%
Govt of Canada - CAP** (SEE NOTE BELOW)	615,123	707,895	1,900,000	37%
Western Econ - Deferred Revenue Recog.	0	0	106,000	0%
Alberta Agriculture and Industry - EMDP	23,044	40,940	225,000	18%
EMDP Adminsitration Fee	3,462	3,962	25,000	16%
Interest	26,523	45,115	50,000	90%
Miscellaneous Revenue	895	1,305	0	0%
Total Revenues (A)	4,795,947	5,456,235	12,454,000	44%
Expenses (B)				
Board of Directors (Marketing Committee, costs not covered by the Check-off Agency)	8,252	18,688	65,000	29%
Marketing and Promotion (Schedule 1)	4,698,241	5,815,750	14,162,640	41%
Total Expenses (B)	4,706,493	5,834,438	14,227,640	41%
Surplus/(Deficit) - (A) minus (B)	89,453	(378,203)	(1,773,640)	21%

**CAP application approved for \$3.6m over two years.

Canada Beef

Statement of Operations (Unaudited)

for the 6 Months Ended

September 30, 2022

	Actual YTD (Previous Month)	Actual YTD (Current Month)	Annual Budget	Actual (Current Month) as % of Budget
Schedule 1 - Market Development and Promotion				
Domestic - Generic Beef	190,555	202,591	860,000	24%
Domestic - Generic Veal	0	0	10,000	0%
Public and Stakeholder Engagement	93,168	94,968	300,000	32%
Global	349,424	443,223	820,000	54%
Domestic - Channel Marketing	167,411	220,686	900,000	25%
Domestic - Consumer Marketing	238,272	353,330	1,214,000	29%
Digital Marketing	90,404	112,408	465,000	19%
Digital Marketing - Generic Veal	63	63	22,740	0%
Health and Nutrition	148,720	166,935	285,000	59%
Health and Nutrition - Generic Beef	126,312	159,128	275,000	58%
Communications	58,753	88,207	210,000	42%
Canadian Beef Centre of Excellence	617,533	789,838	678,000	116%
Export Market Development	75,542	129,265	450,000	29%
Emerging Markets	25,976	68,554	260,000	26%
Japan	225,460	244,933	825,000	30%
South Korea	76,941	78,275	330,000	24%
China	102,878	103,281	325,100	32%
South East Asia (Including Taiwan)	110,209	148,513	321,000	46%
Latin America (Including Mexico)	250,556	315,503	624,000	51%
Prior Year Projects(Accrual Adjustments)	118	(382)	0	
	2,948,295	3,719,318	9,174,840	41%
Staff and Office Costs (Schedule 2)	1,749,946	2,096,431	4,987,800	
Total Marketing and Promotion Expenses	4,698,241	5,815,750	14,162,640	41%
Schedule 2: Staff and Office Costs				
Domestic - Generic Beef	53,902	63,580	226,400	28%
Public and Stakeholder Engagement	17,278	21,484	73,200	29%
Global	475,061	562,651	1,108,300	51%
Domestic - Channel Marketing	96,200	108,571	457,000	24%
Domestic - Consumer Marketing	36,630	46,216	79,800	58%
Digital Marketing	99,138	124,020	189,900	65%
Health and Nutrition	24,744	26,680	55,650	48%
Communications	53,695	63,330	125,950	50%
Canadian Beef Centre of Excellence	149,945	175,209	571,150	31%
Export Market Development	69,547	82,326	162,400	51%
Japan	181,844	208,495	499,800	42%
South Korea	12,000	14,667	32,000	46%
China	108,315	154,769	285,100	54%
South East Asia (Including Taiwan)	40,318	48,199	107,600	45%
Latin America (Including Mexico)	72,926	87,743	189,500	46%
Calgary and Mississauga	258,404	308,492	824,050	37%
Total Staff and Office Costs	1,749,946	2,096,431	4,987,800	42%

