

Growing demand

MLA works to grow demand for Australian beef, sheepmeat and goatmeat through aggressive marketing and promotions in domestic and global markets, as well as through eating quality, nutrition research and product development programs.

Objectives under this strategic imperative include:

- 2.1 Develop practices and drive programs that help industry deliver consistent and optimal eating quality
- 2.2 Enhance the nutritional reputation of red meat
- 2.3 Develop new products
- 2.4 Aggressive promotion of beef in the domestic market
- 2.5 Aggressive promotion of lamb in the domestic market
- 2.6 Aggressive promotion in export markets – beef
- 2.7 Aggressive promotion in export markets – sheepmeat

Australian Government National Research Priorities:

- Promoting and maintaining good health

Australian Government Rural Research and Development Priorities:

- Productivity and adding value
- Supply chain and markets
- Innovation skills
- Technology

Delivering MLA business units:

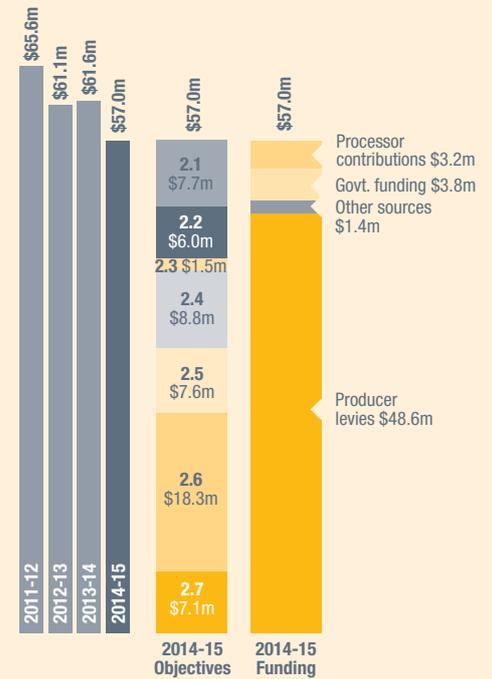
- Central Marketing and Industry Insights
- International Markets
- Value Chain Innovation
- Livestock Productivity



MILESTONE SCORECARD

Of 30 milestones: 20.5 achieved, 9.5 not achieved

INVESTMENT



An additional \$5.9 million was attracted in voluntary contributions, matched with Government funding and invested via the MLA Donor Company. A further \$2.2 million was contributed by brand owners participating in the CoMarketing Program.

KEY ACHIEVEMENTS



MSA demonstrates value at farm-gate

MSA yearling cattle received a 33¢/kg premium on non-MSA yearling cattle, up from 29¢/kg in 2013-14. This equates to a \$91/head farm-gate premium and also represents 9 per cent of the value/return on an MSA carcass to the producer (page 25).

Nutrition partnership

MLA raised consumer awareness – through dietitians and GPs – of the recommended red meat intake across all stages of life (page 27).

Whole-of-carcass measurement

New MSA tools mean producers can now closely track and improve the potential eating quality of a whole carcass (page 25).



New customers

12 new beef and 11 new lamb customer accounts have been secured in global markets (pages 34-39).

Campaign cut through

MLA's Australia Day lamb campaign was named 'TV Ad of the Year' and in the week leading up to Australia Day, lamb sales rose 35 per cent. MLA's *Better on Beef* campaign saw claimed consumption by mums increase 0.17 meals to 1.73 meals per week. The campaigns saw MLA win the 'Effective advertiser of the year' award at the Australian Effie Awards (pages 31 and 33).

Global branding

MLA's new international *True Aussie* brand hit global shelves (page 35).

↑ OPPORTUNITIES

- > Growing awareness in product origin is driving strong global demand and Australia is well positioned to deliver products underpinned by assurance programs that guarantee traceability (NLIS), food safety (LPA), eating quality (MSA) and other voluntary certified programs.
- > Innovative technologies, which value-add red meat to overcome consumer barriers such as price, texture, portion size, shelf life and negative health perceptions, are opening up new markets.
- > Growth of five-star hotels in South-East Asia, the Olympics in Tokyo in 2020 and Japan's Rugby World Cup in 2019 present opportunities to grow demand for Australian beef and lamb.
- > The lower Australian dollar and reduced domestic supply of beef in the US has assisted the growth in Australian exports to the region.

↻ CHALLENGES

- > The number of independent butchers in Australia – an important way to connect with consumers – is decreasing.
- > The Australian foodservice sector demands cost-effective ingredients to keep plate costs down, so industry needs to show increased value from secondary cuts.
- > Russian sanctions on agricultural products from Australia, including beef and offal, to remain until August 2016.
- > Australia needs to maintain a strong presence in Korea to retain the dominant position in the imported beef sector.
- > Marketing grassfed beef to the US – a market that has little knowledge of grassfed beef, as almost all US beef is grainfed.
- > While per capita consumption of beef and lamb has declined in Australia, this trend of declining consumption is also evident in all other major western beef and lamb markets.

🔍 OUTLOOK 2015-16

- > MLA aims to grow its nutrition database to 1,500 Australian general practitioners (from 450 at June 2015).
- > All MSA cattle graded using the MSA optimisation model by December 2015.
- > *Dinner 3 Ways* demonstrates to consumers how to overcome constraints to cooking healthy meals using beef and lamb.
- > Marketing *True Aussie* red meat to take advantage of consumer trends in Japan such as the rise of outdoor barbecues and eating beef with less marbling – a health trend called 'akaminiku'.
- > A new beef and lamb campaign launched in Australia, fronted by international celebrity chef Marco Pierre White.
- > Grow awareness, perceptions and sales of Australian grassfed beef in the US.
- > Enhanced consumer and market insights framework to identify new red meat demand opportunities and innovation strategies.

FAST FACTS 2014-15

Chef Tarek trained over **2,000 chefs** using a wide range of lamb and beef cuts across the Middle East/North Africa

35.3% lamb sales lift in the week before Australia Day

Australia Day campaign generated **82.7 million cumulative views**

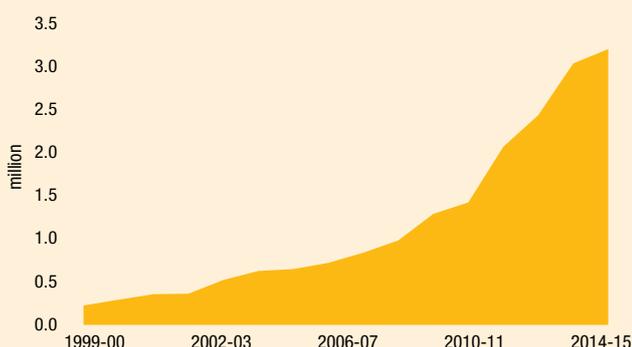
There are **3,000 independent butchers** around Australia

256 five-star hotels (87,831 rooms) opening in the Middle East over the medium term

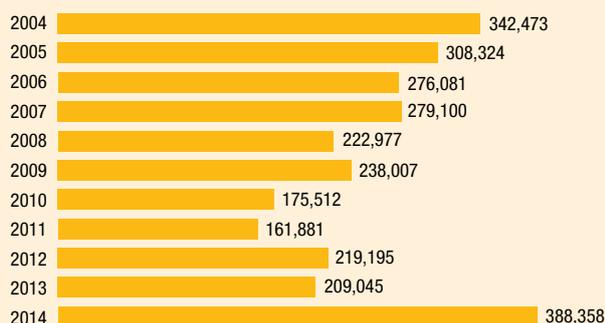
88% of Japanese consumers are aware of Australian beef (unprompted)

53% of imported beef in Korea is Australian

National MSA beef grading numbers



Australian grassfed beef exports to the US (tonnes swt)



Growing demand

OBJECTIVE 2.1

Develop practices and drive programs that help industry deliver consistent and optimal eating quality

MLA manages the Meat Standards Australia (MSA) program on behalf of industry to give consumers a consistent and predictable eating quality experience for beef and lamb.



