

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM

Three-Year Strategic Social Marketing Plan

September 2017



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OVERVIEW

In March 2017, the Alaska Department of Health and Social Services, Family Nutrition Programs, hired Northwest Strategies to develop a sustained social marketing campaign for increased fruit and vegetable consumption to improve the likelihood that persons eligible for the Supplemental Nutrition Assistance Program (SNAP formally called Food Stamps) will make healthy food choices within a limited budget and choose physically active lifestyles consistent with the current Dietary Guidelines for Americans and U.S. Department of Agriculture (USDA) food guidance.

In Alaska, the most prevalent dietary shortfall is inadequate vegetable and fruit consumption. Alaska's geographic expanse and plethora of remote communities contribute to increased prices for groceries, while also compromising selection and quality. Few Alaskans grow or gather their own produce and many are unaware of the health benefits of canned or frozen fruits and vegetables as a healthy alternative to fresh. Five census areas are identified as having the greatest need for Supplemental Nutrition Assistance Program and Education (SNAP-Ed) services, with the ability to reach the most people: Bethel, Matanuska-Susitna, Municipality of Anchorage, Kenai Peninsula Borough and Nome. Population size, poverty rate, obesity prevalence and self-reported lack of daily consumption of fruits and vegetables are primary factors in prioritizing these areas.

Alaska Native adults are the second largest demographic in Alaska, and experience substantial socio-economic and health disparities compared to white adults. They have been selected as a key audience, in addition to Alaska youth, as childhood and adolescence represent critical life stages for developing healthy habits.

A sustainable and research-based, comprehensive social marketing campaign will engage and educate Alaskans, and help shift behavior toward consuming more fruits and vegetables daily. Over the course of three years, this multifaceted campaign will increase the number of adults and youth who consume the recommended daily serving of fruits and vegetables by 2 percent.

GOALS

The campaign will be designed with the following overarching objectives:

- Improve the likelihood that SNAP-eligible Alaskans will make healthy food choices and consume more fruits and vegetables;
Increase knowledge of the health benefits of canned and frozen fruits and vegetables as alternatives to fresh;
- Increase understanding of how to mitigate the challenges of high cost and lack of availability;
- Shift attitudes regarding convenience to consider convenient healthy options, whether they are gathered, grown or purchased.

The results of these communications objectives, when combined with larger program efforts, will work toward increasing the number of SNAP-eligible Alaska adults and youth who consume the recommended daily servings of fruits and vegetables.

PROBLEMS TO BE ADDRESSED

- Translating the importance of consuming fruits and vegetables daily
- Lack of awareness of the nutritional value of canned and frozen fruits and vegetables
- How to purchase fruits and vegetables on a limited budget
- Understanding how fruits and vegetables can be incorporated into convenient meals

AUDIENCE

Primary Target Audience:

- SNAP Eligible: Alaska Native Adults Parents, grandparents, extended family members
- Rural-specific

Secondary Audience: Low Socioeconomic Status (SES) adults

- Municipality of Anchorage, Mat-Su, Kenai Peninsula Borough

Tertiary Audience: Alaska youth in all five census areas

OBJECTIVES

- Increase the number of SNAP-eligible adults who consume the recommended daily servings of fruits and vegetables by 2 percent
- Increase the number of youth who consume the recommended daily servings of fruits and vegetables by 2 percent

CAMPAIGN OVERVIEW

Our approach to developing a community-wide campaign aimed at changing social norms starts with the development of a work plan that follows CDC best practices in addressing behavior change:

S.M.A.R.T.

- Specific: Identify target audience segments and activity
- Measurable: Identify specific behavior change goals, and benefits of the desired behavior to promote. Indicate how much change is expected and how it will be measured
- Achievable: Given available resources and constraints, suggest strategies to minimize negative impact to goals
- Realistic: Address scope of work and steps needed to accomplish goals
- Time-specific: A clear timeline indicating when objectives will be met

BEHAVIORAL OBJECTIVES

In *Marketing Social Change — Changing Behavior to Promote Health, Social Development, and the Environment*, Alan Andreasen defines social marketing as “...the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence voluntary behavior of target audiences in order to improve their personal welfare and that of society.”

Because theories are abstract in nature, they can appear difficult to utilize in practice. However, since theories present organized sets of principles and concepts, they provide us with the means to approach, plan and evaluate programs by leading us to ask the right questions from beginning to end. While theory can inform all facets of a proposed intervention—from identifying a target audience to drafting project outcomes—it also enables planners to develop big-picture views of their work by providing evidence-based frameworks for their programs. When behavior theory is applied to health issues, such as obesity, it relies strongly on information from many fields of study, including psychology, consumer behavior and marketing.

For the purpose of this report, we’ve chosen to use Social Cognitive Theory (SCT) as a systematic way to approach increasing fruit and vegetable consumption with our target audiences: Alaska Native adults, low-SES adults and youth. SCT exists on the interpersonal level of experience, which suggests that individuals live in a social environment that influences their behavior. This realm of influence includes family, friends, coworkers and others. According to *Theory at a Glance: A Guide for Health Promotion Practice*, SCT describes “a dynamic, ongoing process in which personal factors, environmental factors, and human behavior exert influence upon each other.” SCT identifies self-efficacy, goals and outcome expectancies as the three main factors for determining the likelihood that an individual will change a behavior associated with his or her health.