Canada Beef International Institute Inc

Statement of Financial Position (Unaudited)

as at

September 30, 2022

	Current Year	Prior Year
Assets		
Bank	75	166,640
Interco - Canada Beef	1,149,021	608,286
Current Assets	1,149,095	774,925
Total Assets	1,149,095	774,925
Liabilities and Retained Earnings		
Interco - Canada Beef International Institute	1,150,100	773,174
Accounts Payable and Accrued Liabilities	0	0
Total Current Liabilities	1,150,100	773,174
Total Liabilities	1,150,100	773,174
Retained Earnings		
Unrestricted	(849)	1,991
Current Year	(256)	(340)
Share Capital	100	100
Total Shareholder's Equity and Liabilities	1,149,095	774,925

Canada Beef International Institute Inc**Statement of Operations (Unaudited)****for the 6 Months Ended**

September 30, 2022

	Actual YTD	Annual Budget	Actual YTD as % of Budget	Actual YTD (Prior Year)
Revenues (A)				
Miscellaneous	0	0	0%	0
Total Revenues (A)	0	0	0%	0
Expenses (B)				
Professional fees	256	0	0%	340
Total Expenses (B)	256	0	0%	340

Canada Beef International Institute

Statement of Financial Position (Unaudited)

as at

September 30, 2022

	Current Year	Prior Year
Assets		
Cash and Cash Equivalents	290,402	303,716
Interco - Canada Beef	(914,941)	(548,572)
Interco - CBII Inc	1,150,100	773,174
Current Assets	525,562	528,318
Total Assets	525,562	528,318
Liabilities		
Accounts Payable and Accrued Liabilities	0	0
Total Current Liabilities	0	0
Total Liabilities	0	0
Net Assets		
Unrestricted	525,818	528,843
Current Year	(256)	(525)
Total Net Assets	525,562	528,318
Total Shareholder's Equity and Liabilities	525,562	528,318

Canada Beef International Institute**Statement of Operations (Unaudited)****for the 6 Months Ended**

September 30, 2022

	Actual YTD	Annual Budget	Actual YTD as % of Budget	Actual YTD (Prior Year)
Revenues (A)				
Miscellaneous	0	0	0%	0
Total Revenues (A)	0	0	0%	0
Expenses (B)				
Professional fees	256	0	0%	525
Total Expenses (B)	256	0	0%	525

Consumer Marketing Generic Beef

Nov 16 Report

The One & Only Beef

2022/23

Overarching Positioning

Explore the World of Beef.

The amazing-ness of beef is craved everywhere, at the heart of memorable dishes across many cultures. At tables in every configuration, people savour the satisfaction that beef provides. The love for beef has no borders. Come. Explore.

THE ONE & ONLY BEEF



Food Influencers



[video](#)



[video](#)



[video](#)

YouTube, GYM TV



Food Influencers (methods)



Andrea Buckett



Monda Rosenberg



Ted Reader

Facebook and Instagram, Google Display and SEM, YouTube, GYM TV, Make-it-Beef



Meals that Fit (series)



Monda Rosenberg
(click each to watch videos)

Facebook and Instagram, Google Display and SEM, YouTube, GYM TV, Make-it-Beef



Contests (2 of 4)

Explore the World of Beef
— AIR FRY CONTEST —



ENTER TO WIN!

KitchenAid® Countertop Oven with Air Fry

ENTER NOW

Brought to you by **Canada Beef**

thinkbeef.ca/explore 

**6300
entries**

Explore the World of Beef
— AIR FRY CONTEST —



ENTER TO WIN!

