

EMPOWERED HEALTH: A STRATEGIC  
AND VISUAL GUIDE TO FIGHT  
CHILDHOOD OBESITY

by

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## DEDICATION

This thesis is dedicated to my wife Donna, who through these long years of my part time commitment to finishing the MFA Communication Design program graciously supported the many late night projects and the ongoing weekend trips from our home in Houston to San Marcos for studio classes. I thank her for the willingness to set aside her time and dreams as I dedicated “our” time to finishing my MFA.

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## ABSTRACT

Most companies, organizations or brands are good at producing a product or delivering a service, but are faced with the challenge of how to market that product or service to an appropriate audience. Just because your company has a good product doesn't mean that customers will magically rush to buy what you have. As David Olgivy (1983) stated in his book *Olgivy on Advertising*, "[it seems] everyone involved has a vested interest in prolonging the myth that *all* advertising increases sales to some degree. It doesn't." He goes on to explain the importance of doing your homework to completely understand the product, the company and most importantly the customer and what they care about.

This is what "informed design" attempts to do: bridge the gap between analytical thinking and intuitive thinking with a better understanding of the company, its product, and how it relates to the needs of its customers. The process involves doing extensive research of the current situation of the company, the product or service offerings, brand attributes, the problem, competition and the customers to develop informed strategies and smart creative solutions that are relevant to the target audience and their interests.

This thesis will use informed design to rebrand an existing research program at the Nutrition and Foods School of Family and Consumer Sciences at Texas State University, the "Best Food FITS" program. Best Food FITS (best food for families with infants and toddlers) is "a community-based intervention designed to address childhood obesity." The objective was to improve access to healthier diets through partnerships with restaurants by removing sugar-sweetened beverages, decreasing high-calorie entrées and increasing fruits and vegetables on menus.

More than one third of Americans are suffering from the most preventable cause of death. Obesity is the leading public health problem in America, lowering the quality of life and contributing to increased risk of coronary heart disease, stroke, high blood pressure, type 2 diabe-



tes, gallstones, breathing problems and certain cancers (Trust for America's Health, 2013). The information to help fight obesity is in abundance from online forums, websites, medical clinics, community groups, school programs, public service platforms and an unbridled flood of quick weight loss solicitations. This ongoing bombardment of messages, without the ability to verify their accuracy, present a significant communication challenge for those providing valid information to specific audience groups.

This "Empowered Health" thesis will develop the branding system necessary to open communication channels with the Best Food FITS primary audience of parents with infants, toddlers and teens in the San Marcos area. The goal is to create a platform that allows Best Food FITS to share the information that parents seek to help them make healthier dietary decisions for their families and improve their overall health.

## I. INTRODUCTION

### A. Childhood Obesity

Obesity has become one of the most important public health issues and is a leading preventable cause of death, contributing to a multitude of chronic diseases including an increased risk of developing heart disease, stroke, type 2 diabetes, obstructive sleep apnea, hypertension, dyslipidemia, metabolic syndrome and certain cancers. The incidence of obesity lowers the quality of life, affects self esteem and leads to health consequences beyond that of the individual. Medical expenses in the United States for 2008 associated with obesity and related health issues have been estimated at \$147,000,000,000.00 (Finkelstein, Trogdon, Cohen, and Dietz, 2009).

According to statistics from the National Health and Nutrition Examination Survey (NHANES), published in January 2012 by the CDC (Centers for Disease Control), 35.7% of U.S. adults are obese (Body Mass Index of 30.0 or higher). In children and adolescents age 2–19 the rate of obesity has grown to over 17%, with the highest rate being adolescents between the ages of 12 and 19 at more than 20%. The incidence of adolescents (age 12-19) that are obese and overweight has climbed to 34.5% according to a report from NHANES (Ogden, Carroll, Kit, and Flegal, 2012).

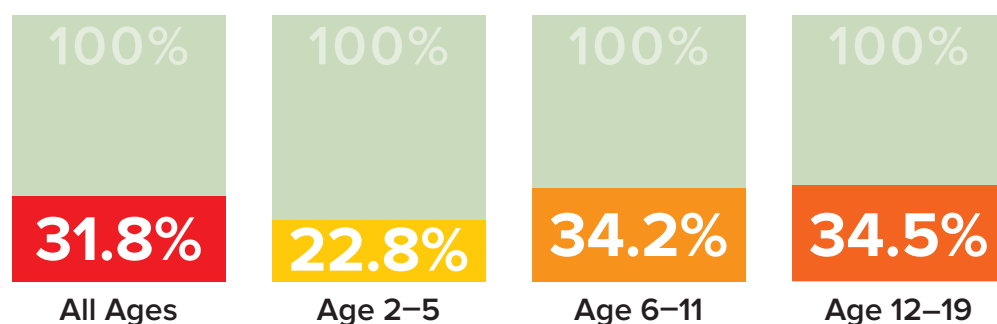


Figure 1.1 U.S. prevalence of childhood overweight and obesity (Ogden, et al., 2012).

Simply stated, obesity is caused by an improper energy balance. More energy in (calories) than energy out (breathing, digesting, and physical activity) causes weight gain (National Institutes of Health, 2012). In a 2011 survey of food and health by the International Food Information

Council Foundation, it was found that consumers still struggle with understanding and controlling their calorie intake. Only 9% of Americans could correctly estimate the total number of calories they need in a day and as many as 75% were unsure of the relationship between consuming too many calories and weight gain (Matthews, 2011).

Childhood obesity is a complex health problem affected by medical and behavioral issues. Medical issues that impact obesity are genetics, metabolism and disease. Behavior of children and adolescents are in turn heavily influenced by environmental factors that include the level of

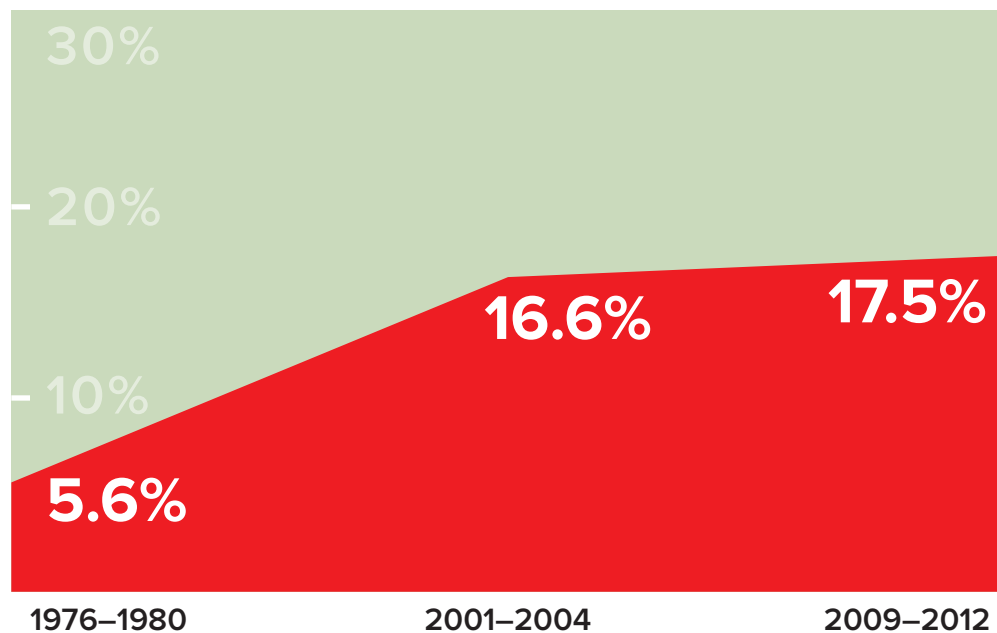


Figure 1.2 Percent increase in obesity among children aged 3-19 in the United States (Carroll, Navaneelan, Bryan, and Ogden, 2015).

parent education (high school only vs. college degree), family lifestyle, culture, geographic access to food, physical activity and affordability of healthy food (Savage, Fisher, and Birch, 2008).

This thesis will focus on using design to have a positive impact on the dietary decisions made by parents of infants, toddlers and teens by opening communication channels, improving message delivery and increasing engagement.

## B. Best Food FITS Program

Best Food FITS (BFFITS ) is a research project funded by the Texas Department of State Health Services and headed by Dr. Sylvia Crixell and Dr. BJ Friedman at Texas State University. Best Food FITS stands for “Best Food for Families, Infants, and Toddlers” and aims to improve the health of children by reducing their risk for obesity. It is widely accepted that the long-term solutions for obesity are lifestyle based and behavior related. The adaptation of a lifestyle that includes healthy eating habits and regular physical activity can have the greatest positive affect on a person’s body weight and overall health. Dietary intake is recognized as a modifiable determinant of body weight and the BFFITS program strategies focus primarily on increasing the intake of fruits and vegetables and decreasing the consumption of sugar sweetened beverages (Crixell, Friedman, Fisher, and Biediger-Friedman, 2015). Children, families and individuals can improve their health and potentially reduce their risk of obesity by increasing the intake of fruits and vegetables and decreasing the consumption of sugar–sweetened beverages such as sodas, chocolate milk, fruit drinks, sweet tea, and other drinks that have added sugars (Centers for Disease Control and Prevention, 2015).

One trend over the last 30 years that had a significant impact on the quality of the caloric

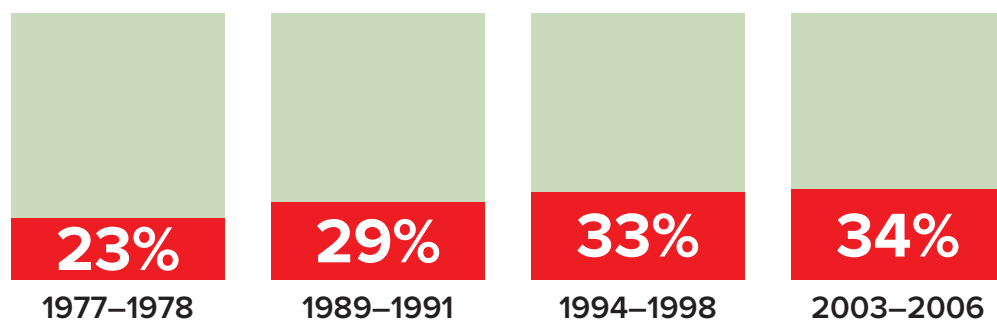


Figure 2.1 Daily energy intake by location of consumption, away-from-home, children age 2–18 (Poti, Popkin, 2011).

intake by children was the shift in the American diet to an increase in consumption of foods eaten/prepared away from home. Food consumed away from home has become a significant source of a child’s daily caloric intake. As much as 34% of their calories are consumed away from home and

18% from fast food and full service restaurants (see Figure 2.1). Several studies have shown that foods obtained from away-from-home sources have lower nutritional content and higher caloric value than food prepared and eaten at home (Poti, et al., 2011).

As a community-based intervention program, one of BFFITS's strategies to address childhood obesity was to improve access to healthy diets by developing partnerships with local restaurants, increasing fruit and vegetable options, decreasing energy-dense entrées and removing sugar-sweetened beverages. Initiated in spring 2010, Best Food FITS focused on six program components:

1. Develop Best Food FITS brand with recognizable logo and graphics (see Figure 2.2)
2. Introduce Best Food FITS as a new partner in the established health community
3. Collect and review existing children's menus in San Marcos restaurants
4. Interview owners or managers about restaurant practices and capacity
5. Work with restaurant owners/managers to improve children's menus
6. Assess the process and outcomes of the intervention

BFFITS hosted two meetings to introduce their program to the local established health



Figure 2.2 Best Food FITS logo and graphics at program launch, 2010.

community and invited leaders from organizations including the local Special Supplemental Nutrition Program for Women, Infants, and Children agency, the county health department, city housing authority, local food bank, Hays County Extension office, Head Start, Central Texas Medical Center, a local gardening group, farmers market, the public housing authority and the owner of a local landmark restaurant. The meetings, attended by 10-12 community leaders, allowed Best Food FITS to present their program to the community and collaborate with those in attendance on how best to promote their mission of improving children's diets to curb childhood obesity and improve their overall health.