Self-efficacy refers to a person’s belief in his or her ability to perform a task or succeed in specific situations—if individuals feel they are incapable of making healthy choices, they are less likely to 1) be motivated to change, and 2) persist through barriers to achieve behavior change. Goals, especially

incremental ones, help individuals build greater self-efficacy by reinforcing success once they are achieved, while outcome expectancies represent the results a person anticipates once he or she takes action toward changing a behavior.

As behavior change begins, changes in environmental and personal factors also occur, showcasing the influence that each factor has on the others. For example, our potential intervention for this exercise requires increasing the amount of fruits and vegetables our target audiences consume (behavior). Some members of this audience feel they cannot afford fruits and vegetables; they have a lack of awareness as to the necessity of eating fruits and vegetables; and/or do not possess the knowledge to gather, grow, select or prepare fruits and vegetables (personal factors). While others live in remote or rural areas of the state where fruits and vegetables are more difficult to access (environmental factor). According to SCT, environmental and personal factors such as these will affect if, when and how this audience choose to meet our behavioral objective.

The table below is excerpted from Theory at a Glance, published by the U.S. Department of Health and Human Services. It shows how SCT allows us to gain further insight into the current and expected behaviors of our target audience so that we can ultimately utilize that research to plan a corresponding social marketing intervention.

CONCEPT	DEFINITION	POTENTIAL CHANGE STRATEGIES
Reciprocal determinism	The dynamic interaction of the person, behavior and the environment in which the behavior is performed.	Consider multiple ways to promote behavior change including making adjustments to the environment or influencing personal attitudes.
Behavioral capability	Knowledge and skill to perform a given behavior.	Promote mastery learning through skills training.
Expectations	Anticipated outcomes of a behavior.	Model positive outcomes of healthful behavior.
Self-efficacy	Confidence in one's ability to take action and overcome barriers.	Approach behavior change in small steps to ensure success; be specific about the desired change.
Observational learning (modeling)	Behavioral acquisition that occurs by watching the actions and outcomes of others' behavior.	Offer credible role models who perform the targeted behavior.
Reinforcements	Responses to a person's behavior that increase or decrease the likelihood of reoccurrence.	Promote self-initiated rewards and incentives.

The CDC outlines six main objectives that planners should identify when crafting a health intervention social marketing strategy:

1. Specific target audience segment(s)
2. Specific behavior change goal
3. Benefits of the desired behaviors to promote
4. Costs and barriers to behavior change that will be minimized
6. The marketing mix (product, price, place and promotion)
7. Activities that will influence or support behavior change

OBJECTIVE 1: SPECIFIC TARGET AUDIENCE SEGMENT(S)

Primary Target Audience: Alaska Native Adults

- Parents, grandparents, extended family members
- Rural-specific

Secondary Audience: Low Socioeconomic Status (Low SES) Adults

- Municipality of Anchorage, Mat-Su, Kenai Peninsula Borough

Tertiary Audience: Alaska Youth in all Five Census Areas

- Bethel, Mat-Su, Municipality of Anchorage, Kenai-Peninsula Borough, Nome

HERE ARE OUR TARGET AUDIENCES IN FURTHER DETAIL:

Primary Target Audience

WHO: SNAP Eligible Alaska Native Adults: Population subgroups prioritized by unmet nutrition education needs.

- Parents and older adults are the primary caregivers for Alaska's SNAP ED eligible Alaska's youth
- Primary caregivers in rural areas often include extended family members, such as grandparents, aunts or uncles
- Primary caregivers model behavior and make purchasing decisions
- Primary caregivers are key to reinforcing positive choices, and
- Prioritize and teach important life skills, and therefore are integral in motivating and sustaining behavior change among Alaska youth

WHERE: Focus on Bethel and Nome census areas with crossover in remaining census areas

- Geographic challenges make it difficult and expensive to deliver direct service. Community-based social marketing and mass communication campaigns cast a wide net, support on-the-ground work and "fill in" where service needs are not being met

CHALLENGE: Current materials and messaging lacks cultural relevancy, connection to dietary patterns and lifestyle.

- Messages tailored for and delivered to this population are critical
- Growing fruits and vegetables is considered difficult and time consuming
- Environmental factors impacting traditional ways of life are changing behaviors
- Without widespread motivation and reinforcement sustained behavior change for this population is not possible

Secondary Target Audience

WHO: Low SES Parents

- Population subgroups prioritized by unmet nutrition education needs
- Parents make food purchasing decisions
- Parents model behavior
- Parents are key to reinforcing positive choices
- Parents prioritize and teach important life skills, and therefore are integral in motivating and sustaining behavior change among Alaska youth

WHERE: Municipality of Anchorage, Mat-Su, Kenai Peninsula Borough

- Public health approach is to reach as many people as possible as many times as possible
- Of the five priority census areas, these three are the most population dense, represent a large number of SNAP eligible Alaskans and have high obesity prevalence
- Mass communication in urban areas offers maximum reach and frequency through
- Numerous affordable mass media options
- Statewide “spill” and crossover into other markets depending on media selection
- Focus on Bethel and Nome census areas with crossover in remaining census areas
- Reinforcement of direct service work and school programs, but tailored for parents

CHALLENGE: Parents are lacking nutritional education in regard to fruits and vegetables, consider healthy foods expensive and are more prone to prepackaged or fast food.