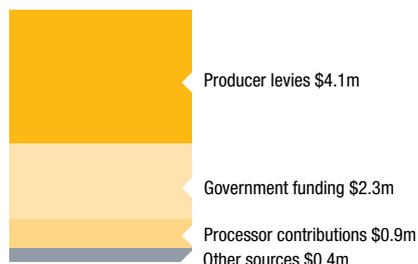
STRATEGIES

- 2.1.1 **Develop** and prove practices that deliver quantified, improved, consistent and optimal eating quality
- 2.1.2 **Ensure** sufficient integrity programs are implemented so accurate price signals drive eating quality improvement
- 2.1.3 **Support** adoption and build recognition of the MSA system through the value chain



INVESTMENT

\$7.7 million



An additional \$1.1 million was attracted in voluntary contributions (\$0.55 million) and matched Government funding (\$0.55 million) for investment via the MLA Donor Company.

In 2014-15 this investment included:

- > reducing eating quality variation within brands
- > increasing the volume of MSA-graded product per carcass
- > expanding the range of products available
- > maintaining MSA's integrity and increasing the predictive power and accuracy of the MSA grading model
- > equipping industry with the latest eating quality innovations



KEY MILESTONES

Increase MSA cattle grading numbers to 2.5 million head or more

Achieved RESULT: 3.2 million head of MSA cattle were presented for grading

Increase MSA sheep grading numbers to 6.2 million head or more

Achieved RESULT: 6.8 million lambs processed through MSA processor pathways

55 per cent or more of consumers are aware of the MSA trademark

Not achieved RESULT: Consumer awareness of the MSA trademark reached 45.9 per cent

All MSA licensed beef processing plants grading using MSA Optimisation

Achieved RESULT: All active MSA processors have implemented MSA Optimisation

MSA beef Index successfully implemented with more than 50 per cent balanced/favourable media reports

Achieved RESULT: The MSA Index has been implemented and the favourability rating was 60 per cent

Pilot an objective carcass measurement technology with a cuts-based grading model in a lamb processing plant

Achieved RESULT: Objective carcass measurement technology (lamb DEXA) demonstrated at JBS Bordertown

Identify technologies that have the capability to improve beef grading accuracy and integrity by measuring predictors of eating quality

Achieved RESULT: Technologies have been identified: VISNIR, novel low cost line CT scan, Carometec IMF sensors, probe and hyperspectral and beef DEXA test cell

Use consumer sensory outcomes to establish preliminary specifications for a yearling export sheepmeat category

Not achieved RESULT: Customer sensory testing in the US, China and Australia commencing in 2015-16.

OBJECTIVE HIGHLIGHTS

MSA metrics overview

The over-the-hooks premium for MSA-compliant yearling cattle averaged 33 cents per kg compared with 29 cents per kg in 2013-14. This equates to a \$91/head farm-gate premium and also represents 9 per cent of the value/return on an MSA carcass to the producer. MSA uptake continues to grow, with grading numbers for cattle and sheep increasing in 2014-15 by 6 per cent and 25 per cent respectively. Despite dry seasonal conditions in production regions such as western Queensland, cattle compliance to MSA minimum requirements remained high at 93 per cent. More producers are adopting MSA practices with 4,357 registering in 2014-15, bringing the total to 41,973.

Beef and sheepmeat brands underpinning their products with MSA increased to 131 with 21 new brands licensed this financial year. End users of MSA are also increasing, with 917 new retail, wholesale and foodservice outlets coming on board as authorised to promote MSA, bringing the total to 3,676.

DEXA sensing

Dual emission X-ray analysis (DEXA) was a significant technological breakthrough – and a world first – for lamb and beef processing during 2014-15. Developed by MLA, New Zealand firm Scott Technology and processor partners, the DEXA prototypes allow for precision cutting that maximises product value. The lamb system has also demonstrated more accurate predictions for fat, meat and bone distribution which will provide objective measurements and eating quality predictors for the red meat supply chain in both lamb and beef.

The beef initiative was developed by voluntary partner contributions through the MLA Donor Company (MDC) (no producer levies were used). The lamb DEXA solution has benefited from producer levies and joint funding from the Australian Meat Processor Corporation and technical collaboration with Sheep CRC. DEXA technology was developed from single emission X-ray analysis (SEXA) technology used for LEAP (see page 47).

Objective lamb carcass measurement

Industry levy funds, in conjunction with the MDC and commercial partners, are funding technologies to objectively measure critical traits, such as carcass yield and eating quality, which will ultimately underpin value-based marketing in the beef and sheep industries.

In May, 100 lambs were processed in a proof-of-concept trial at the JBS processing plant at Bordertown, SA, using DEXA technology to predict yield. This delivered a predictive accuracy of 60-80 per cent, relative to CT scans. This paves the way for 600 lambs from the MLA-managed National Resource Flock to be processed through the plant's LEAP system during July to September 2015. This will further test prototype carcass measurement technologies including DEXA, 3D and multi-spectral cameras, and near-infrared probes.

Impacts of packaging on lamb eating quality

MLA combined the principles of MSA with the latest findings from meat packaging research to identify opportunities to increase eating quality and shelf life. Previous international studies found that as well as extending shelf life, some retail-ready packaging systems can change meat tenderness, flavour and colour.

MLA put new packaging technologies (Cryovac Darfresh®) and modified atmosphere packaging to the test with sensory tests on MSA lamb topside and striploins. The results indicated the eating quality of lamb in Cryovac Darfresh® vacuum skin packaging was superior to modified atmosphere packaging in terms of consistent eating quality as well as shelf life. This packaging format has recently been used for retail-ready MSA-branded lamb and veal.



Triple treat of MSA tools

The MSA index, MSA Optimisation and myMSA tools were implemented this year. The MSA Index provides a standard national measure of predicted eating quality of beef, by allocating a number between 30 and 80 (to two decimal places) to each carcass. It is independent of processing inputs and is calculated using attributes influenced by pre-slaughter production, providing a tool for producers to make on-farm decisions about management, nutrition and genetics. The myMSA online portal was launched in August 2014, giving producers access to carcass grading feedback, including MSA Index values for their cattle.

MSA Optimisation was rolled out to all MSA-accredited beef processing plants in 2014-15. It replaced the standard national boning groups with a more flexible and efficient system, customised to meet the needs of individual processors based on the cuts being harvested in their business, their target market requirements and the eating quality potential for each of those cuts.

In 2014-15:

5,457 producer logins
to the myMSA feedback system

41,973 producers
are now registered for MSA

21 new
MSA beef and sheepmeat brands
registered

33 cents per kg
premium for MSA yearling cattle

Growing demand

OBJECTIVE 2.2

Enhance the nutritional reputation of red meat

MLA's nutrition program aims to increase knowledge of the health benefits of eating beef and lamb by funding credible and relevant research on the role of beef and lamb in a balanced and healthy human diet.