Best Food FITS solicited local restaurants in San Marcos, Texas to gauge their interest and ability to participate in a program to revise their children's menu and provide healthier options for their customers. One hundred thirty-five restaurants were contacted, 65 declined, and 70 participated on a consultative level. Of those, 17 either created children's menus or revised existing menus to meet Best Food FITS guidelines. Three levels of menus were designated:

1. Gold: minimum 3 fruit/vegetable options, most entrées healthy
2. Silver: 2 fruit/vegetable options, most entrées healthy
3. Bronze: 1 fruit/vegetable options, many entrées healthy

All levels were required to eliminate sugar sweetened beverages from the children's menus.

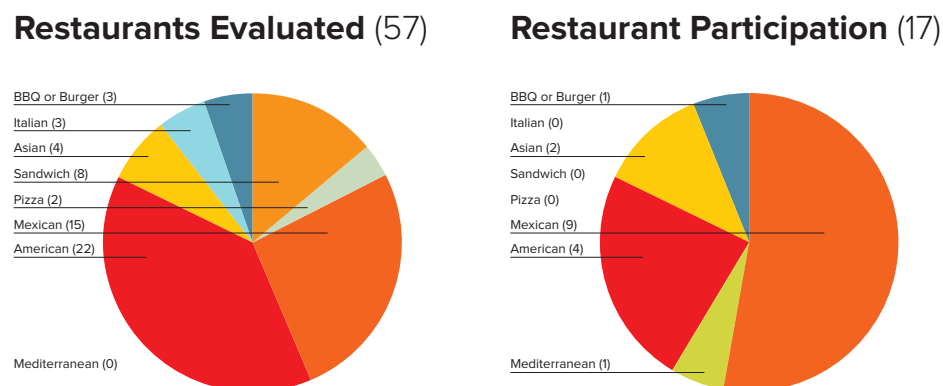


Figure 2.3 Best Food FITS restaurant participation by type.

The menus were created in collaboration with restaurant owners or managers and used items already provided on their menus. BFFITS provided final approved menus as PowerPoint files and printed versions as requested by restaurants.

Along with revised children's menus that met Best Food FITS guidelines, participating



Figure 2.4 Best Food FITS menu for Garcia's Mexican Food Restaurant.

restaurants were supplied with window/door BFFITS logo stickers, table tents, give-away tee shirts, coloring placemats and reusable grocery bags that promoted the Best Food FITS program.

Best Food FITS originally identified 157 restaurants in San Marcos and after eliminating coffee shops and establishments going out of business had a list of 135 restaurants. Eighty-five of those had children's menus and 70 agreed to participate. Seventeen restaurants created or changed their children's menus in 2012 (12.5%). Follow-up assessments in 2014 revealed 12 restaurants still using the BFFITS menus (8.8%). A search of San Marcos restaurants on the online Yellow Pages shows a total of 261 restaurants, bars, coffee shops and bakeries. That list filtered for restaurants, all cuisines, full-service, fast food and sandwich shops provided a total list of 158 locations in San Marcos city limits (Yellow Pages, 2015).

In addition to the restaurant intervention program, Best Food FITS installed four working kitchens in an adult learning center being built at Chapultepec Homes, a national housing program that encourages employment and provides resources for low-income families. BFFITS works with the local food bank and after-school programs to deliver hands-on cooking and nutrition classes to local residents that focus on the importance of incorporating more fruits and vegetables in their diets. Students at the Texas State University Nutrition and Foods undergraduate program are involved as instructors in the program at the Chapultepec Homes learning center.



Figure 2.5 Children's menus comparison before and after Best Food FITS intervention (Crixell, et al., 2015).



### C. Informed Design

Developing marketing strategies and design solutions that emotionally connect and resonate with the intended audience requires a deep understanding of the consumer's personality, perceptions and unique situation. Informed design, also known as “design thinking”, leverages research to develop deeper insights into the target audience and their challenges, desires and goals. Research enables designers to develop smarter, more relevant design based solutions and creates informed empathy with heightened sensitivity for consumers. This “informed understanding” becomes the platform from which brand positioning for Best Food FITS is defined and aligned with the needs, wants and desires of the target audience (Design thinking, n.d.).

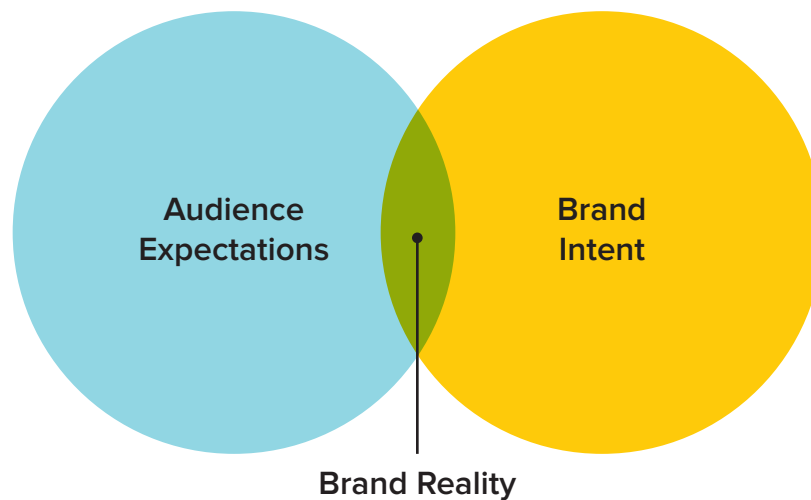


Figure 3.1 Audience and brand perception model.

Identifying the target audience groups is a critical component of the process and dictates how strategies and concepts are developed for the target audience. The audience has specific expectations and becomes its own channel with unique messaging to engage and build relationships based on common needs and values.

Understanding the target audience, their situation and their needs is the first step in overcoming the obstacles and challenges encountered when establishing a relationship with them. This is an integral part of building the foundation for the Best Food FITS brand identity, key

messaging and marketing tools. The brand development strategy encompasses building a consistent and authentic connection between Best Food FITS, their staff, its services, key stakeholders, the community and customers. The brand must be visually and verbally established as a valuable resource for parents and families while communicating the value and benefit of the Best Food FITS services to them. This is also true for restaurants, businesses, government and community advocates. Based on the tenets of informed design, the branding, messaging, content, and tools must be relevant to the interests of all stakeholders to help build acceptance, support and ultimately brand advocacy for the Best Food FITS program.

The objective is to understand the factors in the daily lives of Best Food FITS target audiences that influence their dietary habits, and how those decisions impact their health and the health of their families. Secondary research and primary data collected by Best Food FITS is used to develop audience profiles, a SWOT analysis, competitive audits and a creative brief. The goal is to have a better understanding of who the brand is targeting to communicate with and develop relevant messaging leading to more engaged conversations. The insights gained from the research and data collected form the foundation to inform the creative strategies, tactics, concepts, designs and messaging developed for Best Food FITS.

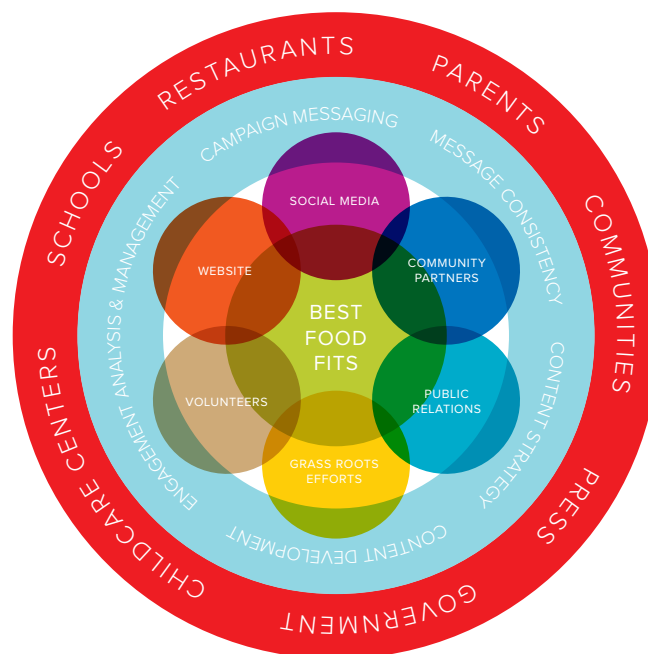


Figure 3.2 Brand touchpoints and audience model.

## D. Thesis Description

### *Statement of the Problem*

Launched in 2010, the Best Food FITS program had the benefit of strong nutritional expertise, extensive audience and market research data and good community relationships, but lacked a fully integrated strategy to engage their target audiences with a cohesively branded system. The purpose of this thesis is to review the current Best Food FITS program at Texas State University, research and analyze its current situation and shortcomings and provide the BFFITS program with the revised marketing and creative strategies, tactics, concepts, messaging and engagement tools to expand their reach in the San Marcos community. Overall marketing goals and objectives with high level brand positioning and personality will be determined. A brand toolkit will be produced to include brand identity, positioning, key messages, font families, color palettes, image styles, guidelines and brand applications.

Leveraging intelligence collected by Best Food FITS and secondary research, target audiences will be defined, personas established and strategies developed to communicate with each group in relevant terms. Based on the personality, profile and intended marketing objective of these groups, media channels with tactics, tools and creative concepts will be proposed as part of an integrated branding system.

This thesis will follow the following brand development process to gain an understanding of target audience groups, their interests and media consumption tendencies to create a unified identity for Best Food FITS (Ambient Way, 2015):

1. Research and discovery
2. Analyze and summarize data
3. Identify audience groups
4. Positioning and strategies
5. Creative strategies and tactics
6. Design solutions



Figure 4.1 Research and brand development process model.

## II. RESEARCH AND DISCOVERY

In addition to the case study published by Best Food FITS on the CDC website, a *Brand Discovery Document* was completed by Dr. Sylvia Crixell and Dr. BJ Friedman that informed the following research (see Appendix A, pp. 109-127).

### A. San Marcos, Texas

All of the target audiences for Best Food FITS live and/or work in the San Marcos, Hays County, Texas area and the BFFITS project focused on families, restaurants and community partners in San Marcos. According to Time Magazine's May 2015 report of the July 2013 to July 2014 U.S. Census, San Marcos was the fastest growing city in the United States with a population of 58,892 — an increase of 7.9% in one year (Zillman, 2015). The population of San Marcos increased 30.7% in only four years, from April 2010 to July 2014. The population of San Marcos

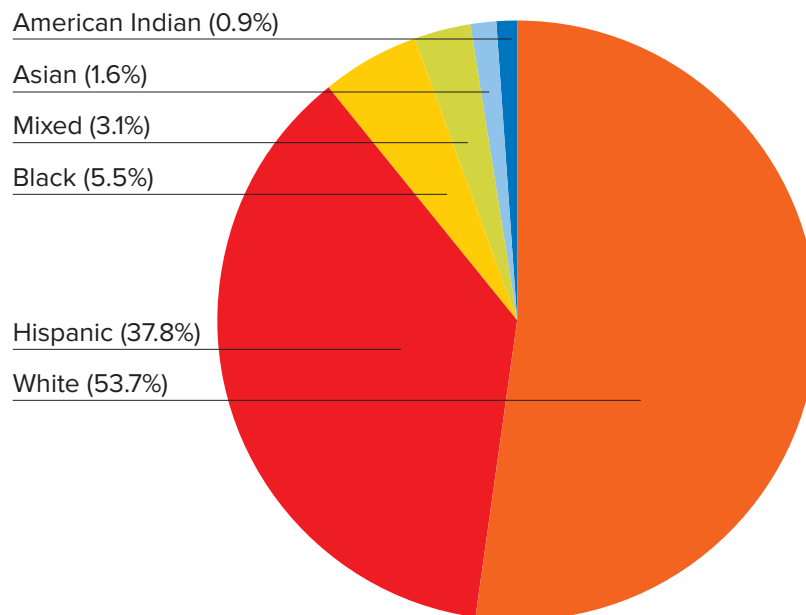


Figure 5.1 San Marcos population by race, U.S. Census 2010 (USCB, 2015).

is diverse, but is dominated by 53.7% white and 37.8% Hispanic (United States Census Bureau [USCB], 2015). Over 70% of school age children are of Hispanic origin in the San Marcos public schools (Crixell, et al., 2015).