Childhood and adolescence represent critical life stages for developing healthy habits

OBJECTIVE 2: SPECIFIC BEHAVIOR CHANGE GOAL

Tasked with planning an intervention that increases the amount of fruit and vegetable consumption among SNAP eligible Alaskans, Northwest Strategies focused on specific type of behavior change, but not as a specific objective. According to CDC best practices for social marketing, objectives must be S.M.A.R.T., which means setting aim for a measurable and achievable goal.

According to the most recent BRFSS data available (2015), the majority of Alaska adults (80.5 percent) consume fewer than the recommended daily serving of five fruits and vegetables. Adults in rural regions are also less likely to meet the recommended intake of vegetables and fruit. In the Nome census area, for example, nearly 90 percent of adults do not consume the recommended intake of vegetables and fruit. According to data from YRBS only 20 percent of Alaskan youth of high school age consumed vegetables or fruit five or more times over the past seven days.

Over the next three years (2017 – 2020), this social marketing campaign aims to decrease the percentage of Alaska adults who consume fewer than the recommended daily serving of five fruits and vegetables by 2 percent. The State can expect a paralleled decrease for high school age Alaska youth, measurable through the YRBS. If the campaign launches in 2018, a more accurate baseline for consumption should be established using 2017 BRFSS data, which will not be available until Jan. 2018. From that point forward, high-level progress may be measured utilizing the biannual BRFSS and YRBS

surveys. Testing ad recall through a statewide survey (quantitative) and utilizing focus groups (qualitative) can fill in and help inform necessary adjustments to the campaign.

The specificity of this objective presents a clear, achievable result that will boost positive reinforcement (a SCT concept) within the target audience once it is completed. This objective also allows the State to build on the incremental successes of their target audience in the future, eventually fulfilling the program's ultimate health goal: participants will increase behavior consistent with the Dietary Guidelines for Americans and MyPlate, which will result in an increase in the percentage of adults and youth who consume the recommended daily servings of fruits and vegetables. According to a wide body of research, behavior change is most likely to occur when gradual changes are implemented.

OBJECTIVE 3: BENEFITS OF THE DESIRED BEHAVIORS TO PROMOTE

The benefits of the desired behavior change must be identified from the point of view of the target audience. These benefits are the foundation for developing campaign messages.

While being healthy is a benefit, it is not a motivating factor for the target audience, as stated below, who is generally already aware that they should be eating fruits and vegetables but are not engaging in the behavior. Of the SNAP-Ed focus groups participants in Anchorage and in Bethel, 88 percent reported that fruits and vegetables should be consumed daily. When collecting and reviewing our campaign inventory, quality family time and convenience rose to the top of the list of beneficial campaign themes. Focus group participants confirmed these are valued benefits by favorably responding to these messages and the concepts communicating them.

Focus group results also indicated only 8 percent of participants agreed that canned fruits and vegetables are just as healthy as fresh fruits and vegetables, and only 8 percent agreed that frozen fruits and vegetables are just as healthy as fresh fruits and vegetables. This appears to be a common misconception and it presents an opportunity to be addressed and reinforced by affordability and convenience.

Benefits to target audience:

1. Quality family time

Quality family time is a direct benefit of shopping, preparing food and dining together. It is also a benefit of growing and gathering, both as a family and a community. Through these activities Elders pass knowledge down to adults, and adults to kids, strengthening traditions, reinforcing cultural values and modeling healthy behavior.

2. Convenience

People are busy, always moving and constantly on the go. Raising awareness and providing education on how easy it can be to fit fruits and vegetables into our target's lifestyle is imperative. Providing sensible tools, such as quick tips on how to simply prepare meals, can be put to work preparing and incorporating fruits and vegetables into our target audiences' meals is imperative. Providing sensible tools, such as quick tips on how to simply incorporate fruits and vegetables into your lifestyle, can be put to work immediately yielding instant satisfaction.

3. Affordability

One of the greatest shared barriers between the primary and secondary target audiences is perception of cost, or how the consumer considers price relative to disposable income. Raising awareness about the health benefits of frozen and canned produce, an often less-expensive option, saves money and helps make a healthy choice easier. Fruits and vegetables grown and gathered can sometimes also be a less expensive option. Sharing actionable tips on ways to grow, gather and shop in an inexpensive fashion would be considered a tremendous benefit.

OBJECTIVE 4: COSTS AND BARRIERS TO BEHAVIOR CHANGE THAT WILL BE MINIMIZED

Barriers are factors that prevent the target audience from making the desired behavior change.

Environmental Barrier: Quality and Availability

Quality and availability largely influence purchasing decisions, especially in rural Alaska where there is often little variety, and the quality is poor.

Personal Factors: Perception of Cost

The perception of cost remains high in both rural and urban Alaska. Rural areas can pose additional unique situations where the cost of all groceries is high and, depending on where you live, seemingly less expensive alternatives are just as expensive, if not more, due to their weight (canned vs. fresh). Limited accessibility can also drive costs upward.

Personal Factors: Lack of Awareness

Most focus group participants lacked awareness of the nutritional value of frozen or canned fruits and vegetables, and felt these products were inferior when compared to fresh.

OBJECTIVE 5: THE MARKETING MIX (PRODUCT, PRICE, PLACE AND PROMOTION)

The marketing mix is presented to the target audience in a variety of ways by identifying the four P's: product, price, place and promotion.

"Product" refers to our desired behavior change and all of the benefits that will lead the target audience to adopt that behavior. Our product is increased fruits and vegetables consumption, by way of quality family time, affordability and convenience. All of which will ultimately result in healthier Alaskans.

