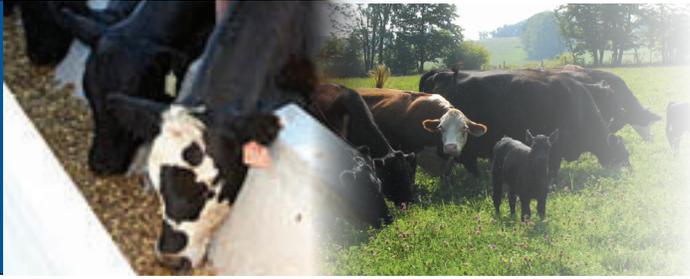


**Long-Range
Plan
2012-2014**



Vision

To enhance the beef industry

Mission

To enhance collaboration throughout the beef industry by developing credible infrastructure to improve economic well-being for all partners of the beef industry.

CBE Strategic Intent

By 2014, CBE will collaborate with industry stakeholders to increase profitability and sustainability of PA's beef industry while measuring and tracking improvements

Core Strategies and Goals

Strengthen the image of beef and the beef industry

GOAL: Increase communication with producers, regulators and consumers

Improve industry relationships

GOAL: Create a PA Beef Industry support network

Increase PA cow herd growth

GOAL: Encourage new production and educate producers on opportunities for expansion

Improve domestic demand for beef

GOAL: Engage targeted market segments on the value of beef

Capitalize on global growth opportunities

GOAL: Initiate statewide traceability program to increase export opportunity

Protect and enhance our freedom to operate

GOAL: Develop an index of industry participation

Success Objectives

- Develop resources necessary to achieve desired outcomes of the long range plan
- The adoption of a practical and effective state-wide animal disease traceability program

Core Strategies and Strategic Initiatives

Strengthen the image of beef and the beef industry

- Engage all industry segments to develop and consistently communicate our positive beef production story.
- Capitalize on the history, heritage and brand equity of family-based production agriculture and the farming/ranching lifestyle.
- Implement and communicate continuous improvement efforts to enhance consumer trust in our product and production practices.
- Promote the PA industry's commitment, ongoing investment and progress in ensuring beef safety.
- Strengthen efforts to proactively anticipate and rapidly respond to attacks on beef and the beef industry.
- Develop and implement programs to enhance beef's image among American youth.

Improve industry relationships

- Establish industry-wide, cross-sector panel or a task force to identify issues and develop recommended solutions to intra-industry trust issue.
- Establish tools, meetings, and programs to facilitate dialogue and increase transparency among all sectors of the industry.
- Develop industry-wide leadership development program to improve industry relationships and ensure a pipeline of informed, prepared and competent industry leaders.

Increase PA cow herd growth

- Secure resources to support public policy efforts to strengthen rural PA and encourage growth in the PA cow herd.
- Promote the intrinsic value of the farming and ranching lifestyle.
- Invest in educating current and prospective cow/calf producers to capitalize on opportunities and improve their profitability/sustainability.
- Promote the adoption of technology to improve the overall efficiency and profitability of the beef industry (e.g., production technologies, genetics, nutrition, etc.).

Improve domestic demand for beef

- Collaborate with industry stakeholders (Producers, Processors, Foodservice, Retail) to develop and implement demand generation initiatives based on consumer needs and preferences.
- Educate, enable and engage key influencers and opinion leaders (e.g., celebrity chefs, nutritionists, etc.) in communicating the positive health, the nutrition benefits of beef and the safety of beef products
- Create stronger relationships and more consistent communication with beef market decision makers.
- Identify and capitalize on growth opportunities with targeted market segments (e.g. ethnic, generation, attitudinal, etc.).

Capitalize on global growth opportunities

- Increase access to export markets.
- Leverage the brand equity of the PA beef industry (e.g., cattle ranching, beef production, product development, etc.) to promote U.S. beef in foreign markets.
- Educate beef cattle producers on the significance of the beef export market.

Protect and enhance our freedom to operate

- Define and communicate sustainable beef production.
- Identify and track the cost of government regulation on all segments of the beef industry.
- Educate policy makers and regulators on structure, operation and value of the beef industry.
- Strengthen partnerships/alliances with organizations outside the beef industry that share similar values/interests.
- Coordinate lobbying efforts among like-minded beef industry advocates.
- Proactively address and counter activist organizations that seek to limit our use of technology and/or interfere with our freedom to operate and care for our land and cattle.
- Continue to proactively develop and employ best practices for animal welfare.