Families living below the poverty level is significantly higher in San Marcos than the

national average and 40.3% of children in San Marcos live below the poverty level (Crixell, et al., 2015). The median household income for residents in San Marcos is 53.4% of the average household income in Texas (46.6% lower than state average) (City-Data, 2015). On a national level, the

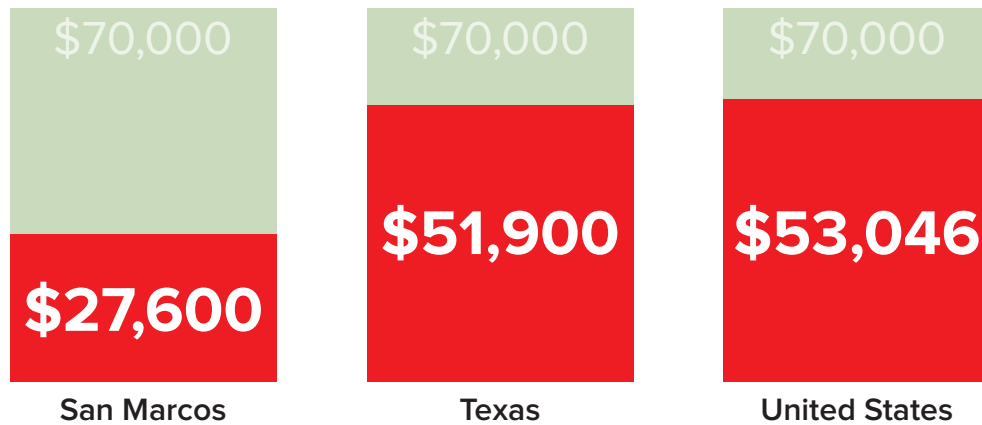


Figure 5.2 Median adjusted household incomes, 2013  
(USCB, 2015, December; United States Census Bureau [USCB], 2015).

rate of obesity at all levels of income has increased dramatically between 1988-1994 and 2007-2008, however the majority of children and adolescents classified as obese fall into the <130% poverty income ratio (PIR).

San Marcos, located in Hays County, has a fluctuating population due to student enrollment, approaching 38,000 students, at Texas State University. The total population of the city for 2013 was 54,567. The large population and low number of grocery stores in San Marcos high-

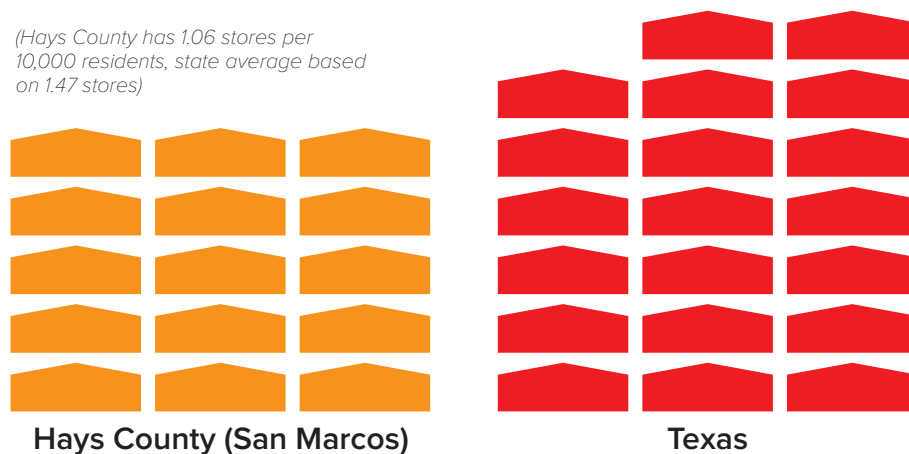


Figure 5.3 Number of grocery stores in Hays County vs. state average, 2013 (City-Data, 2015).

lights the disparity in access to healthy food versus calorie-dense options provided by fast food and full service restaurants. There are only 15 grocery stores in Hays County compared to the state average for the same population of twenty stores (City-Data, 2015). As referenced on page 6, San Marcos has as many as 261 restaurants, bars, coffee shops and bakeries. Filtering this list for full-service restaurants, fast food and sandwich shops reduced the total number of locations to 158 in the San Marcos city limits (Yellow Pages, 2015). In a city covering almost 20 square miles there are 158 food service establishments and only 15 grocery stores. The largest sector of occupations in San Marcos, at 16.5% (men), is for food preparation and serving related jobs. This compares to the state average of only 4.7% for men (City-Data, 2015).

This chapter highlighted the facts that San Marcos has a higher than average population of

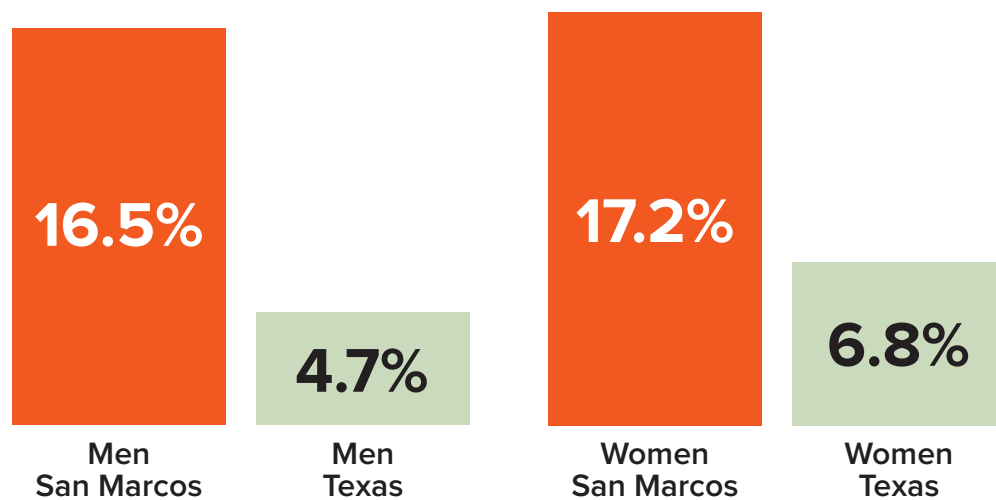


Figure 5.4 Percent of adult population occupations based on gender vs. state average (City-Data, 2015).

residents living below the poverty level, more children of Hispanic decent in public schools and a disproportionate number of restaurants compared to grocery stores. These are all factors leading to a higher prevalence of obesity (Poti, 2011). This information will help inform the next phases that include a SWOT analysis, competitive research and ultimately target audience profiles.

## B. SWOT Analysis

The SWOT (strengths, weaknesses, opportunities and threats) analysis was conducted on the Best Food FITS program and based on its current situation. A SWOT analysis, attributed to Albert Humphrey of the Stanford Research Institute (SWOT analysis, n.d.), is a standard tool used in developing business strategies. It is a self-examination of a brand's attributes, challenges and competitive risks from an objective perspective. The insights gleaned from this exercise inform the creative and strategic planning for this thesis and the associated creative solutions and deliverables. The information for this SWOT was gathered in person during discussions with BFFITS program directors.

### *Strengths*

1. Advocating for children
2. Nutritional expertise
3. Respected by the community
4. Evidence-based practices
5. Dedicated research staff
6. Enthusiastic student participation

### *Weaknesses*

1. Limited time and money to promote the program
2. Lack of Spanish-speaking researchers and students in program
3. Corporate restaurant resistance to participate

### *Opportunities*

1. Parents, concern for family and children
2. Improved brand recognition
3. Large student workforce
4. Access to low-income families through WIC, housing programs and Head Start
5. Local childcare centers
6. Strong support from school and college administrators

### *Threats*

1. Institutions, companies and facilities reluctant to change

2. Human habits and preferences difficult to alter
3. Public has easy access to cheap, low-nutrient and high-caloric foods



Figure 6.1 SWOT analysis for Best Food FITS program.

The strengths can be leveraged to overcome threats. Acknowledging weaknesses provides an opportunity to develop strategies to improve, and identifying opportunities will inspire concepts to expand the Best Food FITS program. Strengths and weaknesses are internally driven, and opportunities and threats are caused by outside influences (SWOT).



## C. Competitive Research

The competition for Best Foods FITS or the companies or obstacles that have a negative effect on the health of target audiences and their ability to lead a healthy nutritional lifestyle are divided into five groups: geographic, policies, social, advertising and environmental.

### *Geographic*

The geographic competition has much to do with location and access to either healthy diet choices or fast food and inadequate food choices. As noted earlier, San Marcos has fewer grocery stores per capita than the Texas state average (see Figure 5.3). Figure 7.1 shows the location of the only grocery stores in San Marcos city limits that sell fresh produce and their relationship to full-service restaurants and fast food. Parents of infants, toddlers and children have fewer choices and limited access to stores that provide fresh fruits and vegetables (25% fewer than state average).

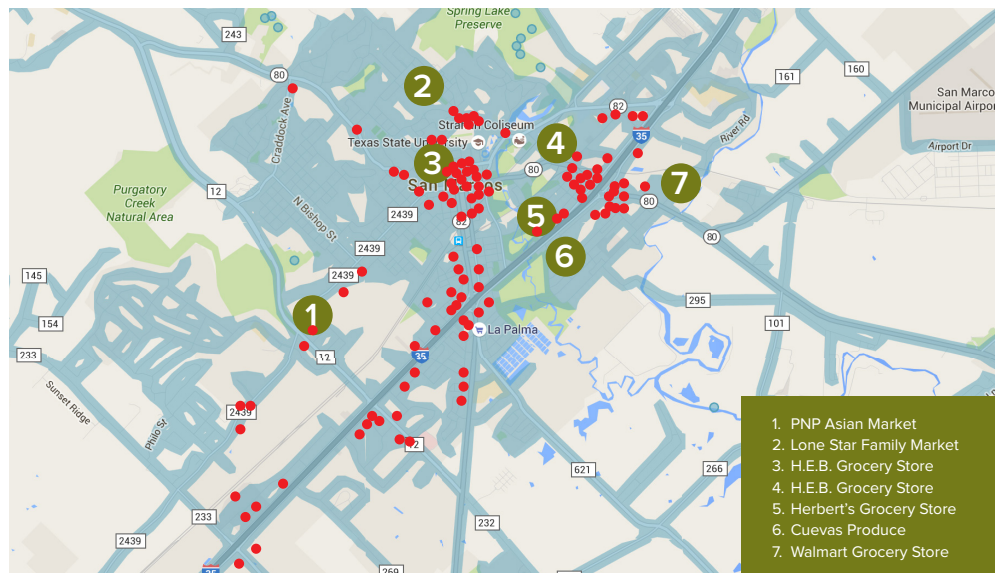


Figure 7.1 Locations of grocery stores and restaurants in San Marcos  
(Google, *Grocery Stores near San Marcos*, 2015; Google, *Restaurants near San Marcos*, 2015).

### *Policies*

Policies that create challenges for Best Food FITS and limits access to healthy food resources are government subsidies, industrial agriculture, agricultural business lobbyists, the U.S. Farm

Bill and Federal crop insurance restrictions. The U.S. government spends billions of dollars annually to subsidize commodity crops such as corn and soybeans. These subsidized crops are main ingredients in the processed foods that dominate the American diet.

### 98% Commodity Foods vs. 2% Fruits & Vegetables Planted in U.S.

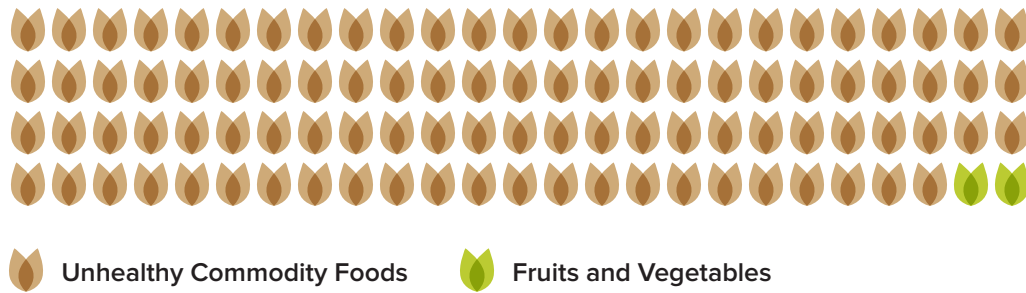


Figure 7.2 Percent of U.S. cropland planted with commodity foods vs. fruits and vegetables (Union of Concerned Scientists [UCS], *Unhealthy Food Policy*, 2013).