"Price" refers to the cost the target audience associates with the behavior change. In social marketing, the cost is the barrier to the behavior change. As identified previously, personal factors this campaign will address include perception of cost and lack of awareness of alternative options to buying fresh produce.

"Place" refers to where you can find the target audience and where they perform the behavior you are looking to change. In this case, where they shop and dine. Place provides a person with a variety of locations to market our proposed intervention, from buses to grocery stores, community centers to schools, and everything in between. For the purposes of this plan, this plan focuses on grocery stores, homes, and restaurants due to accessibility of the audience.

“Promotion” involves identifying messages, materials and channels that can be utilized to promote the desired behavior change. At this juncture we would again rely heavily on the behavioral theory, SCT, which will inform how we craft our promotion to best reach our targeted audience. What kinds of messages will resonate? And how are those messages presented in order for parents to feel a strong sense of self-efficacy? How do personal and environmental factors competing with the adoption affect the desired behavior change? Where can the target populations be reached most effectively? Once these questions are answered, intervention messages, collateral and media can be proposed.

OBJECTIVE 6: ACTIVITIES THAT WILL INFLUENCE OR SUPPORT BEHAVIOR CHANGE

Design activities that will influence or support behavior change utilizing the marketing mix identified above.

NWS proposes activities that will engage the target audience and provide education regarding fruits and vegetables consumption by:

- Designing targeted messages
- Producing collateral that advances our messages
- Developing a media plan and earned media opportunities to reach the target audience frequently and with multiple channels
- Planning and producing advertising (TV, radio, print, online, etc.) that advances the messages
- Identifying and working with stakeholders, and champions from partner organizations, that can provide support and/or promote the program
- Facilitating word-of-mouth publicity and planning events that promote the program

This intervention would be followed by evaluation and implementation.

SCT FULL CIRCLE

As noted in our theoretical approach, SCT is a valuable theory that can inform all facets of intervention planning and enactment as evidenced by the example below:

Design an advertising campaign that encourages the target audiences to increase the amount of fruits and vegetables they serve to their families (behavior). Alaska adults are generally conflicted with the high cost of fruits and vegetables and are choosing convenient foods instead. NWS's research reveals Alaska adults have a general lack of awareness regarding the nutritional value of frozen or canned fruits and vegetables, which offer more affordable options for their families (personal factors). Campaign messaging would educate the target audience on the importance of including canned, fresh or frozen fruits and vegetables that are gathered, grown or purchased into their diet, even if restricted by a limited budget (behavioral capability). Messaging would communicate the benefits of including fruits and vegetables in every meal (expectations). Messaging would also encourage Alaska adults to set achievable, incremental goals (self-efficacy) of including fruits and vegetables in every meal, and provide information about relevant ways to do so. Parents/primary caregivers within the household serve as role models for their youth (observational learning). Positive behavior is incentivized with more family time (reinforcement) and convenient and affordable meals. As Alaska adults put their healthy choices into practice, they increase the consumption of fruits and vegetables for themselves, their families and their community, reinforcing healthy habits all the way around (reciprocal determinism).

INTERVENTIONS

In regard to the target audiences, perception of cost and availability are the biggest barriers to regularly consuming fruits and vegetables. The main purpose of the campaign is to help people understand how they can mitigate the challenges of high cost and lack of availability when it comes to gathering, growing, or purchasing fruits and vegetables.

CAMPAIGN MESSAGE

Formative research findings point toward the use of the It's All Good concept, which was tested in both focus groups, as the overarching theme for the campaign. NWS found most participants do not believe frozen or canned fruits and vegetables are as good as fresh options. If a social marketing message could influence target population behavior to overcome this obstacle, the range of options would widen to include more convenient and less expensive options.

In regard to this specific message, NWS's recommends increasing its credibility and believability by adding supporting sources, or even potentially using the low believability as a hook to capture attention. NWS also suggests utilizing the second highest-rated concept, Better Together, to support the message to add the family aspect, incorporate gathered or grown objectives and add local relevancy. Focus group participants loved the concept of family and sharing meals together. Incentivizing positive behavior with more family time especially resonated with Alaska Native Peoples who, above all else, value their Elders and youth. Traditional activities, such as subsistence hunting, fishing or gathering is typically done in groups, as is the preparation of traditional foods. For this target audience NWS recommends utilizing imagery representative of these activities. All focus group participants reacted positively to imagery of families in various regions of Alaska and the diversity of gathering or growing to demonstrate cost alternatives.

A secondary campaign message should address convenience, wrapping in cost savings through visuals and other means. Messages, such as "Fruits and Veggies – The Original Fast Food" and "Pick it. Pack it. Take it with you." Were well received. Participants felt the messages were memorable and reinforced just how easy it is to pack healthy foods for your family.

CAMPAIGN: IT'S ALL GOOD

To successfully implement a low cost campaign the SNAP-Ed program will need to heavily depend on the program team including the Alaska Department of Health and Social Services Public Information Team (PIT), WIC coordinators, educators and community partners to distribute this information to the public.

Campaign Elements

Before the It's All Good campaign can be launched, visual elements will need to be developed by the program team reflecting the messaging and design of the recommended concepts.

Style Guide

NWS recommends that a style guide should be created to include communications and graphics standards describing the various components of the It's All Good campaign's public identity and provide

guidelines for its use by the program, partners, grantees, stakeholders and any graphic designers working on behalf of It's All Good. These guidelines will help standardize communications to ensure It's All Good is always presented in a consistent and positive light.