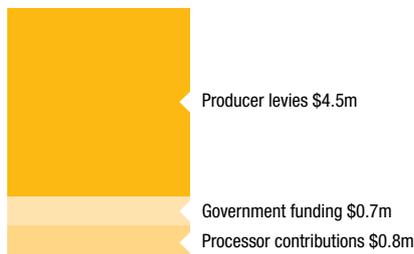
STRATEGIES

- 2.2.1 **Increase** our knowledge of the health benefits of red meat
- 2.2.2 **Maintain** consistent and fact-based dietary recommendations for red meat
- 2.2.3 **Communicate and promote** evidence-based nutrition information on red meat to health professionals and the broader community



INVESTMENT

\$6.0 million



In 2014-15 this investment included:

- > *Entice* magazine encouraging consumers to eat three to four beef and lamb meals per week by providing delicious recipe ideas
- > providing information and resources for healthcare professionals on healthy eating at key life stages



KEY MILESTONES

At least 49 per cent of mothers with children in the household agree that beef makes healthy meals and 39 per cent agree that lamb makes healthy meals

Not achieved for beef

RESULT: 46 per cent of mothers agree that beef makes healthy meals and 40 per cent agree on lamb

Achieved for lamb

Less than 33 per cent of mothers with children in the household limit consumption of red meat for health reasons

Not achieved

RESULT: 38 per cent of mothers limiting red meat consumption for health reasons

Maintain the proportion of healthcare professionals who recommend lean red meat at three or more times a week at 78 per cent for GPs, 84 per cent for dietitians and 83 per cent for practice nurses

Achieved for GPs

RESULT: 83 per cent of GPs and 78 per cent of dietitians recommend lean red meat three to four times per week. Practice nurses are no longer a key target

Not achieved for dietitians

Balanced reporting of red meat and health issues in media with more than 70 per cent average of favourable and neutral reports

Achieved

RESULT: 89 per cent average of favourable and neutral media reports

OBJECTIVE HIGHLIGHTS

Healthy balanced meals

Red meat is recommended in the *Australian Dietary Guidelines* because it is a critical source of iron and zinc which are essential nutrients to keep the body functioning well every day including for growth, development, brain function, immune function, skin, vision, hair and general health and wellbeing.

MLA's investment into research on main meal choices and preparation practices has informed the development of healthy, balanced meal guidelines led by MLA which will be finalised in 2015-16. MLA has consulted extensively on the guidelines with nutrition experts and 18 key stakeholders from government, non-government organisations, professional organisations and industry partners indicating their support for the guidelines.

The importance of the meal was a key theme of the annual nutrition symposium, sponsored by MLA, hosted by the Nutrition Society of Australia and supported by the Dietitians Association of Australia and primary food industry partners, including dairy, eggs, horticulture and grains. The event was attended by more than 450 nutrition professionals and a further 275 have watched the recorded webinar. The content presented at the symposium was well received, including unique insights generated from MLA-funded research.

Healthy, balanced meals provides a useful context for understanding diet-disease relationships, including diabetes, colorectal cancer and heart disease and informing MLA's nutrition education material on healthy eating with beef and lamb.

Speciality GP hub on nutrition

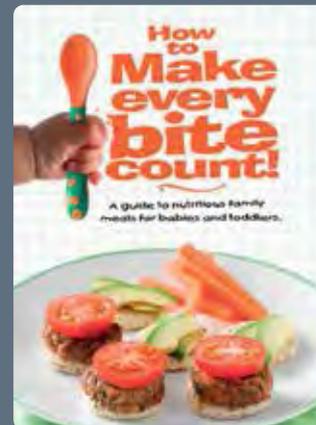
MLA partnered with *Australian Doctor*, the leading media source for general practitioners (GPs), to create an online nutrition portal. The Nutrition Update – hosted on *Australian Doctor's* website and promoted through its newsletter – is a repository for MLA-commissioned articles, videos and downloadable resources. These resources relate to the nutritional needs (such as iron requirements) at four life stages – babies starting solids, young women, middle-aged women and ageing. A database has been created to overcome the challenge of directly communicating with GPs who are interested in nutrition. The first resource was downloaded by more than 900 GPs, outstripping the 750 GPs who MLA has regular contact with. Planned activities include growing the database to 1,500 GPs in 2015-16 (from 450 at June 2015).

Red meat fuels active ageing

MLA-funded research shows the protein requirements of older people should be higher than the current recommendations. The study conducted by Deakin University and published in the *American Journal of Clinical Nutrition* showed women aged 65 years and older who did resistance training twice a week and ate 160g/day of red meat to increase their protein intake reported greater improvements in muscle mass and strength than those eating a lower protein, higher carbohydrate diet. Compared with younger adults, older people need more protein to stimulate muscle synthesis, which is key in the prevention of sarcopenia, associated with the increased risk of falls, fractures and chronic disease.

In addition, their requirements for vitamins B12, B6, D, calcium and potentially zinc are also increased. The challenge for older people is to ensure adequate nutrition with less food since their energy requirements decrease with age. This study showed regular intake of nutrient-rich food such as beef and lamb not only increased their protein intake, but also their intake of iron, zinc and omega-3 and, consequently, their muscle health. Further MLA-funded research is investigating the consequences of these findings for dietary recommendations for older people.

Another study by Deakin University looked at whether the combination of protein and exercise has benefits for cognition as well as muscle health.



Make every bite count

MLA's nutrition education resource for healthcare professionals continues to be popular, with 44,729 copies of the *Make every bite count* brochure distributed in 2014-15. MLA consumer research revealed that while parents know red meat is nutritionally important, they are often unsure about how to cook meat for their babies. Parents also prefer not to cook multiple types of meals for dinner. *How to make every bite count* features recipes developed by MLA and teaches parents how to feed the whole family from one meal, by turning red meat into the right texture for their children's developmental stage.

The brochure is popular with child health nurses because of the credibility and relevance of the information. Most parents will visit a child health nurse during the first year of their baby's life and many nurses are distributing the brochure as part of their advice. It is available from most child health centres in Australia as well as through NSW parenting support clinics: Tresillian Family Care Centres and Karitane.

Entice

The point-of-sale publication *Entice* had a facelift in 2014-15, with the first new-look magazine coinciding with the launch of MLA's new beef marketing campaign in March. *Entice* is part of MLA's nutrition strategy to educate consumers on how to prepare healthy beef and lamb meals which are based on the Australian dietary guidelines. As well as showcasing secondary cuts, the publication features 'inspiring meals made deliciously simple'.

Entice is available online and in hard copy: in 2014-15, 1.09 million copies were distributed to consumers through butchers, independent retailers and IGA stores, 403,000 copies through Woolworths and 180,000 copies through ALDI supermarkets.

Growing demand

OBJECTIVE 2.3

Develop new products

MLA works to identify and evaluate opportunities for new beef and lamb products and develop new technologies enabling transformation and value-adding of low value cuts to create a wider range of market options.



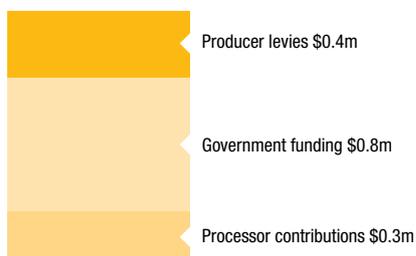
STRATEGIES

- 2.3.1 **Develop** innovation insights
- 2.3.2 **Develop** global innovation strategies
- 2.3.3 **Build** industry capability to adopt new products and packaging concepts and value chain business innovation
- 2.3.4 **Develop** technologies to enable transformation of co-products into value-added ingredients



INVESTMENT

\$1.5 million



An additional \$4.8 million was attracted in voluntary contributions (\$2.1 million), processor contributions (\$0.3 million) and matched Government funding (\$2.4 million) for investment via the MLA Donor Company.