KitchenAid® Countertop Oven with Air Fry

ENTER NOW

Brought to you by **Canada Beef**

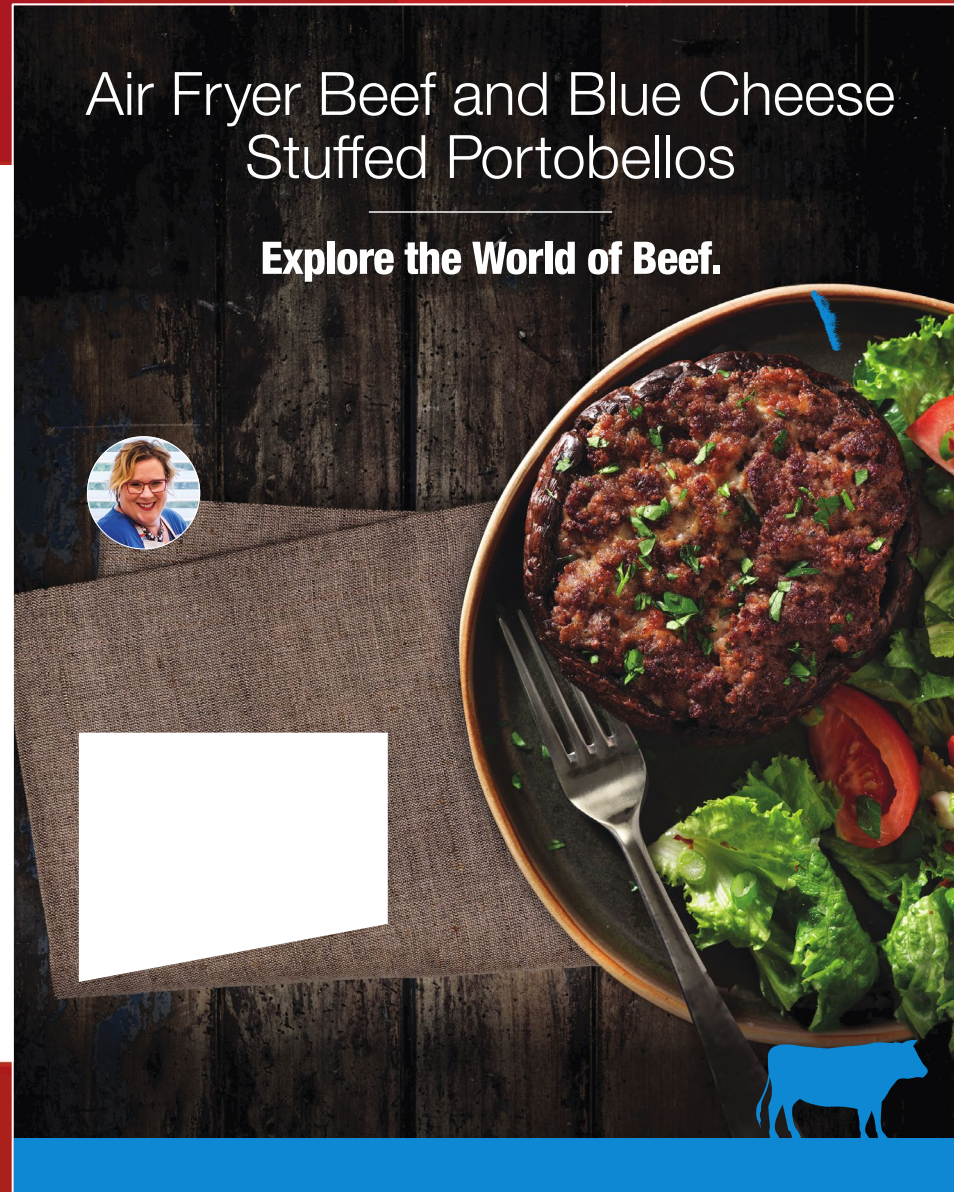
thinkbeef.ca/explore 

**5550
entries
to date**

Facebook and Instagram (paid and organic), KitchenAid social media, Make-it-Beef newsletter