Logo

An It's All Good logo should be created to brand materials consistently and prompt instant public recognition.

Photography

Photography of people, fruits and vegetables from various regions in Alaska, preferably from the five census areas, should be taken. NWS found that the audience prefers to see people from their communities, and fruits and vegetables that are accessible in their regions.

Collateral Materials

The following collateral materials should be created for partners and grantees to distribute within the five census communities. There would be a cost for printing associated with creating these materials.

Posters

Display in food retailers and food pantries to reinforce the message "canned, fresh or frozen its all good" and encourage the audience to visit the website for healthy recipes that fit their budget.

An additional poster could be created focusing on eating fruits and vegetables together, with imagery of families and an It's all Good sub-message. This could be distributed in schools, libraries, community centers, boys and girls clubs, etc. within the five census areas. Encourage the audience to visit the website for ideas to incorporate family time into gathering, growing or purchasing fruits and vegetables and fun recipes the family can make together.

Rack Cards

How to include more fruits and vegetables while on a budget with ways to gather, grow or purchase fruits and vegetables in their area. Also, drive the audience to the website for more information and recipes.

Reinforce the message "canned, fresh or frozen it's all good" and include tips to shopping on a budget. Encourage the audience to visit the website for healthy recipes.

"Pick it. Pack it. Take it with you." messaging with ideas for healthy snacks on the go.

Community Toolkits/Lesson Plans

Distribute a toolkit demonstrating how healthy foods and fun activities can come together in a school environment and help establish healthy behaviors as the norm. NWS recommends the State partners with the Oregon State University's Food Hero Campaign to utilize The Healthy School Celebrations Toolkit <http://foodhero.org/hsc-toolkit> which explores the benefits and best practices of healthy celebrations, providing strategies as well as resources to facilitate integration of healthy celebrations in the classroom and beyond.

The recipe packet includes 12 simple, healthy classroom recipes with a buying guide, list of ingredients, supplies and directions to prepare the recipe for a class of 25-30 students. Funding for food and supplies are the responsibility of the individual, teacher or organization.

Recipes and ingredients could be altered to fit the need of the unique Alaska landscape.

Website

Enhance the state website or if funding allows, create a campaign specific website to be utilized as a main portal for all information and is easily accessible for the audience.

The website should include:

Healthy recipes

- Fast and affordable
- Kid-friendly
- Cooking methods
- Special diets
- Alaska Native traditional foods recipes

Tips

- Eating on a budget
- Eating healthy
- Storage
- Gathering, growing and purchasing in your area
- Canned, fresh or frozen
- Staying active
- Monthly magazine

MONTHLY MAGAZINE

A monthly e-magazine could be created and distributed through email, housed on the website or if funds allow, printed and distributed in the five census communities. The magazine could have a new theme each month with a particular vegetable or fruit as the main ingredient for all the recipes included in the issue. It could include fun, active family activities, tips and tricks for saving money while still eating healthy and a list of SNAP friendly food distributors in each community. If a partnership with local low-income food distributors in the census communities could be established, a coupon for free or marked-down fruits and vegetables could be included in each monthly magazine.

COMMUNICATIONS: EARNED MEDIA, PUBLIC AND INTERNAL RELATIONS AND SOCIAL MEDIA

A fully-integrated social marketing program will use public relations to reach target audiences in a more credible and meaningful way.

Recognizing the challenges PIT faces, as well as the amount and variety of work they are responsible for, a solid plan for strategically and responsively managing earned media needs to be developed and implemented.

To create earned media designed to assist in behavior change, any plan of this magnitude starts with three key components:

1. Internal alignment
2. Stakeholder contact
3. Media strategy

Internal Alignment

Develop specific goals, objectives and processes using messaging developed through formative research and goals identified as part of the overall work plan. Develop internal protocols and create stakeholder contact lists (a stakeholder matrix).

Stakeholder Matrix

This will define and prioritize stakeholders, including media and organizations helping the State's efforts, appropriate communication channels and the contact frequency. The matrix is a strategic spreadsheet designed to organize the information in one place. While it is impossible to identify every stakeholder, this matrix will be a dynamic tool that will continue to identify stakeholders and provide guidance for the media contractor and the PIT.

Media Strategy

This starts with identifying key contacts within the PIT who will be charged with developing news media relationships, ensuring the PIT is top of mind when SNAP related issues arise.

EARNED MEDIA PLAN

While a traditional paid media campaign is necessary, a successful earned media campaign requires different methods. NWS recommends an approach that considers the campaign's expanded health equity goals to reach disparate populations and draw from the following:

1. A local contact/spokesperson for media outreach (all news is local, local, local) in the five census areas: Bethel, Municipality of Anchorage, Mat-Su, Kenai Peninsula Borough and Nome
2. A respected, local community-based partner organization in the five census areas
3. Coverage of existing and development of new community-based annual events
4. Nontraditional media outreach:
 - a. Alaska Native Corporation newsletters
 - b. Alaska Native nonprofit newsletters
 - c. Alaska Federation of Natives (AFN) publications
 - d. First Alaskans Institute (FAI) publications
 - e. Alaska Native Tribal Health Consortium (ANTHC) publications
 - f. Tribal health organizations publications
 - g. Free publications (Press, Alaska Coast Magazine, The Northern Light)
 - h. Develop and place compilation of positive stories in State of Alaska job centers and Permanent Fund Dividend offices

Goals

Create new relationships and nurture existing ones between stakeholders (PIT, regional spokespeople, community partners, etc.) and the media, which in this instance includes Alaska Native Corporations, AFN, FAI, Alaska Native nonprofits, tribal health organizations and free publications.