In 2014-15 this investment included:

- > supporting industry to identify market opportunities for value-added products
- > developing and commercialising new technologies



KEY MILESTONES

Global innovation strategies for five emerging markets or market segments developed based on an upgraded innovation insight capability with demonstrated engagement of stakeholders

Achieved

RESULT: Insights completed for five emerging markets/segments. Industry and bespoke workshops held and MDC projects and proposals since developed

Implement 10 pilot programs with supply chain partners to develop and implement value adding strategies which create value for customers and capture value for industry

Achieved

RESULT: 10 pilot programs implemented

Develop at least five new red meat value-added products or packaging concepts that demonstrate increased value for customers or consumers

Achieved

RESULT: Five new red meat value-added products developed

Implement at least two new co-product/bioactive value chain partnerships that deliver new products to market

Achieved

RESULT: Two new co-product/bioactive value chain partnerships implemented and products developed

OBJECTIVE HIGHLIGHTS

Insights to innovation: active ageing

MLA's Insights to Innovation program spearheads product development and value chain development by identifying growth areas for red meat consumption. This commenced with a focus on China, Indonesia, and domestically in the 'active ageing' community (regarding the latter, see Objective 2.2). Baby Boomers are entering their senior years with vastly different economic and social expectations and spending power from previous generations of older people. There is an opportunity for 'active agers' to adopt a high protein diet which fits around their social and active life. MLA is partnering with leading brand owners of ready meals that supply to both retail and foodservice, including Meals on Wheels, to understand how to innovate and grow red meat demand within this market segment and to create and capture value for the industry. Opportunities considered include packaging innovations to assist seniors' dexterity concerns, and designing portion sizes as well as functional foods, such as combining super foods with red meat (see lupin example below).

Lupins

The MLA Donor Company (MDC) (which doesn't use producer levies; see page 75) is developing value-added products in partnership with Lupin Foods Australia by combining the health benefits of red meat (iron, zinc and protein) and the 'super food' traits of lupins (antioxidants and dietary fibre). Lupin flakes are a gluten-free alternative to binding agents and breadcrumbs when cooking dishes such as meatballs or crumbed lamb cutlets. Independent evaluation projected an annual \$9.4 million benefit to Australia's red meat and lupin industries by 2017 if these products are commercialised. Lamb and lupins were the winning combination in the 2014 WA's Signature Dish competition – the top dish was Dorper lamb cutlets with a lupin-based crust, accompanied by a sweet potato salad with Moroccan flavours.

High moisture extruded meat

The MDC is partnering with ProForm Foods to use a novel application of extrusion to value-add secondary cuts of red meat. The technology, commonly used to create Twisties, breakfast cereals and pasta, turns lower-value cuts into a cooked product with natural meat texture suitable for the fast-service food industry. Prototype products, such as meat for curries, casseroles and pizza toppings, received positive consumer feedback. A demonstration site is being built in NSW with a capacity to produce 50 tonnes per week of commercial product by late 2015. There is strong interest from Asia for this product.

Lamb on the Red Rooster menu

As part of MLA's national foodservice national account program, MLA engages with several quick service restaurants by providing them with an annual presentation of beef and lamb product concepts designed to keep beef and lamb strongly positioned on their menus. These concepts are based on international food trends and the changing needs of Australian consumers. Care is taken to ensure the products can be replicated through the kitchen facilities available at each chain.

In October 2014, MLA presented a number of concepts including a lamb souvlaki with coleslaw to the Product Development Chef at Oporto, which is the parent company for Red Rooster. The goal was to give an iconic Australian wrap a healthy makeover, making it more readily available to everyday consumers. In July 2015 Red Rooster started featuring lamb shank, mash and peas, and a pulled lamb and slaw roll on its menu.

It traditionally takes 9-12 months for successful items to appear on a menu. MLA has previously presented lamb burger, steak sandwich and pulled beef roll concepts to quick service restaurant chains and some of these items (including modified versions of them) have appeared on menus.



'Active agers' – a new demographic for red meat

In 2014, seniors represented 20 per cent of Australia's population and 16 per cent of grocery and foodservice spending. By 2020 this will increase to 24 per cent and 25 per cent respectively. By 2050 there will be one person aged over 65 years for every 2.5 people under 65 years (Australian Bureau of Statistics). Those over 65 will likely expect to stay physically fit, mentally alert and socially active despite a likely loss of appetite, which will require redesigned red meat solutions. The medical profession recognises that for approximately one in eight seniors seeking medical attention, English is not their first language – therefore, it is likely ethnicity will also affect eating preferences. This represents a significant opportunity for the red meat industry to develop innovative new value chain solutions to provide age-specific, lifestyle-specific, convenient red meat products.

Growing demand

OBJECTIVE 2.4

Aggressive promotion of beef in the domestic market

MLA stimulates desire for Australian beef in its largest and most stable market at home in Australia by delivering high impact consumer promotions built around its superiority for seasonal meals and supporting retail and foodservice beef promotions.

↑ STRATEGIES

2.4.1 **Strengthen** Australian consumers' emotional bond with beef, create desire and educate consumers to cook a range of seasonal beef meals/cuts

2.4.2 **Work** with retailers and foodservice operators to raise standards of presentation, quality, merchandising and promotion

🔑 KEY MILESTONES

Maintain beef's value share at 36 per cent or higher of all fresh meat and penetration with purchase in last four weeks at 69 per cent or higher

Achieved value share

RESULT: Beef's value share was 36.9 per cent and purchase in last four weeks was 68.3 per cent

Not achieved penetration

Improve key beef attributes measured by consumer tracking: "is the most superior meat" at 36 per cent or above, and "my favourite meat" at 19 per cent or above

Not achieved

RESULT: 31.9 per cent of consumers rate beef "is the most superior meat" and 18.7 per cent "my favourite meat"

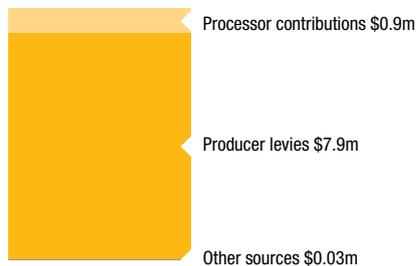
Strong retailer support for MLA programs as evidenced by more than 60 per cent of retail butchers rating their sales impact as good/very good/excellent

Not achieved

RESULT: 45.5 per cent of retail butchers rating their sales impact as good/very good/excellent

💰 INVESTMENT

\$8.8 million



An additional \$517,000 was contributed by brand owners participating in the CoMarketing Program.

In 2014-15 this investment included:

- > revision of consumer marketing strategy in March 2015 to boost performance
- > implementing consumer marketing campaigns
- > increasing whole-of-carcass utilisation in foodservice and the wholesale sector
- > working with retailers to raise standards and add value to beef products

OBJECTIVE HIGHLIGHTS

You're Better on Beef

MLA's latest marketing campaign, *You're Better on Beef*, is designed to reinforce beef's health credentials. The first phase of the campaign, launched in March 2015, signalled a repositioning of beef as a brand, as part of a long-term strategy to achieve attitudinal change. The campaign is targeted at time-poor families who have nutrition high on their agenda – making up one-third of Australian households and spending more than \$2 billion on beef every year.

The new campaign responds to a recent review of MLA's consumer beef marketing program which revealed the need to develop a stronger, revitalised message relevant to consumers all year round rather than at traditionally seasonally-focused campaign periods.

The campaign drove a 13 percentage point reduction in mums limiting red meat consumption due to health concerns to 34 per cent during the campaign period (from 47 per cent). Claimed consumption among the target audience increased

by 0.17 meals to 1.73 meals per week and beef's value share finished the year at 36.9 per cent.

The campaign has received creative accolades from around the world. It was a finalist in the 'TV ad of the year' category at the prestigious Mumbrella Awards, a finalist in the NY Festival awards and was 'Ad of the Week' for 'Best ads on TV' at launch.

88% of the target audience

(mums) saw more than one message during the *You're Better on Beef* campaign period



After the *You're Better on Beef* campaign, mothers limiting red meat consumption due to health concerns

dropped 13 percentage points

MLA collects prestigious marketing award

MLA won the 'effective advertiser of the year' award at the prestigious the Australian Effie Awards in September 2015. The award is the highest accolade for an Australian advertiser as it recognises an organisation who champions marketing effectiveness.