Print Ad



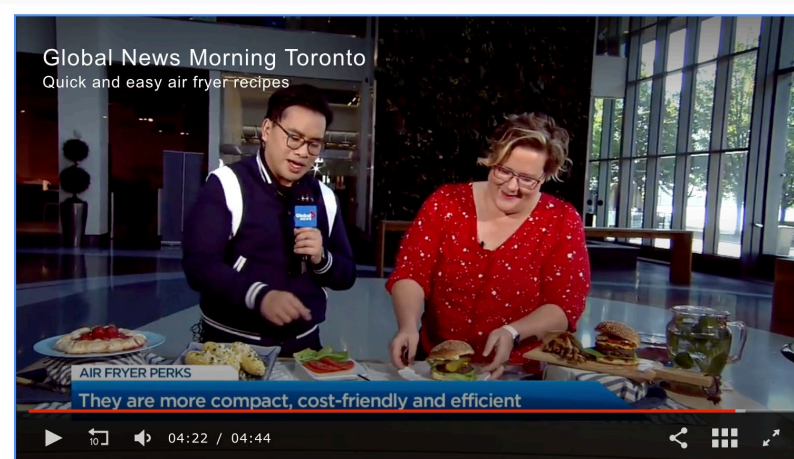
LCBO Food + Drink Magazine



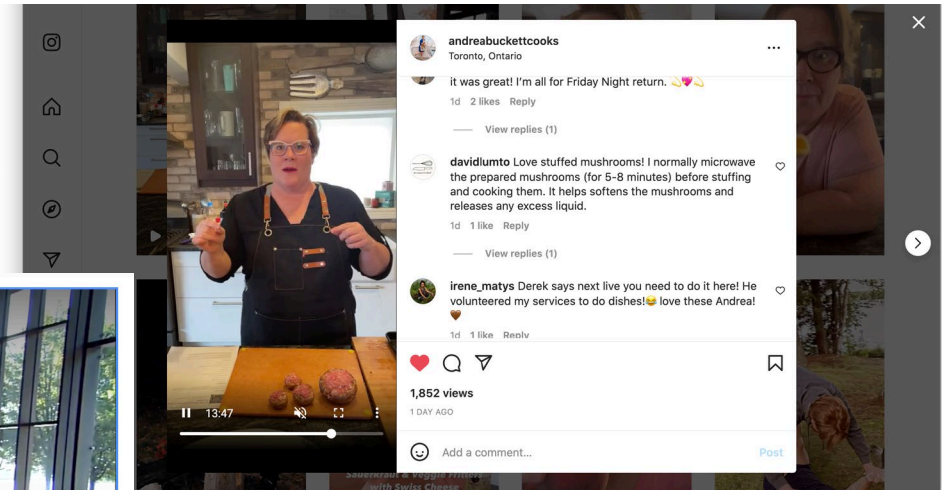
TV & Live Segments with Andrea Buckett



- start at 19:10



GLOBAL NEWS MORNING TORONTO



- Instagram Live

Facebook and Instagram (paid and organic), KitchenAid social media, Make-it-Beef newsletter



Nutrition/Health Consumer Marketing Parents Canada

Brought to you by
THINKBEEF

5 WAYS TO OFFER YOUR BABY BEEF



Gram for gram, beef is one of the richest sources of key nutrients that babies need to get from solid foods – iron in particular. Since babies have high iron requirements but small appetites, you want to get as much bang out of each bite as you can.

You might be stumped on how to offer beef to your baby. Whether you feel more comfortable starting with purées or more adventurous and want to jump in to baby-led weaning, there's a beef texture that's just perfect!

Beef Purée

If your baby is showing the signs of readiness and you've been given the go-ahead to start solids, puréed beef can be offered as early as four to six months.

Beef Patties

Yes, your six-month-old baby can enjoy a burger with you! Or a mealball, or a kebab, or, or, or...the options are endless! Ground beef is a fantastic tool in the baby-feeding

toolbox because you can mold it into handheld shapes (when babies put them into their mouths, they crumble apart). Try adding prunes to your beef patties and they'll double up as a constipation fighter.