Relationships will grow through individual meetings and story pitches about the health effects, cost and accessibility of fruits and vegetables in our state. These meetings will underscore the need to educate the public on consuming more fruits and vegetables and of the cost alternatives through promoting It's All Good. These efforts will keep the importance of consuming fruits and vegetables top of mind and make the PIT and its partners the first call from the media, as well as allow HSS to increase its already strong presence as the subject matter expert on health issues in Alaska.

Information tools:

- Stakeholder matrix
- Fact sheets/talking points
- Press releases
- Opinion editorials
- Video press releases
- List of identified contacts and community partners with contact information (broken down by region) for media
- Core messages books for identified spokespeople

Social Media

Social media is constantly changing, and with new platforms and opportunities arising daily, it is imperative to stay up-to-date on research, national and local trends and usage rates here in Alaska. Social media is not a stand-alone campaign strategy—it is most effective when acting as a layer of support to the overall paid and earned media campaign. It provides campaigns an opportunity to engage the target audience in a personal way, have a conversation with them and promote change.

Facebook is not about “likes.” It’s about engagement. Yes, it’s impressive to collect tens of thousands of followers, but social media on any platform is about the engagement and interaction of your online community.

- Are you listening and responding to your followers in a timely manner?
- Do they trust you?
- Do the posts engage your audience and reinforce paid and earned media campaign messaging?

The SNAP ED page growth (increase in likes) must be complemented with a parallel growth in engagement, thus the importance of creating strategic messaging supported by quality content. A strategic plan based on the program’s goals and target audience should be developed to guide the delivery and timing of this messaging. It should be coordinated with any public relations efforts, community events and remain in line with paid media campaigns for total integration to achieve maximum effectiveness.

An effective social media management plan includes the following:

- Audit of current social media to ensure messaging and voice is appropriate and consistent across platforms (on-brand)
- Strategy plan for each unique platform
- Content calendar
- Strategic online partnerships with like organizations and causes
- Leveraging PR
- Evaluation tools, baseline assessment and monthly reporting

Tools, additional applications or mini-campaigns may be used to increase engagement, thus increasing brand awareness. Social media may be promoted via paid advertising as dictated by campaign goals and budget.

The design and implementation of a social media policy should be the first step before launching any social media activity.

Some ideas on how social media might be utilized to establish a strong online community, promote engagement and ultimately carry out the goals of the work plan:

Healthy Fun Food Tutorials

- Engaging pictures that link to the website with recipe
- Pinterest button to help create leads

Healthy Smoothie Recipe Contest Using Real Fruit

- Facebook contest
- Pinterest button to help create leads
- Photo gallery of recipe entries

Contest Sharing Fun Food Tutorial

- Facebook contest
- Photo gallery of entries

E-magazine

- Carry out monthly theme on social media
- Link to the magazine for more information

Living Healthy is my Culture

- Use pictures of kids participating in healthy activities within their communities, such as fishing, hunting, gathering or growing fruits and vegetables, and subsistence activities
- Promote as posts on Facebook

Promote Healthy Schools or Organizations that Utilize the Community Toolkit

- Posts on Facebook

Video Diary of Prepping (training, healthy eating, and staying in shape) for Alaska Native Games

- Campaign posts
- Video diary entries of training and progress

Fun Facts

- Canned, fresh and frozen
- Obesity in Alaska
- Fruits and vegetables

Additional Interventions

If additional funds should be available, we recommend producing and placing TV, radio, print, online and paid social media to continue the efforts.

TV production: \$5,000 – \$25,000

Print production: \$1,000 – \$6,000

Online production: \$1,000 – \$4,000

Social production: \$1,000/monthly

Radio production: \$1,000 – \$2,500

MEDIA

If media options are going to be considered, below are considerations when placing and purchasing.

MEDIA PLACEMENT

Prior to creating and executing a media campaign, NWS recommends that the media team first spends ample time and thought working with a client to determine the correct target audience, and the demographics and psychographics of that audience. The media team should learn everything they can about the target audience, who they are, where they are, and what medium they use to get information. Through both qualitative and quantitative research, such as focus groups and surveys, they mine the specifics about our target audience, and then combine that with what is already known to develop an appropriate approach.

Next, NWS recommends conducting a market-specific research. For example, do adults 25-54 in Anchorage tune into news programming as much as they do in Juneau? How many radio stations in Anchorage are appropriate for this audience? Does Fairbanks have as many stations that will work to meet our goals? The data that NWS subscribes to from Nielsen, Arbitron and Eastlan allows us to make these decisions accurately and with confidence.

NWS also recommends that state consider the unique media environment in Alaska. Marketing to Alaskans is different, and reaching Alaskans in rural areas is extremely challenging. An important factor to consider to effectively and efficiently place television in urban and rural Alaska markets is to understand the “spill” into outlying communities. For example, the Anchorage Channel 2 (KTUU) news programming at 6 p.m. and 10 p.m. is sent down to Juneau to broadcast on KATH, Juneau’s NBC affiliate. So if an advertiser places a spot in the Anchorage 6 p.m. or 10 p.m. news, the spot will most likely air in Juneau as well.