Industrialized agriculture is a remnant of post World War II and is still the primary form of farming in America. Industrial farming requires large acreages of farmland in the thousands and depends on chemicals, pesticides, antibiotics and genetically modified organisms to produce profitable returns for the corporations involved (Union of Concerned Scientists, *What's in the Farm Bill*, 2015). Meat production has also adopted this large-scale practice of production in the form of confined animal feeding operations (CAFOs). The animals are confined in restricted areas and fed high-calorie, grain-based feed, antibiotics and hormones to enhance weight gain. These large conglomerates hire agribusiness lobbyists to promote their profit driven agendas to congress. The classic rural farmer in America does not have the financial ability to fund support for a diversified agricultural environment.

The USDA implements the Farm Bill that is revised every five years and passed by Congress (United States Department of Agriculture [USDA], 2015). According to the Union of Concerned Scientists, the most recent 2014 Farm Bill includes significant improvements for our agricultural system such as additional funds for farmers markets and community food projects, improved access to crop insurance for small farming operations, support for organic farming and increased conservation requirements for crop insurance subsidies.

### *Social*

Social influences on a person's decision making can be a powerful challenge to overcome because of the emotional obstacles that drive human behavior. The social components that compete with what Best Food FITS is trying to accomplish include lifestyle, lack of nutritional and health education, aversion to change and peer influence. Lifestyle refers to ethnic and social habits pertinent to different groups that include family meals and traditions, cooking methods, familiar tastes and comfort foods, sleep habits, exercise patterns and stress levels.

Lack of nutritional and health education is a primary roadblock to understanding the complex issues that impact dietary and physical health. A 2011 study conducted by the The International Food Information Council Foundation about food safety, nutrition and health found that as few as 9% of Americans could accurately estimate the proper daily caloric intake for themselves. And, 60% could not estimate how many calories they burn in a normal day (Matthews, 2011). The lack of information and knowledge directly impacts people personally, their families and the influence they have on their friends when it comes to decisions on health and diet.

#### **91% of Americans Do Not Know Daily Calorie Requirements**



Figure 7.3 Percent of Americans that do not know their daily calorie requirement (Matthews, 2011).

Another social hurdle in the fight against obesity is the innate human aversion to change. As Nigel Nicholson (1998) notes in his article about evolutionary psychology, *How Hardwired Is Human Behavior?*, “You can take the person out of the Stone Age, evolutionary psychologists contend, but you can’t take the Stone Age out of the person.” The human race is genetically pre-determined to avoid risk and unfamiliar practices in an attempt to increase our chances of survival.

Eating foods we are unaccustomed to can be perceived as an avoidable risk. People develop food and health habits that are extremely hard to alter unless faced with compelling reasons or consequences, and a certain level of trust will need to be established to assure acceptance and adoption of newer and healthier eating habits (Nicholson).

According to Diane Kampf (n.d.) in her article *Does Peer Pressure Highly Influence Students?*, peer pressure can be a powerful influence for adolescents as they transition from a home environment and enter school with new experiences and much larger groups. Up until this point the child's primary influence are parents and siblings. At school they form new connections with larger groups and are exposed to new ideas and experiences. In these situations children can be swayed to make unhealthy choices and eat foods that would normally be forbidden at home.

#### **45% of Adolescents are Influenced by Peers**

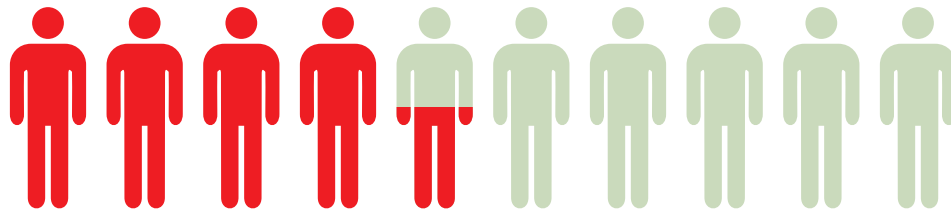


Figure 7.4 Percent of adolescents influenced by peers (Kampf, n.d.).

According to a survey conducted by Survelum Public Data Bank, as many as 45% of adolescent students had been influenced by peer pressure. However, peer pressure can be positive and parents are still the primary source of influence on adolescents and their eating behavior. Children develop eating patterns and likes and dislikes based on their early social interactions centered around feeding. They learn to eat the foods that are supplied by their caregivers and those of the cultural group that their parents associate with, and food is typically associated with early social development in these family groups (Savage et al. 2008).

#### ***Advertising***

The primary objective of advertising is to persuade consumers to purchase a product or ser-

vice. They may or may not rationally need the product or service, but consumers can be emotionally manipulated into wanting the product, even if it's not the healthiest choice (Olgivy, 1983). The money spent by the food and beverage industry to market specifically to youth annually is a staggering amount, especially when broken down by category (Figure 7.5). Fast food restaurants, carbonated beverages, sugar-sweetened cereals and snacks lead the onslaught of persuasive messages targeted directly to children and teens. An intensive study conducted by the Federal Trade

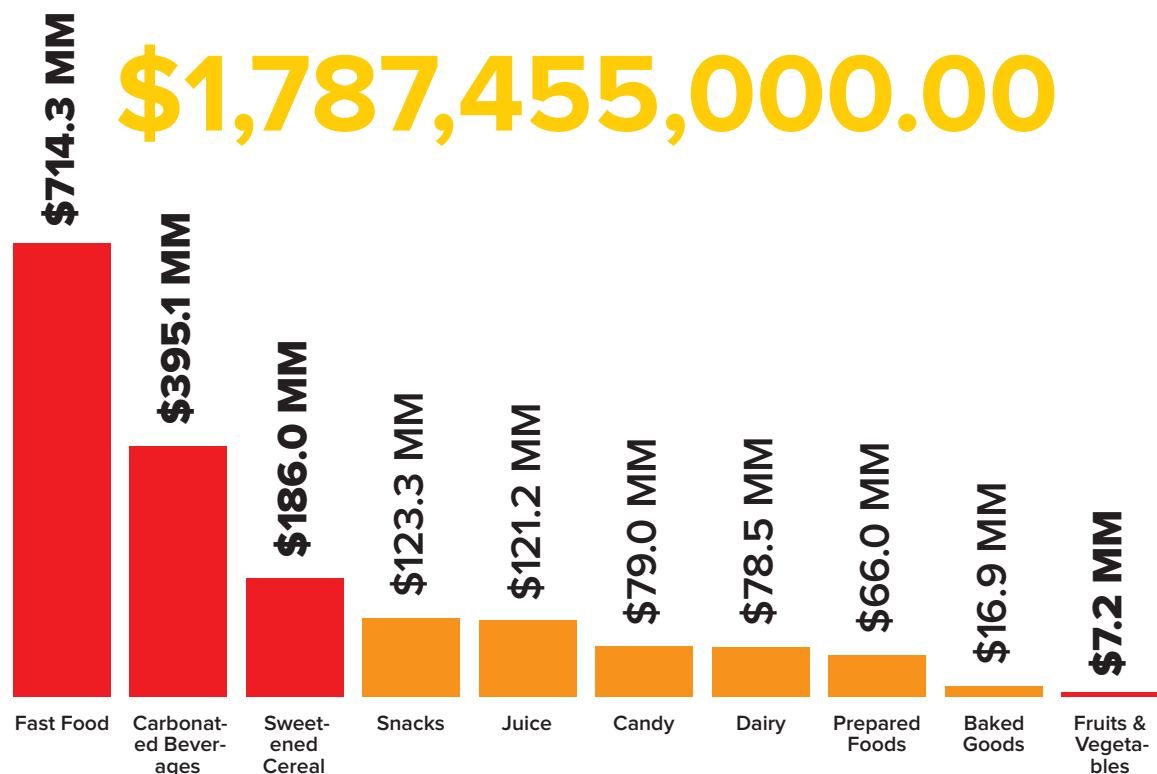


Figure 7.5 Advertising expenditures by food category to youth, 2009  
(Federal Trade Commission [FTC], 2012).

Commission in 2012, a follow-up to a 2008 study, did show a 19.5 % decrease in advertising spend from 2006 to 2009 from \$2,100,000,000.00 to \$1,790,000,000.00 for food and beverage advertising to youth 2-17 years old. However, the industry spent \$9.65 billion advertising to all audiences, and the spend on new media (online, digital, viral) increased over 50% (FTC, 2012).

The food, beverage and chain restaurant industry use highly effective integrated tactics that combine traditional, digital, online, packaging and cross-promotion with movies and TV

characters to drive food requests by children. This powerful influence that children have on the food choices made by their parents is labeled “pester power”, and seventy-five percent of parents admit to giving into this pressure. Cross-promotion is a mainstay for marketing to children and adolescents and has increased 150% from 2006 to 2009. Over 120 companies admit to using popular movies, TV programs, cartoon characters, toys, websites, video games, theme parks, online contests, games, sweepstakes, packaging promotions, product placement, premiums, celebrity endorsements and other entertainment venues to sway young audiences to persuade their parents to purchase their products for them. As of 2012, Disney is the only major media company to agree to enforce nutrition standards for ads placed on children’s programs. (FTC, 2012)

### *Environmental*

The environmental influencers on the dietary choices that children and adolescents make are dominated by factors or situations out of their control. Infants, toddlers and adolescents spend 50% of their waking hours of a weekday at either a daycare facility or school where meals are provided and overall choices, healthy or not, are limited (Poti, 2011). The typical San Marcos school lunch consists of the following choices:

Hamburger/cheeseburger, chicken nuggets, assorted pizza, wheat roll, baked tater tots, coleslaw, salad, chili w/ beans, mini corn dogs, cornbread, macaroni & cheese, mixed vegetables,

L U N C H		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	CYCLE 1	<ul style="list-style-type: none"> <li>▲ Country Meatballs w/ WG Pasta</li> <li>▲ Corn Dog WG</li> <li>▲ Mashed Potatoes w/ Brown Gravy</li> <li>▲ Mixed Vegetables</li> </ul>	<ul style="list-style-type: none"> <li>▲ Super Nachos</li> <li>● Beef Enchiladas</li> <li>● Pinto Beans</li> <li>● Taco Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Hamburger/Cheeseburger</li> <li>▲ Chicken Nuggets</li> <li>▲ Wheat Roll</li> <li>▲ Baked French Fries</li> <li>● HB Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Baked Potato w/ Cheese &amp; Ham</li> <li>▲ Grilled Chicken Sandwich</li> <li>▲ Broccoli &amp; Cheese</li> <li>▲ Assorted Baked Chips</li> <li>● HB Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Assorted Pizza</li> <li>▲ Chicken Fries</li> <li>▲ Wheat Roll</li> <li>▲ Peas &amp; Carrots</li> <li>▲ California Blend</li> </ul>
	CYCLE 2	<ul style="list-style-type: none"> <li>▲ Meat Loaf</li> <li>▲ Pepperoni Hot Pocket</li> <li>▲ Macaroni &amp; Cheese</li> <li>● Baked Beans</li> </ul>	<ul style="list-style-type: none"> <li>▲ Chicken Stir Fry</li> <li>▲ Mini Corn Dogs WG</li> <li>▲ Green Beans</li> <li>● Fried Rice</li> </ul>	<ul style="list-style-type: none"> <li>▲ Hamburger/Cheeseburger</li> <li>▲ Chicken Nuggets</li> <li>▲ Wheat Roll</li> <li>▲ Baked French Fries</li> <li>● HB Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Spaghetti &amp; Meat Sauce</li> <li>▲ Bosco Cheese Sticks w/ Marinara Sauce</li> <li>▲ Garlic Texas Toast WG</li> <li>▲ Green Beans</li> <li>● Caesar Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Assorted Pizza</li> <li>▲ Chicken Tenders</li> <li>▲ Wheat Roll</li> <li>● Spinach</li> <li>● Corn</li> </ul>
	CYCLE 3	<ul style="list-style-type: none"> <li>▲ Chili w/ Beans</li> <li>▲ Breaded Chicken Sandwich</li> <li>▲ Assorted Baked Chips</li> <li>▲ Broccoli &amp; Cheese</li> </ul>	<ul style="list-style-type: none"> <li>▲ Chicken Tenders</li> <li>▲ Oven Roasted Chicken</li> <li>▲ Mashed Potatoes w/ Brown Gravy</li> <li>▲ California Blend</li> <li>▲ Texas Toast WG</li> </ul>	<ul style="list-style-type: none"> <li>▲ Hamburger/Cheeseburger</li> <li>▲ Chicken Nuggets</li> <li>▲ Wheat Roll</li> <li>▲ Baked French Fries</li> <li>● HB Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Lasagna</li> <li>▲ Grilled Cheese Sandwich</li> <li>▲ Green Beans</li> <li>▲ Garlic Texas Toast WG</li> <li>● Caesar Salad</li> </ul>	<ul style="list-style-type: none"> <li>▲ Assorted Pizza</li> <li>▲ Mini Corn Dog WG</li> <li>▲ Corn on the Cob</li> <li>● Coleslaw</li> </ul>

Figure 7.6 Typical lunch menu for San Marcos elementary schools (SMCISD, 2015).

super nachos and crisпитos (San Marcos CISD [SMCISD], 2015).