Beef Bolognese

Make your favourite pasta sauce and you have a baby-friendly meal the whole family can enjoy together. As a bonus, beef bolognese is a delicious way to introduce your baby to the taste of veggies like zucchini, celery and mushrooms. Just skip the salt when cooking because babies shouldn't have too much sodium; you can always salt your own dish afterwards.

Beef, but Shredded

Employ the help of your slow cooker or an electric pressure cooker to make tender, fall apart, shredded beef. The soft texture is great for a baby to munch on with their gums, no teeth required. Small pieces can be challenging for a baby to pick up, so shredded beef works best for babies who are developing their pincer grasp. This usually occurs around eight months.



Beef blade steak or short ribs are perfect cuts to use for shredded beef.

Beef Liver

For a super boost of iron, cook up a piece of beef liver and mix it into your baby's other food. Liver has more than double the iron than other cuts of beef. It's also a very soft texture when cooked.

A word of caution: Liver is a source of vitamin A, while in large amounts for babies they shouldn't consume a tablespoon of beef liver.

Beef, an Everyday

With the exception of liver, beef can be served every day to your baby. Compared to adults, who need maintenance doses of iron to support their growth and development, coupled with their small tummies and appetites, it would be unlikely for them to overconsume.

Beef is a whole food that is incredibly rich in nutrients and enjoyed by people all over the world. If it's something you eat at the family dinner table, be sure to share it with your baby too.

Jessica Permer, BSc, RD, RDN
Nita Sharda, BSc, RD, RDN

Combined, Jess and Nita have over 20 years of experience working as dietitians. They decided to become parents to raise happy, healthy children. Visit happyhealthyeater.com for more information.



Healthy Mom, Healthy Baby— My Journey

Brielle McConnell October 21, 2022
New mom Brielle McConnell took her cues for a healthy pregnancy, and for healthy baby Estelle, from the lessons nature taught her while growing up on her family ranch near Peabody, Saskatchewan. My role as a caregiver began long before I embarked...

[Read more](#)



The One Nutrient Dietitians Don't Want You To Miss When Starting Solids

Jessica Permer & Nita Sharda October 21, 2022
Iron on solid food is a special milestone, but it can be met with some challenges. You might feel sadness that your baby is growing up, but you'll also likely feel excitement about the endless exploration that...



Baby at the Table

Keep life simple. Here's how to switch up yummy family dinners to be nourishing homemade "baby food" for infants 6 months to toddler.

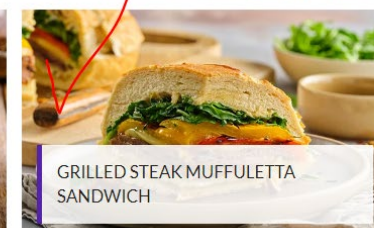
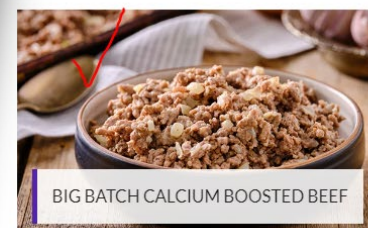
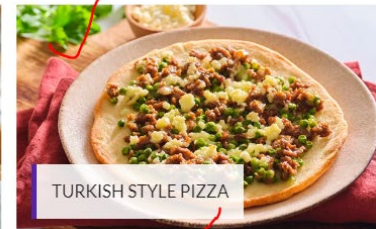
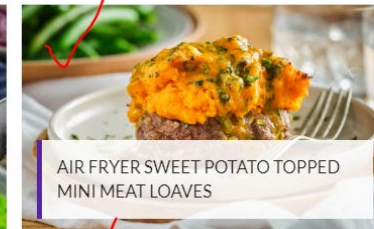