There are also several seasonal considerations that must be factored into a media campaign/plan in Alaska. For example, Alaskans tend to “hibernate” in winter, which means their media consumption spikes during colder months. The opposite is true during the summer when Alaskans move outside to enjoy fishing, hiking, boating and biking. Different mediums and alternative strategies must be utilized to reach these on-the-go Alaskans. One such strategy might be adding more radio to the summer months and/or changing the television daypart mix to include more late-fringe and less primetime programming.

NWS recommends the State then determine what mediums are best for the target audience based on the budget given. For example, does the budget allow for TV and radio at efficient levels? What mediums are available in each market, and can they reach our target audience effectively?

The State should also look at SQAD information, the industry’s national media cost forecasting source, to determine cost per points (CPP) on radio and TV to ensure an efficient buy and keep media outlets prices

competitive. Points are the ratings on TV and radio, or the number of viewers and listeners at a given time. One rating point equals one percent of a potential audience. CPP is the value of purchasing one rating point, and overall CPP is calculated by choosing programming appropriate for the target audience and combining the CPP of purchasing this programming. Not all programming is cost efficient. Purchasing news programming is better to reach an educated, more affluent audience, adults 25-54, than for an audience of 12- to 24-year-olds. The State should make sure their CPPs are on target and achieve better than SQAD outlines, usually 10 percent to 25 percent lower.

Total TV and radio gross rating points (GRPs) are then calculated based on budget, reach and frequency needed to make an impact on the target audience, and to get the target audience to hear the ad enough to resonate, increase their awareness and understanding, and then finally to make a change in their behavior.

- Reach is the percent of different homes, within the determined target audience, or persons exposed at least once to an advertising schedule over a specific period of time.
- Frequency is the number of times that the average household or person in the target audience is exposed to the schedule in the specific period of time.

Finally, negotiations take place to secure the best rates. NWS recommends that State find a contractor that has significant buying power in Alaska, competitive rates. For example, KTVA CBS in Anchorage extends a 30 percent discount to NWS for all clients.

From there an annual media plan is constructed by market and by medium to outline the map of your year in media. An annual plan is best as placing media as far out as possible will secure better rates and lock in the best inventory. This map can and does include information on anything pertinent to the State's campaign, such as holidays throughout the year, events that media needs to be focused around, Nielsen sweeps periods, etc. The media plan is ever-changing to fit a client's needs throughout the year.

BUYING MEDIA AND IMPLEMENTING THE PLAN

Television

When buying TV, the media buyer uses a projected rating determined by the most recent Nielsen survey shares (shares are the percentage of homes using TV tuned to a particular program) and the relevant time of the year Nielsen survey HUTs (Homes Using Television; percentage of homes using TV at a given time). For example, for a buy placed in November of 2017 the Nielsen survey book of May 2017 would be used for the shares, and the November 2016 book would be used for the HUTs. Using a projection is a way to track and analyze TV shows by quarter, year to year, to determine if they are doing well and to compare programming costs in Alaska. When the State buys software, Strata, projects a rating which is then reviewed by the media buyer to make sure the ratings given is reasonable and attainable for posting purposes. If not, the media buyer manually alters the rating so that it is realistic.

Nielsen Survey Books/sweeps time periods by market:

- Anchorage: February, May, July and November each year
- Fairbanks: February, May and November each year
- Juneau: February, May and November each year
- No other markets in Alaska are surveyed by Nielsen for TV ratings

In addition, there is the Alaska Rural Communications System (ARCS). Sometimes ARCS may be the only option to reach a target audience in rural communities via network television. Using the ARCS is a significant means of delivering the message to rural audiences. ARCS rebroadcasts programs from different networks to build its own nightly schedule, so the media buyer strategically buys programs in Anchorage that are known to also air on ARCS. For example, ARCS rebroadcasts the KTUU 6 a.m. and 6 p.m. news but not always the KTUU 10 p.m. news. Some nights the KTVA 10 p.m. news airs instead, so the media buyer buys KTVA 10 p.m. news in addition. ARCS constantly changes its programming schedule and so careful attention must be paid to stay on top of the scheduled programming planned to air.

Radio

When buying radio, the media buyer either uses an average rating determined by two Arbitron survey books or a straight one book rating through an Eastlan survey book. Arbitron only rates the Anchorage market and two surveys are completed per year, one in the spring and one in the fall. Eastlan survey books are completed one time per year in most markets. Eastlan surveys:

- Mat-Su/Palmer
- Fairbanks
- Juneau
- Kenai/Soldotna
- Ketchikan
- No other markets in Alaska are surveyed by Arbitron or Eastlan for radio ratings

Purchasing public radio is often the only way to reach rural Alaskans via radio. Many residents in rural Alaska have limited or compromised access to the Internet. This means marketers must be smart about their media placement – and also be willing to look beyond traditional, mass mediums to reach rural audiences.

Online

Online is generally purchased by impression, meaning a set amount of impressions are to be earned over a set period of time. Some sites such as YouTube, through Google, may be purchased based on pay per click, meaning an advertiser only pays for placement every time a person clicks on the advertiser's ad.

Media buyers generally purchase online display ads through impressions by CPM (cost per thousand). This way a precise number of impressions can be planned and purchased based on a sites unique visitors per month. Trying to purchase impressions based on share of voice is too expensive for Alaska's top sites such as the ADN.com, as the ADN.com earns millions of impressions a month.