MLA Central Marketing and Industry Insights General Manager Lisa Sharp said the award celebrated MLA's whole body of work to drive consumers to buy more beef and lamb, going beyond the impact of individual campaigns.

"Our campaigns, including *You Never Lamb Alone* (*Richie's BBQ*; see page 33) and *You're Better on Beef* were recognised as part of the inaugural award but most importantly, it was the effectiveness of these campaigns to drive demand and deliver value back to producers, that impressed the judging panel.

"We continually look for improvements across all aspects of our marketing business. We do this because as a levy funded organisation we understand the importance of making the most of every dollar we invest in promoting red meat.

"This is a terrific outcome for MLA's domestic marketing team and represents an area that we can celebrate tangible returns on investment to our stakeholders," Ms Sharp said.

Australian Butchers' Guild

The top questions consumers ask butchers in-store relate to recipes and cut selection, so MLA ran consumer and value-added recipe campaigns through the Australian Butchers' Guild. The 2,000 butchers in the Guild's database received eight consumer recipes at the start of each month, a list of the cuts required for the month's recipes, and then a beef and a lamb recipe every week with supporting digital resources such as images and instructions on how to promote the recipes in-store and via social media. In 2014-15, there was a 56 per cent uptake of the consumer recipes and 66 per cent of butchers used the value-added recipes.

The Australian Butchers' Guild also ran an in-store competition linked to *You're Better on Beef*, encouraging consumers to post #betteronbeef photos on social media for the chance to win one of 100 Fitbits. The competition reached more than 350,000 people via social media, however it unfortunately lacked traction with the butcher channel with only five butchers entering the point-of-sale promotion component.

Beef Masterpieces

The beef and lamb *Masterpieces* initiative showcased the versatility of secondary cuts to foodservice venues across Australia, including cafes, restaurants, fast-food outlets, sports stadiums and hospitals. *Masterpieces* promoted non-loin cuts as a low-cost option through recipes and chef education. The campaign reached more than 50,000 chefs and ended in November 2014 with a competition where chefs who developed a recipe using secondary cuts had the chance to win a US food tour. Competition winner Glenn Flood, Development Chef, ALH Group, said the tour provided 18-24 months of projects to execute within the group's 330 pubs.

Growing demand

OBJECTIVE 2.5

Aggressive promotion of lamb in the domestic market

MLA marketing programs in the largest and most stable market for Australian lamb at home in Australia aim to defend market share and keep lamb top of mind via high impact seasonal promotions, improving retail standards and supporting foodservice promotion of lamb.

↑ STRATEGIES

- 2.5.1 **Maintain** lamb as a routine habitual purchase by building national pride in lamb and encouraging consumers to buy and cook a wider range of lamb cuts/meals via consumer promotional efforts around specific occasions through the year
- 2.5.2 **Work** with retailers and foodservice operators to raise standards of presentation, quality, merchandising and promotion

🔑 KEY MILESTONES

Grow lamb market share of fresh meat at retail to more than 13.5 per cent

Not achieved → **RESULT: Lamb's market share (value share) was 13.4 per cent**

Improvement in key lamb attributes as measured by consumer tracking: "top of mind awareness" to 16 per cent or above and "is loved by Australians" to 72 per cent or above

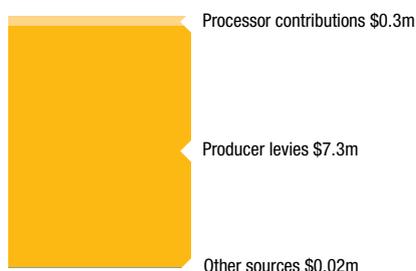
Not achieved → **RESULT: Lamb's "top of mind awareness" at 14.7 per cent and "is loved by Australians" at 70.9 per cent**

Strong retailer support for MLA programs as evidenced by more than 55 per cent of retail butchers rating their sales impact good/very good/excellent

Not achieved → **RESULT: 52 per cent of retail butchers rating their sales impact as good/very good/excellent**

💰 INVESTMENT

\$7.6 million



An additional \$70,000 was contributed by brand owners participating in the CoMarketing Program.

In 2014-15 this investment included:

- > implementing consumer marketing campaigns
- > revision of consumer marketing strategy in March 2015 to boost performance
- > partnering with retailers and foodservice operators to enhance differentiation and build appeal for secondary cuts

OBJECTIVE HIGHLIGHTS

Australia Day campaign

MLA's 2015 Australia Day Lamb campaign was named 'TV Ad of the Year' and was highly commended in the 'Ad Campaign of the Year' category of the 2015 Mumbrella Awards. In the week preceding Australia Day, sales of lamb lifted 35.3 per cent compared to the weekly average. The ad captured the spirit of Australia's national day with a lamb barbecue and a game of backyard cricket, featuring the late cricket legend Richie Benaud and a host of famous Aussies.

The campaign reflected MLA's move away from using a single brand spokesperson. Sam Kekovich remains MLA's Lambassador (making a cameo appearance in the 2015 ads). Future campaigns will remain fresh by featuring different iconic Australians. For every \$1 spent on media, the campaign delivered \$2.76 in value. The campaign generated the highest press value in MLA's campaign history, with 849 pieces of coverage generating 69.4 million cumulative views.

You never Lamb alone

You never Lamb alone is the message behind MLA's lamb marketing campaign which launched in September 2014 to coincide with peak lamb production. The campaign focused on the notion that lamb brings people together for all occasions. It signals a move towards more consistent messaging and a year-round theme, rather than traditional seasonal-focused themes like 'spring' racing fashion and 'spring' romance. The message *You never Lamb alone* ties in with the over-arching brand position of *We love our Lamb*.

The *Meat Cuts* app features 41 beef cuts, 25 lamb cuts, 21 veal and 20 goat cuts, and 107 recipes

The campaign delivered a surge in lamb's value share to 14.5 per cent (exceeding the target of 13.5 per cent), and 81 per cent of independent butchers participated in the campaign with 55 per cent reporting a good or better impact on their business.

Meat Cuts app

MLA's third consumer-focused smartphone app, *Meat Cuts*, has been downloaded 50,000 times since it launched in July 2014. The app (for Apple and Android) guides consumers through the process of selecting and cooking a wide range of red meat cuts. *Meat Cuts* identifies beef, lamb, veal and goat cuts, suggests cooking methods for each (as per the Meat Standards Australia recommendations), recommends alternative cuts and provides recipes. *Meat Cuts* featured as the best new app in the Apple App Store when launched and is a regular 'kitchen tool' feature in the Apple App Store.

The Dinner Project

The Dinner Project series premiered on Foxtel's LifeStyle FOOD Channel on 2 November 2014. It inspired consumers to cook healthy lamb and beef meals at home. The six-episode series starred cook and popular former *MasterChef* contestant Hayden Quinn as he travelled Australia meeting everyday people at different life stages to find out challenges to cooking healthy meals, such as time, convenience, budget, skills and knowledge. The TV episodes were repackaged and promoted through the Jetstar Australia inflight entertainment network and MLA's BeefandLamb.com.au YouTube channel. An integrated strategy, which saw *The Dinner Project* content and key messages repurposed for other media channels, delivered \$3.07 in value for every \$1 MLA invested in the campaign.

For every \$1 spent on media, *The Dinner Project* series delivered \$3.07 in value



Lamb sales in the week preceding Australia Day lifted 35 per cent.



The Dinner Project host goes on farm

Cook and former *MasterChef* contestant Hayden Quinn headed to Armidale for *The Dinner Project*, to visit cattle and sheep producers and owners of the Milly Hill Lamb brand, Sally and Peter Strelitz and their four children (pictured). He gained an understanding of livestock production and helped Sally overcome her hurdle of 'dinner inspiration' by cooking family-friendly recipes such as smoky lamb loin chops with egg and green bean salad. During the series, Hayden visited other families to help them overcome hurdles around time, preparation, budget, skills and knowledge to provide inspiration for simple, quick and healthy recipes.