The breakfast offered to students in elementary schools in San Marcos are free to all students, regardless of their household income level. The cheaper the cost of a meal in the school cafeteria, the more likely the student is to choose those meal options as opposed to a home prepared

BREAKFAST		MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
	CYCLE 1	Honey Bun	French Toast Sticks w/ Sausage Patty	Chicken Biscuit	Cinnamon Roll	Pancake on a Stick or Tamales
	CYCLE 2	Blueberry Muffin	Breakfast Pizza	Pancakes	Sausage Biscuit	Bean & Cheese Taco or Tamales
	CYCLE 3	Super Donut	Breakfast Pizza	Sausage Biscuit	Cinnamon Roll	Bean & Cheese Taco or Tamales

Figure 7.7 Typical breakfast menu for San Marcos elementary schools (SMCISD, 2015).

meal brought to school. Students are captive to the meals available to them at school.

According to the San Marcos CISD Child Nutrition Department, as noted on the introduction to the “Free or Reduced Meal Application” (Nutri-Link Technologies, 2015):

*Children need healthy meals to learn. San Marcos CISD Child Nutrition Department offers healthy meals every school day. Breakfast is FREE; lunch costs \$2.00 Elementary & \$2.25 Secondary. Your children may qualify for free meals or for reduced-price meals. Reduced price is FREE for breakfast and \$0.40 for lunch.*

Over 70% of children in the San Marcos CISD are Hispanic (for relevance see Figure 7.8). The poverty level in San Marcos is 130% higher than the national average and 40.3% of children

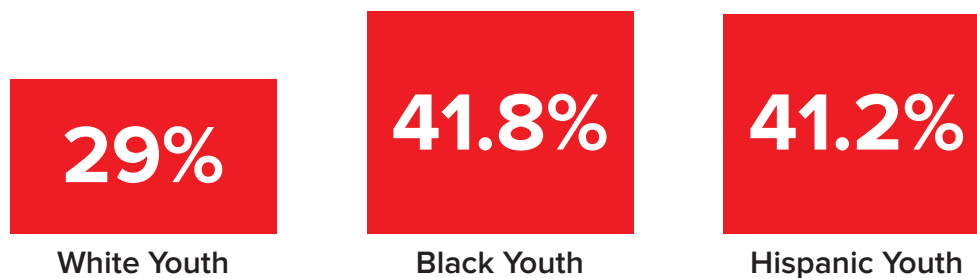


Figure 7.8 Overweight or obesity rates of children 2-19 by race in U.S., 2010 (National Institute of Diabetes and Digestive and Kidney Diseases, 2012).

in San Marcos live below the poverty level (Crixell, et al.). These are the school aged children that are more inclined to receive financial assistance and qualify for free breakfast and reduced rates for school lunches. The breakfasts and lunches offered at school are still dominated by high fat, high carbohydrate, calorie dense, sugary foods and sugar sweetened beverages (Figures 7.6, 7.7). While Texas is one of many states to adopt the 2012 National School Meal Standards and 2013 Competitive Food Standards, these standards are for public schools and not private schools or daycare facilities (Trust for America's Health, 2013). There are basic regulations in place for Texas child care centers:

<b>FRUITS AND VEGETABLES</b> <ul style="list-style-type: none"> <li>• Meals must include servings from the fruit and vegetable food group.</li> <li>• Children must be allowed second servings of fruits and vegetables.</li> <li>• A fruit or vegetable may be served to children for snack.</li> <li>• 100% juice may be counted towards daily food needs.</li> </ul>	<b>WATER</b> <ul style="list-style-type: none"> <li>• A supply of drinking water must always be available to each child and served at every snack, mealtime, and after active play in a safe and sanitary manner.</li> </ul>
<b>FRIED FOODS AND TRANS FATS</b> <ul style="list-style-type: none"> <li>• Not addressed in regulations.</li> </ul>	<b>MILK, JUICE, OTHER</b> <ul style="list-style-type: none"> <li>• Milk fat content is not specified for children under 3-years-old.</li> <li>• 1% milk shall be served to children three or older.</li> <li>• Powdered milk may be served if prepared according to label directions.</li> <li>• 100% fruit or vegetable juice may be served to children 12 months and older.</li> </ul>
<b>FOODS WITH ADDED SUGAR</b> <ul style="list-style-type: none"> <li>• Beverages with added sugars, such as carbonated beverages, fruit punch, or sweetened milk are prohibited, except for a special occasion such as a holiday or birthday celebration.</li> <li>• No mention of other foods with added sugar (such as cake, snacks or candy).</li> </ul>	<b>SUGAR SWEETENED BEVERAGES</b> <ul style="list-style-type: none"> <li>• Beverages with added sugars, such as carbonated beverages, fruit punch, or sweetened milk are prohibited, except for a special occasion such as a holiday or birthday celebration.</li> </ul>

Figure 7.9 Texas child care nutrition licensing laws, 2015 (Public Health Law Center, 2015).



#### D. Research Summary

Named as the fastest growing community in the United States in 2014, the growing population (58,892) of San Marcos is very diverse, but made up predominately of 53.7% white and 37.8% Hispanic. That statistic is offset dramatically by the fact that over 70% of school age children in San Marcos public schools are of Hispanic origin. And, over 40% of children in San Marcos public schools live below the federal poverty level. The median household income in San Marcos is 46.6% lower than the state average (Crixell, et al.).

On a national level, children living below the federal poverty income ratio (PIR) have an obesity rate 2.7 times higher than kids living in homes exceeding 400% of the PIR. Blacks and Hispanics show an increased occurrence of obesity compared to whites, and children of parents without a high school diploma have a 3 times higher rate (30.1%) of obesity than those of parents with a college degree (9.5%) (Levi, Segal, Rayburn, and Martin, 2015).

The residents of San Marcos live in a food desert with a below average number of full-service grocery stores providing access to healthy food options and fresh produce compared to the state average (see Figure 5.3). A food desert as defined by the USDA is a community with at least 33% of the census population residing more than one mile from a super market or large grocery store (Food desert, n.d.). This is contrasted by the above average number of fast food and full-service restaurants that dominate the landscape of the city (158 restaurants versus 15 grocery stores).

The SWOT analysis reveals several key attributes and challenges that will guide the strategies and tactics going forward for the Best Food FITS program. In summary, the program's strengths are their nutritional expertise and dedicated research staff, aided by increased community awareness and respect. The weaknesses they face are limited time and money to promote the program as required, a lack of Spanish speaking staff and the resistance of corporate restaurants to change. The aversion to change becomes a bigger problem when all audience groups are considered. Opportunities for BFFITS are important and can have a significant influence on the growth of the program. These include the overpowering concern of parents for the health, safety

and wellbeing of their children, direct access to low income families and associated government programs and the large student volunteer workforce. Two very important factors play a large part in the threats to the Best Food FITS program. First, as noted above, is the innate human instinct to avoid change. This aversion to change is especially evident in individuals, but is also prevalent in companies and institutions (Nicholson). And, a significant threat is the easy access the public has to cheap unhealthy foods and the disproportionate lack of healthy food options in the San Marcos area.

The competitive research highlighted five groups that either negatively influence or inhibit the nutritional health of families and children in the San Marcos area. They include geographic, government policies, social norms, advertising and environmental issues. Geographically San Marcos has limited availability to economical healthy food choices and residents have easy access to poor quality, cheap, unhealthy, high caloric processed foods (City-Data).

Government policies, bills and subsidies have a significant overshadowing affect on what produce farmers are allowed to grow, the market prices for crops, availability of produce on the market and ultimately what food products consumers have easy access to. Billions of dollars are spent every year by the United States government to subsidize commodity crops such as corn, soybeans and wheat — the key ingredients in highly processed foods. Only 2% of American cropland is planted with healthy fruits and vegetables (see Figure 7.2). Other contributing factors of “policies” that adversely affect access to healthy food sources are industrialized farming (low nutritional quality products), the U.S. Farm Bill (restricted access to crop insurance) and big agricultural business lobbyists (direct access of industrial influence on congress) (UCS).

The social “competition” for Best Food FITS are substantial hurdles to overcome. They encompass embedded lifestyle, lack of health education, aversion to change and peer influence. All of these challenges are significant, from family traditions and recipes, to a lack of understanding, fear of the unknown and the influence that friends and family food choices have on young couples and adolescents (Nicholson, 1998; Matthews, 2011; Kampf, n.d.).

Advertising unhealthy food products to young audiences creates undue stress on parents

that succumb to the “pester power” of their children. A study done by the Federal Trade Commission shows that 75% of parents admit to giving into the demands of their kids when it comes to food choices. Food marketers spend a proportionately higher amount of their budgets, almost 72.5%, to promote fast food, carbonated beverages and sugar sweetened cereals to the adolescent and teen markets using integrated persuasive tactics that are highly effective.

The environmental situations that infants, toddlers, adolescents and teens are confronted with are typically environments that are out of their control and difficult to avoid without education and proper planning on the parent’s part. Kids will spend from four hours to twelve hours a day in the care of someone other than their parents at school or a daycare center. While great strides have been made to elevate the quality of school and childcare menus, they are still far from the optimum when it comes to providing kids the most nutritional meals for a healthy diet. Guidelines for healthier menus have been established, but interpretation and enforcement of those guidelines and peer pressure continue to be major obstacles in providing and maintaining consistent improvements in the nutritional health of children, adolescents and teens (SMCISD, Trust for America’s Health, Public Health Law Center).

## E. Audience Profiles

The target audiences for the Best Food FITS program, based on research, program goals and objectives and current situation can be categorized as primary, secondary and tertiary.

### *Primary Audience*

1. Parents of infants, toddlers and adolescents
2. Single mothers of infants, toddlers and adolescents

### *Secondary Audience*

3. Childcare directors
4. School administrators
5. Restaurant managers and owners
6. Press and media

### *Tertiary Audience*

7. Community and organizations
8. Government policy makers and influencers

In addition to the initial audience groups of parents and restaurants targeted in the Best Food FITS initial launch, the new groups identified during the research phase that can influence or impact the dietary habits of parents, infants, toddlers and teens include: childcare centers, schools, the press and media, community and government. Subsets may exist in each target group such as directors, administrators, organizations, influencers and policy makers.