RESEARCH AND EVALUATION

Formative Research and Pre-testing

A research and evaluation plan is necessary to ensure campaigns are evidence-based and effective. Campaign effects, both intended and unintended, require evaluation to improve future campaigns. Lastly, evaluation provides proof of campaign effectiveness, which is often necessary—reaching beyond specific campaign objectives—to convince stakeholders that mass media works and that maintaining momentum through a sustained media effort is a best practice approach.

Formative message development is the process of finding the message, while concept and message testing ensures we get the message right. NWS performed formative research at project start to determine what the message should be and how our target audience might respond to that message. NWS also conducted fielded research, located existing research and then triangulated that data to make a recommendation to move forward.

The ultimate mix and scope of the various research methods were determined prior to campaign concept development, and was adjusted as necessary in an effort to tailor tools to proposed creative. Focus groups, statistics gleaned from the Centers for Disease Control and Prevention, Alaska BRFSS and YRBSS reports and the SNAP-Ed Needs Assessment informed and supported the campaign's formative research.

Focus Groups

Focus groups are an important tool to gain a deeper insight into the knowledge, attitudes, behaviors, beliefs and motivating factors of the target audience when it comes to increasing the consumption of fruits and vegetables. Focus groups served as a critical step in gauging the likely effectiveness of messaging.

The methods and depth of analysis for focus group data was determined by the purpose for which the data is being collected. For instance, conclusions around the effectiveness of a message or promotional piece may be straightforward, requiring only a summary of the findings. This may also be the case when themes become apparent early on and conclusions can be reached through reviewing notes, video and survey responses. In other cases, understanding core beliefs, attitudes and behaviors, more in-depth analysis may be necessary such as transcribing interviews, categorizing responses and examining nonverbal communication.

Focus groups were part of the formative research and messaging materials were developed and tested. Focus groups were conducted in Anchorage and Bethel and five messages were tested. The size of the individual focus group was 10 to 12 participants. Participants were compensated with a \$50 check card for their time.

Formative Research

Partners

- Food supply chain: producers, distributors and retailers
- School districts
- Farmer's markets
- Primary care clinics
- After school programs
- Childcare centers
- Senior centers
- Food pantries
- Local WIC and public assistance offices
- Community partners
- Obesity Prevention and Control Program
- Food Bank of Alaska
- Alaska Food Coalition
- Alaska Food Policy Council
- Family and Nutrition Services
- Senior and Disabilities Services/Meals on Wheels
- Alaska Native Tribal Health Consortium Wellness Program
- Healthy Futures

TIMELINE

YEAR 1 (Now – June 30, 2018)

- Baseline survey
- Develop media
- Place media
- Implement campaign strategies
- Ad recall survey no. 1

YEAR 2 (July 2018 – June 30, 2019)

- Consider 2017 BRFSS and YRBS results, evaluate campaign for effectiveness (utilizing surveys) and adjust goals as necessary (BRFSS and YRBS data released Jan. 2018)
- Implement campaign strategies
- Ad recall survey no. 2

YEAR 3 (July 2019 – June 30, 2020)

2019 BRFSS and YRBS is fielded, results not available until Jan. 2020

- Evaluate for effectiveness and adjust campaign as necessary
- Implement campaign strategies
- Ad recall survey no. 3
- Evaluate for effectiveness

BUDGET

Budget is largely determined by funds available and the sustainability of those funds. That information is unavailable for now, so this plan is designed to be broad and flexible. That being said, a sustained media presence is imperative to effect behavior change resulting in changing social norms.

The level of the campaign's paid media spend will determine what kind of assets to produce and how many. Sample costs for one-time production are listed below.

TV production: \$5,000 – \$25,000

Print production: \$1,000 – \$6,000

Online production: \$1,000 – \$4,000

Social production: \$1,000/month

Radio production: \$1,000 – \$2500

This material was funded in part by USDA's Supplemental Nutrition Assistance Program. The Supplemental Nutrition Assistance Program provides nutrition assistance to people with low income. It can help you buy nutritious foods for a better diet. To find out more, in Alaska call (907) 465-3347 or contact your local social services office. The U.S. Department of Agriculture (USDA) prohibits discrimination against its customers, employees, and applicants for employment on the bases of race, color, national origin, age, disability, sex, gender identity, religion, reprisal and, where applicable, political beliefs, marital status, familial or parental status, sexual orientation, or if all or part of an individual's income is derived from any public assistance program, or protected genetic information in employment or in any program or activity conducted or funded by the Department. (Not all prohibited bases will apply to all programs and/or employment activities.) If you wish to file a Civil Rights program complaint of discrimination, complete the USDA Program Discrimination Complaint Form, found online at http://www.ascr.usda.gov/complaint_filing_cust.html, or at any USDA office, or call (866) 632-9992 to request the form. You may also write a letter containing all of the information requested in the form. Send your completed complaint form or letter to us by mail at U.S. Department of Agriculture, Director, Office of Adjudication, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, by fax (202) 690-7442 or email at program.intake@usda.gov. Individuals who are deaf, hard of hearing, or have speech disabilities and wish to file either an EEO or program complaint please contact USDA through the Federal Relay Service at (800) 877-8339 or (800) 845-6136 (in Spanish). Persons with disabilities who wish to file a program complaint, please see information above on how to contact us by mail directly or by email. If you require alternative means of communication for program information (e.g., Braille, large print, audiotape, etc.) please contact USDA's TARGET Center at (202) 720-2600 (voice and TDD). USDA is an equal opportunity provider and employer.