100,553 people reached per episode of *The Dinner Project*, 400,000 people through content syndication and video seeding (paid distribution of video content through online platforms such as YouTube) and 29,800 people reached through Facebook

Growing demand

OBJECTIVE 2.6

Aggressive promotion in export markets – beef

MLA delivers marketing and promotions in export markets to maintain sales in traditional beef markets such as Japan and Korea and maximise sales growth in emerging markets such as China, South-East Asia, the Middle East and Russia.



STRATEGIES

- 2.6.1 **Disseminate** comprehensive export marketing information
- 2.6.2 **Develop** new trade and consumer opportunities for Australian beef internationally
- 2.6.3 **Position** Australian beef as safe, consistent, versatile and nutritious via trade and consumer educational activities
- 2.6.4 **Assist** in the creation and promotion of strong brand identities through implementation of individual cooperative programs



KEY MILESTONES

An additional eight major customers are recruited globally for Australian beef

Achieved

RESULT: 12 additional major customers were recruited globally for Australian beef

Over 80 per cent of Australian exporters and importers satisfied with MLA business development activities (trade shows, missions, etc)

Achieved

RESULT: More than 80 per cent satisfaction for MLA business development activities

Successful launch of MLA's *True Aussie Beef* and project market strategies developed in key beef markets of Japan, United States, Korea, China and the Middle East (GCC states)

Achieved

RESULT: *True Aussie Beef* brand launched and market strategies developed in key beef markets

Increase the proportion of strategic marketing initiatives supported under the CoMarketing Program to more than 40 per cent

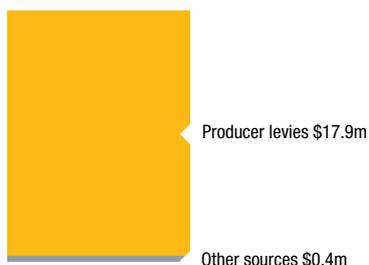
Achieved

RESULT: Over 90 per cent of initiatives classified as strategic initiatives



INVESTMENT

\$18.3 million



An additional \$1.4 million was contributed by brand owners participating in the CoMarketing Program.

In 2014-15 this investment included:

- > implementing tailored marketing strategies in each major international market for Australian beef
- > carrying out business development activities in emerging markets
- > working cooperatively with Australian exporters to develop and grow sales for individual beef brands
- > monitoring in-market consumer and business trends

OBJECTIVE HIGHLIGHTS

True Aussie

MLA's new international red meat brands, *True Aussie Beef*, *True Aussie Lamb* and *True Aussie Goat*, started appearing on retail shelves around the world in July 2014. The brand is built on Australia's strong reputation in overseas markets for its clean, safe, natural image and high quality standards and aims to differentiate and add value to Australian beef, lamb and goat in export markets.

In the past year, *True Aussie* was launched at trade shows such as SIAL China, Asia's largest food trade show attended by more than 60,000 trade visitors from around the world; promoted in retail outlets with in-store consumer activities such as product sampling and point-of-sale material; and on social media to promote the clean, safe and natural image of Australian red meat. The *True Aussie* brand has also been localised to respond to regional challenges and opportunities. For example, in Korea, the existing key Australian beef messaging *Hoju Chungjung Woo* – 'clean and safe' – has been paired with the new logo and other point-of-sale material to ensure ongoing consumer recognition of the product during the transition period.

MLA is applying the brand in innovative ways, such as partnering with a red meat importer to sponsor a *True Aussie* online resource for chefs to access Australian beef recipes developed by leading Netherlands chefs, and promoting *True Aussie* lamb in the US through in-store videos, magazine advertising and editorials to Costco members, who shop at more than 550 retail warehouse outlets in North America. In Japan alone, MLA distributed more than 30 million *True Aussie* pack stickers to retailers, and now over 60 per cent of Australian beef sold at retail in Japan carries the *True Aussie* brand, and is promoted through more than 11,000 foodservice outlets.

CoMarketing

MLA's new CoMarketing Program supports Australian companies to develop marketing strategies for their beef, lamb and goatmeat brands. In 2014-15, 50 beef companies had collaborative marketing programs with MLA. These companies collectively have 186 brands (91 grainfed, 84 grassfed and 11 veal) and sold an average of 95,000 tonnes swt of beef a month (see page 39 for lamb CoMarketing statistics). In the past 12 months, MLA supported 618 collaborative marketing activities in 25 countries, including in established markets such as Australia, US, Japan and Korea and the developing markets of China and South-East Asia (beef and sheepmeat).

CoMarketing program supports on average **95,000 tonnes of branded beef** sales per month

Collaborative marketing activities include: in-store sampling to raise awareness and sales of branded Australian beef and lamb; educational seminars with hotel chefs to improve understanding of

branded products, specifications and applications of a range of cuts in different cuisine styles; sponsoring trade delegations to inspect individual supply chains from paddock to plate to build stronger relationships back down the supply chain to producers; and traditional and social media campaigns.

The program aims to create value along the supply chain for the branded product and capture that value back down the chain to the producers. See pages 75-76 for more on the CoMarketing Program.

United States

MLA has been working closely with exporters and importers to position Australia as the number one imported supplier of grassfed beef to the US market. MLA



The True Aussie Beef brand started appearing in global markets from July 2014.



Producers tap into CoMarketing Program

South Australian beef producers Tim (pictured) and Sarah Burvill are carving out a market for dry-aged beef in Denmark thanks to an MLA CoMarketing arrangement. They started exporting Hereford beef to the A Hereford Beefstouw group of steakhouses, owned by Danish restaurateur Lars Damgaard, in 2006. The Burvills and Lars now own two beef properties in SA, a facility to dry age beef on the bone, and the 'A Hereford Beefstouw' restaurant in Adelaide.

Tim plans on launching the 'A Hereford Beef' brand of dry-aged loin cuts into Denmark in December 2015, and leveraged the CoMarketing Program to design high-end packaging and point-of-sale material, develop social media strategies and access guidance from brand and marketing specialists.

"Like many producers, we don't have the full suite of marketing and brand development expertise, so the CoMarketing Program allowed us to work closely with experts in these fields to develop a comprehensive strategy to market our beef brand," Tim said.

"MLA's CoMarketing Program is an important vehicle to improve farm gate returns for producers, as it creates competition for quality livestock, and thus demand for Australian red meat, by assisting small to medium companies to grow their branded products."

Tim and Sarah are also participating in a complementary MLA Donor Company project (which doesn't use producer levies) for dry-aged beef (within Objective 2.3).

Growing demand

has been implementing brand awareness and business development activities by reaching out to retail meat buyers and foodservice chains to consider taking on Australian grassfed beef. Australian grassfed beef is now available at more than 15 retail chains across North America – collectively representing more than 3,500 stores – and forms part of a number of high profile restaurant chain menus across the country. In the past 12 months, MLA targeted its limited marketing resources towards the regions in the US where some consumers are more predisposed towards seeking alternative protein sources such as grassfed beef. These include the North-East and mid-Atlantic regions (Boston, NYC, Washington DC), South-East regions (Florida); and West Coast (San Francisco, Los Angeles).

Activities in 2014-15 included partnering with chef associations, media campaigns and education activities for importers, chefs and retailers seeking more information about Australian beef and how it is produced. MLA conducted three full-day culinary immersions in Miami, Boston and Chicago, attended by 45 foodservice operators including 19 substantial chain restaurant chefs. Consumer campaigns included 31 outdoor billboards on streets in the Boston area as part of MLA's focus on that city for grassfed beef promotions. MLA partnered with *Fine Cooking* magazine to run a competition (receiving 7,000 entries) and produce an e-zine recipe book of 20 new grassfed beef recipes (most cattle in the US are grainfed). A three-week PR blitz from late May to early June saw 500,000 media impressions on grassfed beef messaging. MLA's 'Home Plate' email newsletter was also distributed directly to more than 44,500 North American consumers.