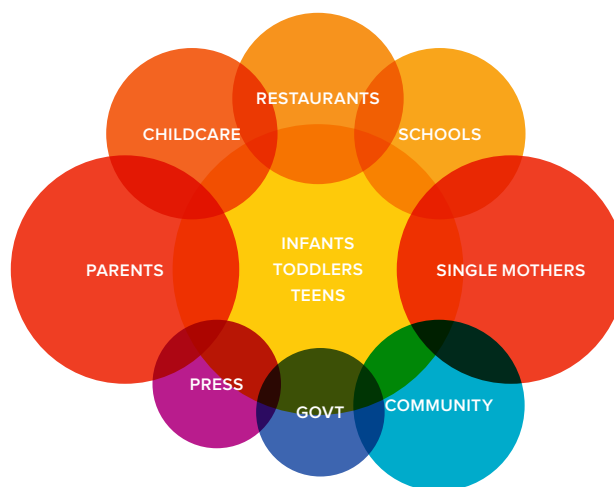


Figure 8.1 Best Food FITS Target Audience Model

### 1. Parents of Infants, Toddlers and Adolescents

- Daniel and Victoria
- Hispanic, HH income \$42,000.00
- Daniel, 29, works in construction, high school
- Victoria, 28, fast food prep, high school, no college
- Their goal is to save enough money to buy their first home. They have a son, Javier 9, who is considered obese for his age and a daughter, Bella 7, who is overweight.



### 2. Single Mothers of Infants, Toddlers and Adolescents

- Jamie, 35, waitress in full service restaurant, high school, some college
- White, HH income \$35,000.00
- Jamie works full time as a waitress to support her teenage son Zach, 15, who spends a lot of time after school at home playing video games. He's overweight and Jamie tries to get him to eat better, but she's not at home much to cook meals.



### 3. Childcare directors

- Susan, 42, childcare center director, college degree
- White, HH income \$55,000.00
- A divorced mother of two, her son Jack is 22 and a graduate of Texas State, and 20 year old Katie is a full-time student at Texas State. Susan is passionate about caring for children and takes the responsibility very serious, especially their health and nutrition while in her care.



#### 4. School administrators

San Marcos Consolidated Independent School District

- Mike Boone, associate director, child nutrition services, mike.boone@smcisd.net
- Melba Perez, assistant director, child nutrition services, melba.perez@smcisd.net
- Maribel Rivas, prod. & compliance, child nutrition services, maribel.rivas@smcisd.net
- Mark E. Eads, superintendent, mark.eads@smcisd.net

#### 5. Restaurant managers and owners

- Armando, 45, restaurant owner, college culinary degree
- Hispanic, HH income \$125,000.00
- Armando lives with his wife Isabella and their two daughters, Nicolette 17, and Daniela 15. He developed a love for cooking at an early age from his immigrant mother who shared their authentic Mexican family recipes with him and now form the basis of his restaurant's cuisine and menus.



- Jeff, 35, fast food restaurant manager, some college
- White. HH income \$60,000.00
- Jeff and his wife Jackie have a three year old daughter. He worked part-time at a local fast food restaurant and eventually became manager. Jeff, Jackie and their daughter are all considered very overweight or obese. Their health and the future health of their daughter has recently become priority.



## 6. Press and media

- Community Impact Newspaper:  
<http://communityimpact.com/news/austin/san-marcos-buda-kyle/>
- San Marcos Corridor News: <http://smcorridornews.com>
- San Marcos Daily Record: <http://www.sanmarcosrecord.com>
- San Marcos Mercury: <http://smmercury.com>
- University Star: <http://star.txstate.edu>

## 7. Community and organizations

- Angel Drops:  
Angel Drop's goal is to promote and increase physical activity using the vision of one woman whose life touched a community. Through her words, "exercise daily," Dawn Breihan Hopp was divinely-inspired. Dawn's goals were to improve our community's wellness through education on the benefits of nutrition, fitness and health. Angel Drops events/projects include the Annual Dash for Dawn 5K, The Slice for Dawn Golf Tournament, The Dawn Breihan Hopp Memorial Fitness Track at Crockett Elementary School, fitness boot camps, kids physical activity camps, and training weekends covering exercises and cooking for adults and families.  
<http://angeldrops.org>
- Hays County Food Bank:  
The Hays County Food Bank, a 501(c)(3) nonprofit, provides food and grocery items to individuals, families, and more than 40 partner agencies throughout the county at no cost. In order to successfully fulfill our mission to feed hungry people in Hays County, we rely on support from local businesses, organizations, churches, foundations, governments, and individuals.  
<http://haysfoodbank.org>
- Southside Community Center:

The Southside Community Center (SSCC) is a non-profit organization based on social concerns, committed to improving the living conditions and personal dignity of those in need in San Marcos and Hays County, Texas. Meeting the needs of the individual or families by helping find resources for proper medical care, food, and shelter.

<http://www.southsidecommunitycenter.org>

- The Price Center:

The Price Center is a unique community center developed in the early 2000s by Ron and Marie Jager. The facility is housed in the historic home of First Christian Church in downtown San Marcos and includes dining and catering facilities, and several additional meeting and gathering venues. The Center is operated by the Greater San Marcos Area Seniors Association, a 501 (c) 3 whose mission is to facilitate opportunities for social, cultural and intellectual activities across the generations for organizations and individuals in the broader San Marcos area.

<http://price-center.org>

- San Marcos Housing Authority:

The San Marcos Housing Authority is a Family Self-Sufficiency program provider and delivers low-income families with opportunities for education, job training, counseling and other forms of social service assistance, while living in assisted housing, so they can obtain skills necessary to achieve self-sufficiency.

<http://www.smpa.org/node/76>

## **8. Government policy makers and influencers**

- Healthy City Task Force:

The Healthy City Task Force began as eight citizens, all of which were in one way or another committed to the health and wellness of San Marcos, appointed by the Mayor and City Council in November of 2004. The original goal of the task force was to promote physical activity, educate and encourage nutrition, and develop a community



facility plan to share the use of facilities. One of the big issues that the task force had was the pink and brown milks in the cafeteria. Other issues were the lack of physical education for students as well as the overall nutritional habits of San Marcos.

<http://www.ci.san-marcos.tx.us/index.aspx?page=901>

- Hays County Local Health Department

To protect, promote, maintain, and improve the health and quality of life for Hays County citizens and visitors through a responsive, well managed, and organized effort.

<http://www.co.hays.tx.us/about-us-.aspx>

- Texas Health and Human Services: How to get help

Eating healthy doesn't have to be hard or cost a lot of money. A little bit of planning for the week ahead can help your family eat fresh healthy foods on your budget.

<http://yourtexasbenefits.hhsc.texas.gov/eat-healthy>

- Texas Department of Agriculture

The Texas Department of Agriculture's Food and Nutrition Division administers 12 federal child and special nutrition programs for the State of Texas. TDA supports providers of nutrition assistance by helping ensure accountability and the efficient use of taxpayer dollars to nourish Texans in need. Everyone plays a role in teaching children the 3E's of Healthy Living - Education, Exercise and Eating Right.

<http://www.squaremeals.org>

For media channel strategy development the audience groups are divided into the following categories because of the similarities in their media consumption tendencies. Similarities and tendencies are based on household income, education and occupation.

### *Parents*

1. Parents of infants, toddlers and adolescents
2. Single mothers of infants, toddlers and adolescents

### *Schools and Caregivers*

- 3. Childcare directors
- 4. School administrators

*Restaurants*

- 5. Restaurant managers and owners

*Press*

- 6. Press and media

*Community and Government*

- 7. Community and organizations
- 8. Government policy makers and influencers

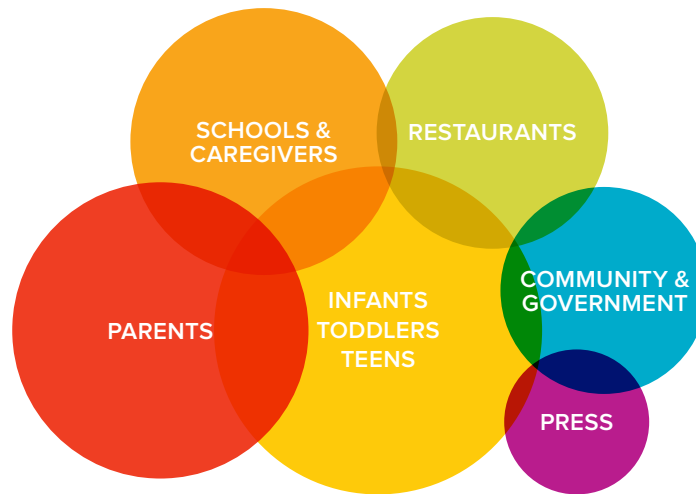


Figure 8.2 Best Food FITS audience media groups by media consumption and influence.

This completes the research and discovery phase of brand development and covers an in depth look at the Best Food FITS program, geographic and demographic characteristics of San Marcos, and the competitive elements that impact dietary decisions of our target audiences. Audience profiles were developed and divided into media groups based on analysis of the information. The next chapter “Strategies and Solutions” uses insights gained from this chapter to inform positioning, strategies, messaging , tactics and creative solutions for the Best Food FITS program.

### III. STRATEGIES AND SOLUTIONS

#### A. Positioning, Strategies and Messaging

##### *Positioning*

Primary positioning will be developed based on the needs of the primary audience of parents and the benefits they directly seek and receive from the Best Food FITS program. A brand pyramid model is used to determine the key points in the brand architecture and positioning.

The brand pyramid for Best Food FITS will be built using information gathered from the *Brand Discovery Document* (see Appendix A, p. 109), the *Creative Brief* (see Appendix B, p. 128) and the Best Food FITS case study (Crixell, et al.).

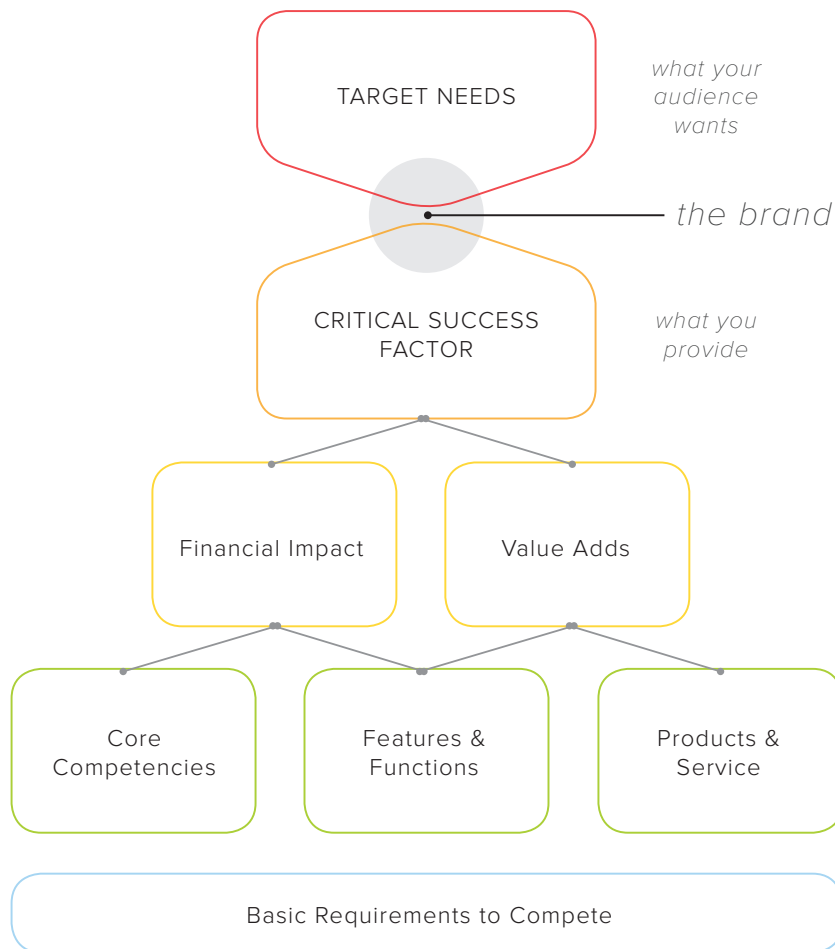


Figure 9.1 Brand pyramid model used for positioning.

The Best Food FITS brand pyramid is capped with the most important item that parents of infants and toddlers want for their kids, to provide the proper nutrition that contributes to their improved and overall health. Best Food FITS has the resources and provides the information parents need in an educational format that can have a positive impact on their health and lifestyle.