Nutrition/Health Consumer Marketing Osteoporosis Canada

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Nutrition/Health Consumer Marketing

Loblaws Dietitians



This email was sent by a registered dietitian employed by Loblaws Inc.
Address: 1 President's Choice Circle, Brampton, ON L6Y 5S5 www.loblawsonline.ca



Dietitian-led Webinar

Have you ever wanted to cook alongside a dietitian? Well now you can, with Cook Smart Strategies hosted by a team of dietitians from Loblaws. Register [here](#) to join the live demo and learn how to get 2 meals from one with the Tandoori Marinating Steak with Roasted Curried Cauliflower. Demo takes place on October 18, 2022!



Cook with a Dietitian

Eating with your overall health in mind doesn't have to be boring! Mark your calendars for Loblaws upcoming cooking demo webinar on October 18, 2022 with registered dietitians Emilia Heiman and Sarah Jean-Noel. [Register here](#) and learn to prepare Tandoori Marinating Steak with Roasted Curried Cauliflower. A beefy prize-pack is part of the event for attendees.



Thank You



Canada Beef E-commerce Strategy



E-commerce Research Findings

Beef consumption is high overall

Canadian consumers across Canada frequently eat beef, especially ground beef, however, they don't often purchase it from online retailers.

Trusted Online sources of beef

More than half of consumers report they don't have a trusted online source for beef products.

Many non-online beef purchasers are open to trial

If beef could be ordered online and delivered in a satisfactory way, many consumers who currently rarely or never purchase beef online would be likely to change that.

Increased information and visual cues are needed

In order to encourage more online purchases of beef products, consumer want a realistic understanding of what the product is in writing and visually, as well as how well it is packaged.

Facts from Technomics research conducted April 2022

Domestic Retail E-commerce Review

Findings

- Retailers have fewer cut options on-line versus in-store. The origins of the products are very different between on-line and in-store.
- Limited or no beef cut description.
- Beef cut images are of low quality – need ability to zoom in on cut.
- No or limited raw beef cut nutrition.
- No alternative options if cut is not available – need to build a mechanism to select an alternate.

Canada Beef E-commerce Strategy





Business to Business

Tactic #1

- Develop understanding of the on-line retail space for beef products in the Canadian market.

Key Actions

- Conduct in-depth analysis of Canadian retailers on-line beef product mix.
- Create a list of key digital retailer leads – who are the leaders of these programs.
- Communicate how the on-line product mix compares to in-store.

Timelines

- Build database of on-line inventories – complete Q4.



Business to Business

Tactic #2

- Develop resources to support retailers on-line beef sales.

Key Actions

- Develop a CDN Beef retailer e-commerce toolkit
 - Create a toolkit using library resources – (artwork, photos, graphs, videos)
 - Provide content and information for retailer on-line beef pages
- Present Technomic E-commerce research to partners.

Timelines

- Toolkit complete by end of January 2023
- Present research along with toolkit - February 2023.



Business to Business

Tactic #3

- Increase consumers confidence when shopping on-line for beef items.

Key Actions

- Provide supporting information that consumers are seeking.
- Survey consumers to understand current satisfaction with e-commerce information for beef if possible. (pre and post purchase).
- Track on-line purchases of beef.

Timelines

- End of Q1 - 2023



Business to Business to Consumers

Tactic #4

- Explore emerging technologies and on-line approaches that support purchase of beef on-line

Key Actions

- Investigate new technologies and survey emerging approaches including those used by other commodities.
- Provide retailers with on-line concept to support functionality that provides alternative cut options – store doesn't have requested cut, give this one a try.

Timelines

- End of Q2 - 2023



Business to Business to Consumer

Tactic #5

- Determine promotion approaches suitable for e-commerce platforms

Key Actions

- Perform a survey of meat/food related e-commerce content in Canada to determine promotion approaches

Timelines

- End of Q3 - 2023