South-East Asia

MLA's marketing activities in South-East Asia during 2014-15 included supporting Australian red meat exporters and producer groups at major trade shows in the region (WOFEX Philippines, Food & Hotel Vietnam and Food & Hotel Myanmar). Participating exporters attracted new leads, averaging 30-50 new inquiries per event.

MLA-supported cuisine events included the Banqueting Innovation Workshop in Manila and the 'Revolution in Asian Cuisine' conference in Kuala Lumpur. The Asian cuisine conference introduced

Asian chefs to the concept of using non-loin cuts of beef (and lamb) to produce high quality and delicious Asian dishes, without compromising cultural cuisine. Following the event, participating

chefs used beef and lamb non-loin cuts during the Hari Raya Ramadan celebration period in June-July. MLA was also the major sponsor for the Beef Noodle Festival in Taipei, supported Master Butcher and *MasterChef* competitions in the Philippines, Macau and Indonesia, and hosted a group of chefs from South-East Asia at Beef Australia 2015.

Australian red meat exporters attending South-East Asian trade shows collectively receive **30-50 new inquiries** per event

During 2014-15 MLA trained more than 400 chefs in South-East Asia, to encourage innovation and develop their ability to use Australian non-loin cuts in Asian cuisine as a tender, halal and safe meat choice. MLA's involvement in these events supports chefs to be innovative and creative in a region where stronger economies mean they must meet higher expectations of discerning customers with higher disposable incomes.

Korea

The *True Aussie* logo was released in Korea in March 2015, retaining key messaging from the previous *Hoju Chungjung Woo* brand. The logo is now used at 504 retail outlets across the country including all of the 224 Greater Seoul Hypermarkets which are the major users of Australian beef. There have been 6.2 million *True Aussie* stickers distributed in Korea, MLA's Korean *True Aussie Facebook* page reached 15,000 followers since the launch, and the campaign has achieved over \$1.7 million in value through media releases and promotional events.

MLA consumer awareness activities include 9,051 sampling days in 896 stores and an online event to promote beef barbecue while camping during summer, which generated 33,400 views online and 1,200 Facebook interactions. Trade relationships have been strengthened through MLA briefings and forums with 550 Korean industry participants – overall satisfaction ratings from trade on the information provided by MLA was above 88 per cent. MLA also worked with the foodservice sector, conducting product training with 34 chefs and an educational forum with four R&D chefs from leading food companies. MLA conducted menu promotions with eight restaurant chains which collectively operated 1,749 stores.

MLA conducted menu promotions with **8 Korean restaurant chains** which collectively operated **1,749 stores**

European Union

Trade marketing in the EU focused on driving volume and value at events such as the SIAL tradeshow in Paris where seven Australian beef and lamb export companies exhibited. The *True Aussie* brand was launched at SIAL, which was attended by more than 150,000 people.

MLA partnered with importers, exporters and organisations including Tourism Australia throughout 2014-15 to promote Australian red meat. Examples of collaborations include: partnering with a Swedish importer to promote Australian beef at a trade show, resulting in new commercial opportunities for the trade in this high value sector of the EU market; working with an Australian exporter to deliver an Australian beef training program to a large foodservice company in Sweden, giving staff a greater knowledge of the systems that support the safety, sustainability and eating quality of Australian beef; and partnering with another importer to sponsor a *True Aussie* online resource that enables chefs to quickly create new dishes by presenting a range of Australian beef recipes to use in their restaurants.

Middle East/North Africa

Egyptian chef Tarek Ibrahim continues to be an ambassador for Australian beef in the Middle East and North Africa (MENA) region. Working full-time with MLA, Chef Tarek trained more than 2,000 chefs across the MENA region in 2014-15. He also reached an audience of 300 million TV viewers through two TV shows. In the number-one rated series, *Mashawi (Grilling)*, Chef Tarek showcased Australian beef recipes for the barbecue. Each of the 15, 60-minute episodes had 20-second *True Aussie Beef* 'bumpers' (announcements between programming and commercials). The show was supported with an online competition (to win a trip to Australia) with partners Gold Coast Tourism and Qantas. This competition had a social media impact of 17,923 page views, 6,761 active users and 2,392 entries.

In his second TV show *Hakawi (Stories from our Kitchen)* on the Fatafeat network, Chef Tarek joined forces with Syrian chef, Mohammad Orfali. During the 15-episode series, Chef Tarek and Chef Orfali showcased beef recipes for Ramadan. The first run of the show aired twice daily through Ramadan (June-July 2015). Five episodes featured *True Aussie Beef* bumpers. Chef Tarek was a guest of MLA at Beef Australia, Rockhampton in May 2015, where he, together with chefs including MLA's Sam Burke, prepared two dinners for 600 guests and participated in two lunches.

MLA's Chef Tarek trained
more than
2,000 chefs
across the MENA region
in 2014-15

Japan

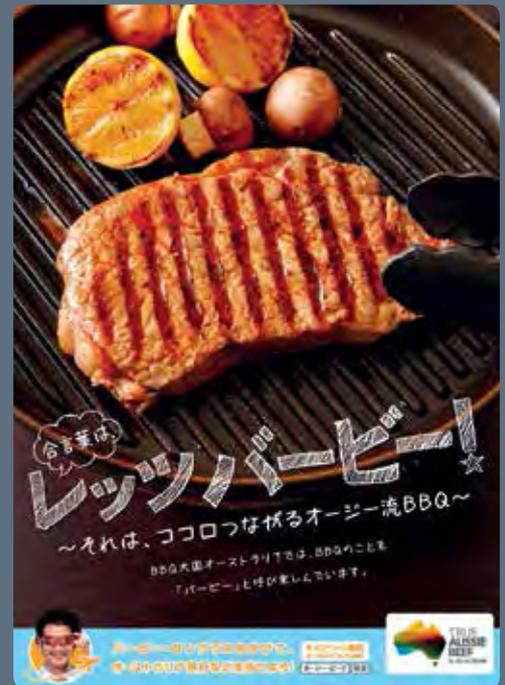
Australia remains the market leader for beef in Japan, growing market value and market share for the first time since the phased US beef re-entry commenced in 2007. Japanese consumers bought 15 per cent more Australian beef by value than the previous year. MLA partnered with companies that use Australian beef, including some of the largest global users of Australian beef: Aeon supermarkets, Zensho Holdings, McDonald's Japan, Prince Hotels and Bronco Billy.

Provenance is an important marketing tool in Japan. MLA and McDonald's Japan worked to restore faith with consumers after a food safety scare involving imported chicken, developing a campaign in December 2014 to build trust in Australia's beef supply chain. This involved producing 10 million tray mats, digital and print media, and public relations activities. As well as working on specific programs with 50 restaurant chains, MLA engaged many more through events such as trade shows and wholesaler seminars. MLA promoted the benefits of Aussie beef directly to consumers through seasonal campaigns such as the summer barbecue campaign, aimed at building a strong image of Aussie beef as a 'genki' (energy) meal choice.

China

MLA provided opportunities for more than 100 red meat exporter and producer groups to participate in major trade shows across China, including SIAL China (Shanghai), World of Food Beijing in Beijing and the 2014 China (Ningxia) International Beef and Mutton Products and Equipment Exhibition. In post-event surveys, 100 per cent of exporters had positive feedback about gaining immediate business from MLA-hosted trade shows, highlighting the strength of combined activity and drawing the attention of buying groups.