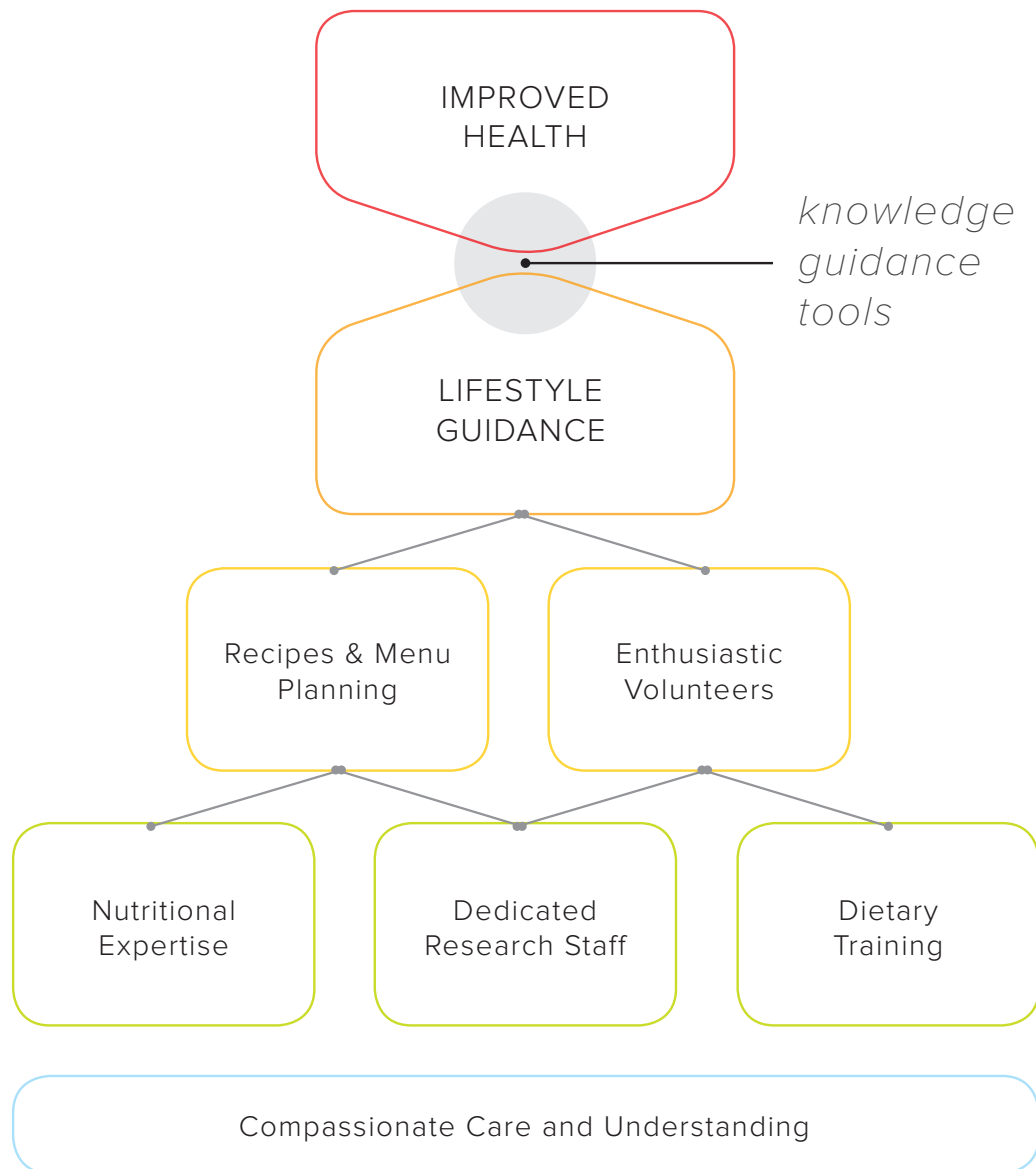


Figure 9.2 Brand pyramid for Best Food FITS positioning.

Each of the blocks that comprise the brand pyramid, when combined, help construct a positioning statement for Best Food FITS that verbalizes clearly and concisely what the target audience wants, what Best Food FITS delivers, the key consumer benefit and how they do it.

“For parents looking to **improve the health** of their young children and family, the *Best Food FITS* program provides the nutritional expertise, dietary training and menu planning **guidance** that helps them make the **lifestyle** changes necessary to prevent childhood obesity. *Best Food FITS* leverages their dedicated research staff and enthusiastic volunteers to deliver their program with compassion and understanding to the community and those in need.”

Figure 9.3 The Best Food FITS positioning statement.

This positioning statement communicates the unique strengths and key benefits that Best Food FITS provides and why their target audience should seek their help or be involved. The positioning statement becomes a foundational reference for all strategies, tactics and concepts moving forward. It may or may not be used word-for-word in marketing materials, but is used as a reference for message and concept development.

### *Strategies*

Strategies to relaunch Best Food FITS to the local San Marcos market and increase audience engagement are derived from “A” their goals: address childhood obesity by improving access to

healthy diets, providing nutritional education, increasing consumption of fruits and vegetables and decreasing energy-dense foods and sugar-sweetened beverages for an at-risk community; and “B” the audience profiles: parents, schools and caregivers, restaurants, community and government and the press and media.

The overall media channel strategy is to drive traffic to a branded Best Food FITS website that gives all audience groups easy access to the information and tools they are looking for. The media choices for each target audience group is based on their similarities and media tendencies determined by household income, education and occupation. Because of limited budgets and an abundance of “enthusiastic student volunteers” the media strategies are dominated by digital channels, targeted online advertising and public events that promote direct customer interaction.

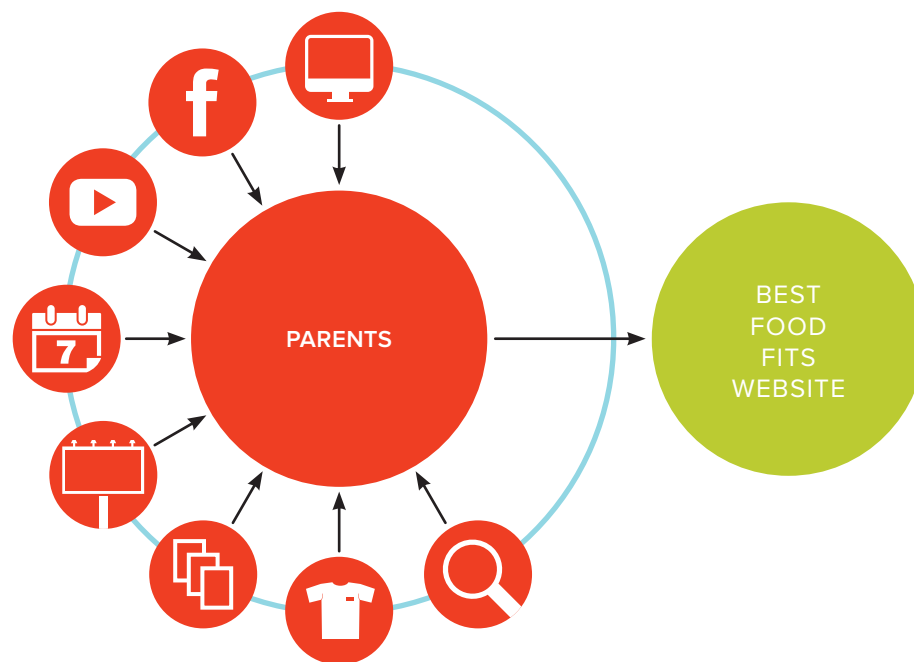


Figure 9.4 Parents media strategy model.

The parents media strategy leverages targeted online contextual ads, Facebook posts, educational YouTube videos, community events, outdoor, print collateral and wearables to drive them to the Best Food FITS website. At the Best Food FITS website they will be able to watch

educational videos; download recipes, menu and shopping guides; learn about upcoming community events; download the Best Food FITS mobile app; and gather important information about obesity, nutrition and healthy lifestyle choices.

The schools and caregivers media strategy uses targeted online contextual ads, content rich emails, educational YouTube videos, personal meetings, Linkedin groups and messaging, rich emails, educational YouTube videos, personal meetings, Linkedin groups and messaging,

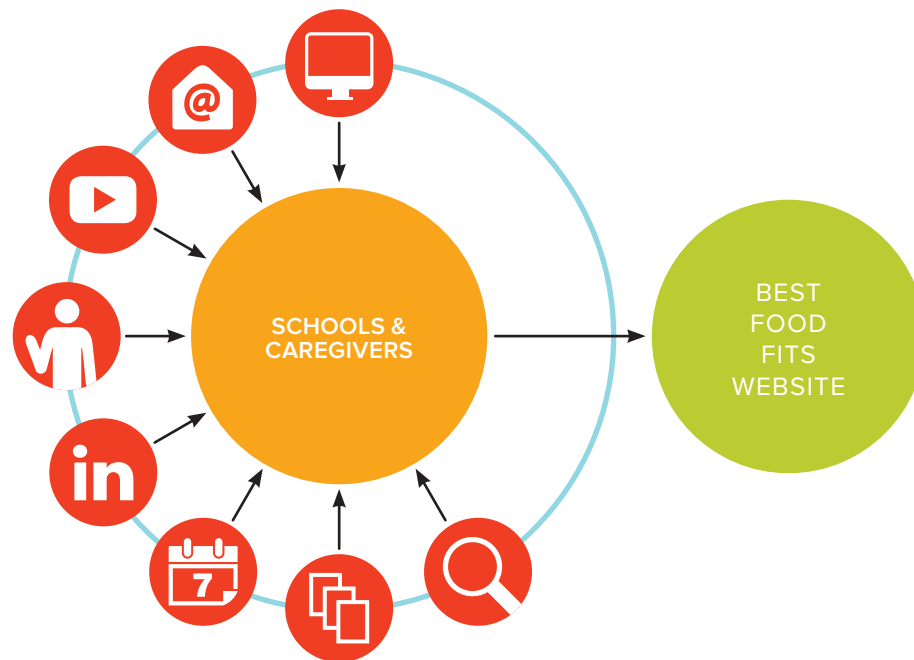


Figure 9.5 Schools and caregivers media strategy model.

community events and print collateral to drive traffic to the Best Food FITS website. At the Best Food FITS website they will have access to recipes, meal plans, nutritional data and tips that they can use to provide healthy meals for students and children in their care. They will also have access to the Best Food FITS mobile app.

The media strategy for restaurants is similar to schools and caregivers except for content and messaging that is directed to restaurant owners and chefs looking for healthy recipes. And, as with the other media models, the objective is to drive them to the Best Food FITS website.

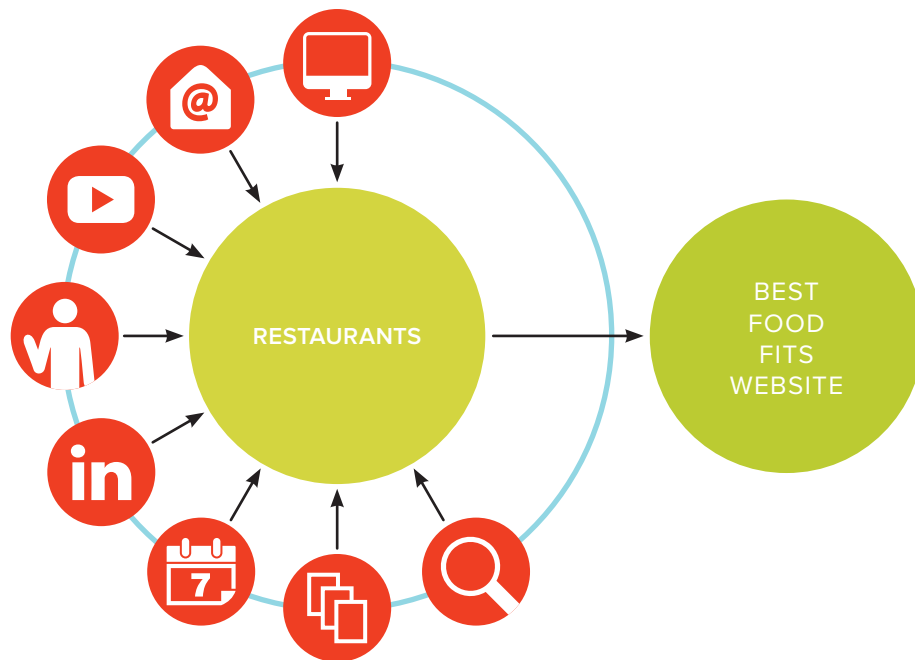


Figure 9.6 Restaurants media strategy model.