Improving knowledge of cuts and carcass breakdown remains an ongoing challenge in China, so MLA has continued to utilise three full-time local butchers (based in Taiwan) to work across greater China to complement the growing needs of training and meat safety. In 2014-15, 2,143 foodservice professionals (professional chefs, culinary students, restaurant owners and foodservice staff) were trained in using Australian beef, lamb and goatmeat across China, Hong Kong, Macau and Taiwan. In September 2014, MLA opened a new office in Beijing and the launch was attended by Australia's Minister for Agriculture Barnaby Joyce, among other dignitaries.



Let's Barbie in Japan

MLA launched its first summer barbecue campaign in Japan, *Let's Barbie*, in June 2015 with television, magazines, billboards and social media elements. Outdoor barbecue areas are growing in popularity in Japan, so MLA is encouraging Japanese consumers to grab some *True Aussie Beef* before hitting the barbecue this summer.

The new *True Aussie* brand is gaining recognition in this region, with MLA's Japan *Facebook* followers increasing from less than 500 to 26,000, and website hits rising from 275,000 to 615,000 following the *True Aussie* launch.



The *True Aussie* logo is on
the menus of 32 accounts in
Japan, totalling
11,000 stores

Growing demand

OBJECTIVE 2.7

Aggressive promotion in export markets – sheepmeat

MLA delivers marketing and promotions in export markets to maintain sales in traditional lamb markets, especially through foodservice, and partners with Australian exporters to build loyalty around Australian product.



STRATEGIES

- 2.7.1 **Disseminate** comprehensive export marketing information
- 2.7.2 **Grow** awareness, trial and purchase of Australian lamb in overseas markets through various promotional activities including advertising and sampling
- 2.7.3 **Position** Australian lamb in overseas markets by leveraging its generic positive attributes (product integrity, halal integrity, consistent quality, delicious, nutritious and easy to prepare)
- 2.7.4 **Support** the growth of branded lamb supply chains to develop trade and consumer loyalty under cooperative programs such as the CoMarketing Program



KEY MILESTONES

An additional eight major customers are recruited globally for Australian lamb

Achieved

RESULT: Eleven additional major customers were recruited globally for Australian lamb

More than 80 per cent of Australian exporters and importers are satisfied with MLA business development activities (trade shows, missions, etc)

Achieved

RESULT: More than 80 per cent satisfaction for MLA business development activities

Successful launch of MLA's *True Aussie Lamb* and project market strategies developed in lamb markets of United States, Middle East (GCC states), China and Europe

Achieved

RESULT: True Aussie Lamb launched and market strategies developed in key lamb markets

Increase the proportion of strategic marketing initiatives supported under the CoMarketing Program to more than 40 per cent

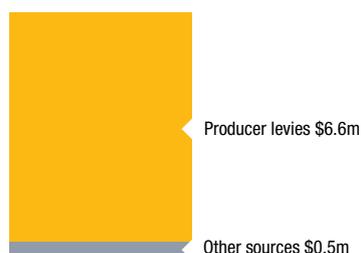
Achieved

RESULT: Over 90 per cent of initiatives classified as strategic initiatives



INVESTMENT

\$7.1 million



An additional \$208,000 was contributed by brand owners participating in the CoMarketing Program.

In 2014-15 this investment included:

- > implementing tailored marketing strategies in each major international market for Australian lamb
- > carrying out business development activities in emerging markets
- > working cooperatively with Australian exporters to develop and grow sales for individual lamb brands
- > monitoring in-market consumer and business trends

OBJECTIVE HIGHLIGHTS

Middle East/North Africa

MLA's Middle East/North Africa (MENA) team joined forces with Weber BBQ to run a six-month marketing campaign. The attributes of Australian red meat were promoted through radio sponsorship, advertising, social media and sampling at UAE's sporting and social events. MLA's co-sponsorship of Arabian Radio Network's prime time sport show, *The Grill*, included *True Aussie Lamb* title introductions, advertising spots, live reads and on-air quizzes to promote lamb.

MLA and Weber BBQ's partnership was leveraged at Dubai's Rugby Sevens competition in December 2014 and the Abu Dhabi Golf HSBC Championship where players and fans sampled *True Aussie Lamb* (see page 35 for more on *True Aussie*) cooked to perfection on Weber barbecues. The campaign reached an on-air audience of 3.2 million and a combined crowd of 182,000 at the sporting events. Three live on-air barbecue cooking competitions on Al Khaleejia and Al Arabiya radio stations also reached an audience of more than 250,000. There were 2,200 lamb posts across social media platforms in MENA during the marketing campaign.

United States

MLA targeted consumers, retail meat buyers and chefs in Florida in key consumption periods of spring (Easter) and winter (Christmas). MLA partnered with steakhouse chain Texas de Brazil (TDB) to run a four-week trivia contest, 'Get Grilled on Australian Lamb', which gave one million TDB e-newsletter subscribers the chance to answer lamb questions to win a trip to Australia. TDB and other restaurants hosted lamb showcase events for consumers, chefs and media.

Australian native, chef Aaron Brooks, became MLA's US 'lambassador' – giving TV lamb cooking demonstrations, hosting a lamb dinner for media and chefs, and serving up lamb in a popular food truck. MLA ran one-day culinary immersions in spring and winter to educate and inspire 24 chefs to use Australian lamb, and ran a contest for Miami area chefs, offering the chance to win a 10-day culinary trip to Australia if they added Australian lamb to their menu for a minimum of two weeks. MLA partnered with Costco Wholesale to integrate in-store activities including lamb tasting demonstrations, magazine articles and TV visuals. The in-store commercial received 1.17 million views.

South-East Asia

MLA ran more than 100 retail butcher training sessions as well as four major retail training events in Taipei, Manila, Penang and Jakarta. MLA now has more than 43,000 Facebook followers in Indonesia and more than 30,000 in Taiwan.

Europe/Russia

MLA supported the marketing activities of an importer to supply branded Australian lamb legs to a large supermarket chain in Denmark. MLA co-sponsored an in-store Australian lamb chump promotion with a major UK retail chain, resulting in a 112 per cent sales increase. MLA partnered with Austrade to host a red meat stand at World Food Moscow, and received inquiries from Russian and European trading companies who have commercial opportunities for Australian beef in China, South-East Asia, the MENA and South America. Activities with importers included a lamb workshop in Novosibirsk (third largest city in Russia) for foodservice and retail end users, and supporting the largest importer of Australian lamb to promote a range of cuts in Krasnoyarsk and Moscow. MLA supported two importers to attend Kazakhstan FoodWeek, where significant leads were generated.



Getting a taste for lamb

Americans have a growing taste for lamb, with Australian lamb exports in 2014-15 the highest on record, at 48,152 tonnes swt. This was 13 per cent higher than the record set the previous financial year. During 2014-15, lamb exports to the US were worth \$532.6 million, up 34 per cent on last year's fiscal year record.

MLA's targeted marketing in the US saw the number of followers of Australian Lamb's Facebook page grow by 6,134, and the e-newsletter subscriber list increase by 11,635. Consumer research revealed that unprompted awareness of Australian lamb in the US rose from 24 per cent in a year to 36 per cent – and passed New Zealand for the first time (33 per cent), while prompted consumers had 73 per cent awareness, up from 47 per cent a year ago. In June 2015 MLA's 2014-15 lamb campaign was recognised with a Stevie Award for marketing from the American Business Association.

CoMarketing

MLA's new CoMarketing Program supports Australian companies to develop marketing strategies for their beef, lamb and goatmeat brands. In 2014-15, 19 lamb companies had collaborative marketing programs with MLA. These companies collectively have 32 lamb brands and sold an average of 23,000 tonnes swt of lamb a month. For more on the CoMarketing Program refer to pages 75-76).