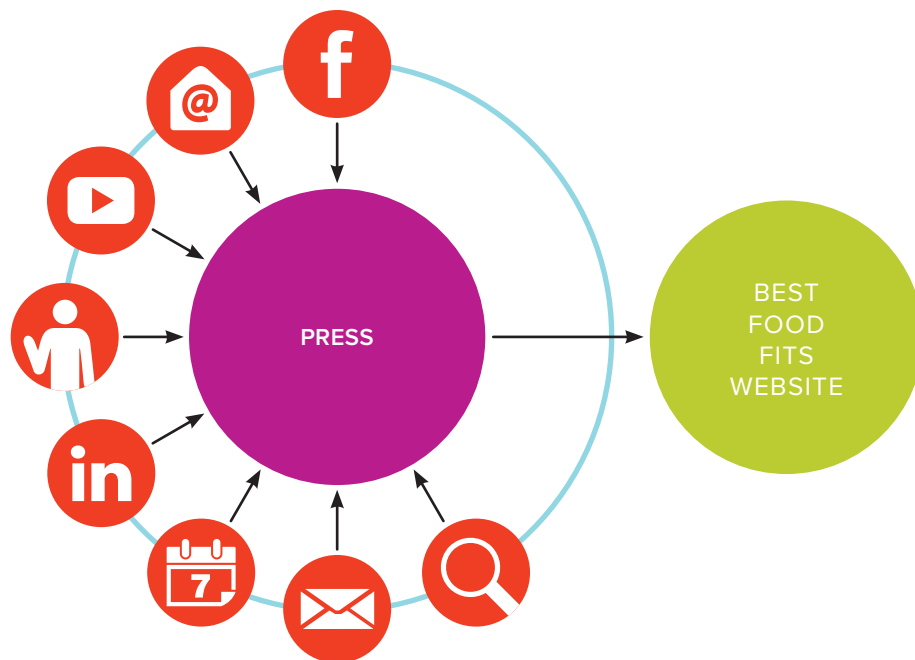


Figure 9.7 Press media strategy model.



The strategy to attract and engage the press and media outlets includes Facebook, LinkedIn groups and posts, community events, YouTube videos, newsworthy emails, personal meetings and limited direct mail if high value opportunities present themselves.

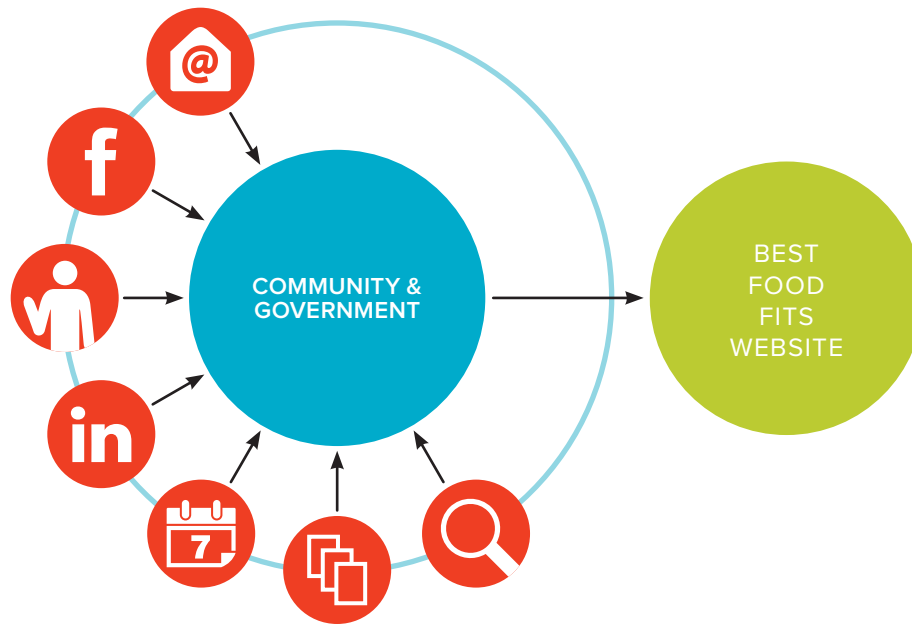


Figure 9.8 Community organizations and government media strategy model.

Community organizations and government policy makers and influencers will be targeted primarily through personal meetings and community events. They will be exposed to the other media content developed and distributed for the other target audiences.

### *Messaging*

While each target audience group has unique media consumption tendencies, the messaging can be divided into two groups: “A” clients (primary audience), and “B” providers, partners and influencers (secondary and tertiary audiences). Group “A” are parents of infants, toddlers and adolescents. Group “B” are schools, caregivers, restaurants, community organizations, government policy makers and the press.

GROUP A	GROUP B
<b>Primary Audience</b> <ul style="list-style-type: none"> <li>• Parents of infants, toddlers and adolescents</li> <li>• Single mothers of infants, toddlers and adolescents</li> </ul>	<b>Secondary Audience</b> <ul style="list-style-type: none"> <li>• Childcare directors</li> <li>• School administrators</li> <li>• Restaurant managers and owners</li> <li>• Press and media</li> </ul> <b>Tertiary Audience</b> <ul style="list-style-type: none"> <li>• Community and organizations</li> <li>• Government policy makers, influencers</li> </ul>
WHAT THEY SAY	WHAT THEY SAY
<p><i>“How can I (we) afford to feed our children healthy meals on a small budget?”</i></p> <p><i>“Where can we get help planning our meals?”</i></p> <p><i>“What’s the difference between healthy and unhealthy foods?”</i></p> <p><i>“Is it important to track calories for our family?”</i></p> <p><i>“What if I don’t know how to cook?”</i></p> <p><i>“How can I prepare a healthy meal in less than 30 minutes?”</i></p>	<p><i>“How can we provide healthier meals to groups of kids that are affordable?”</i></p> <p><i>“Our menus are set, very hard to adjust and expensive to change.”</i></p> <p><i>“We provide what our customers want. They won’t buy the alternative healthy choices.”</i></p> <p><i>“How can we help educate our customers and the public about the benefits of making healthier dietary and lifestyle choices?”</i></p>
BEST FOOD FITS MESSAGING	BEST FOOD FITS MESSAGING
<p><b>Best Food FITS offers recipes and meal plans for families that are healthy AND affordable.</b></p> <p><b>Find out how to leverage calories to live healthier.</b></p> <p><b>Best Food FITS provides the nutritional information and training to help you make healthy choices for your family.</b></p> <p><b>Learn how to plan, prepare and cook easy, nutritious and healthy meals that the whole family will love at the Best Food FITS website and regular community cooking classes.</b></p>	<p><b>Best Food FITS can help you plan meals for groups of kids that are healthy AND affordable.</b></p> <p><b>Our trained nutritionists can work with you to make easy menu changes that provide healthy choices for your customers.</b></p> <p><b>Customers want to eat healthier and Best Food FITS can help you provide the information and guidance they need to make those better decisions.</b></p>

Figure 9.9 Key messaging matrix by group.

## B. Creative Strategies and Tactics

### *Existing Best Food FITS Identity Review*

Before the new brand identity and creative solutions are developed and reviewed as a result of this thesis exercise, it is important to review the existing brand identity that Best Food FITS launched with and is currently using to promote the program. This establishes a before and after benchmark for materials developed for both initial launch and new creative assets required to fulfill a new more comprehensive integrated brand engagement campaign.

The original branding elements for Best Food FITS from the 2010 launch will be reviewed and critiqued to determine next steps for creative development. A list of new strategic deliverables will be identified based on the media channel strategies discussed in Chapter III, page 36.

This section will also present additional items to inform the creative solutions including a creative brief, word cloud, brand personality and inspirational images. A new integrated Best Food FITS identity will be presented in section C “Creative Concepts”.

Current Best Food FITS Marketing Materials:

- Logo
- Food character icons
- Website
- Recipe cards



Figure 10.1 Best Food FITS original logo.

The current Best Food FITS logo, while intended to represent a food item, is not easily recognizable as a food or health related product or brand. It might represent lettuce or a green

vegetable like broccoli, but could also be mistaken for a tree or bush in a landscaping plan. The logo for Best Food FITS must be quickly and easily associated with health, food and nutrition. It's important for awareness and recognition of the logo and its mark to be bright, clean and distinct. Alina Wheeler discusses the significance of how the human brain recognizes, perceives and remembers information using the science of perception and the “sequence of cognition” in her book *Designing Brand Identity* (2006). The order in which the brain recognizes and interprets information is 1: shape, 2: color, and 3: content last. Best Food FITS needs a logo and identity that is memorable, visually appealing and instantly associated with health and food.



Figure 10.2 Best Food FITS original food character icons.

The Best Food FITS healthy food “characters” give a fun personality to typically boring food products, and is a good way to engage kids and introduce new foods to them. A variation of these “food characters” may be considered for use in the new branding campaign.

The website for Best Foods FITS suffers from a host of challenges, the first of which is being part of the Texas State University website. This limits the functionality, appearance, structure and the ability to implement fresh content. A new website using the domain name BestFoodFITS.org would greatly enhance the online experience and enable the program to deliver fresh branded content on a regular basis that is up to date and relevant to target audience groups. A well designed and architected website will become the hub for the Best Food FITS program allowing clients and partners to learn, interact and gather important information, and more importantly give them the tools to share content with family, friends and like-minded groups.





Figure 10.4 Best Food FITS original website recipes page.

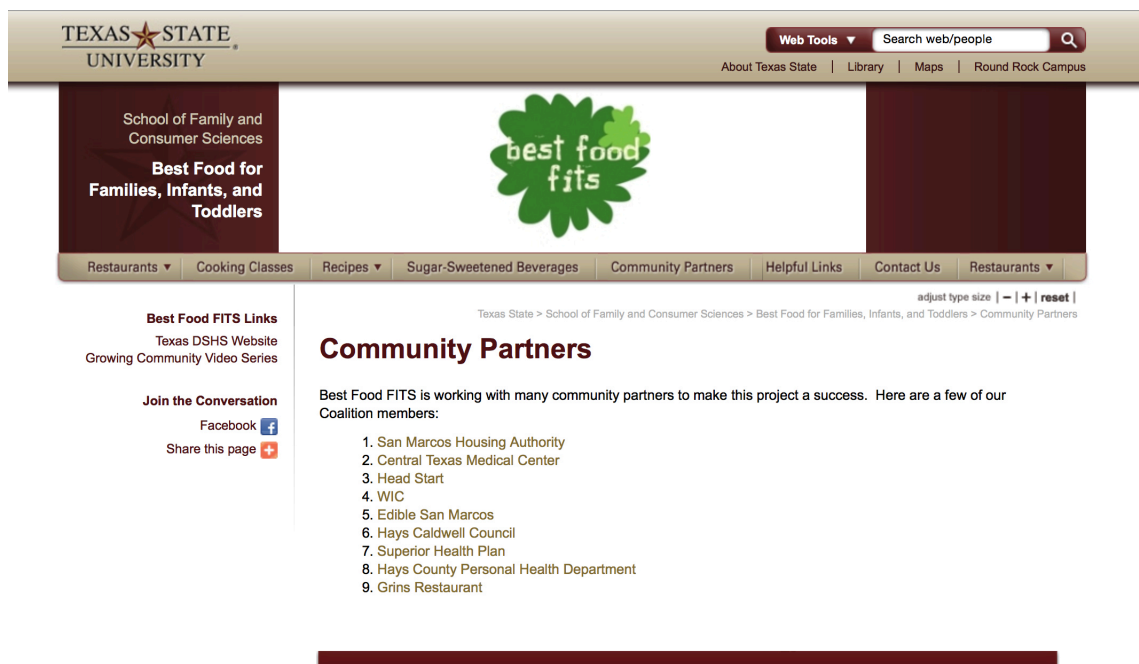


Figure 10.5 Best Food FITS original website partners page.

Recipe cards produced for the program are simple and contain the necessary ingredients and instructions that a client needs to prepare the meal. Some have the total cost and some do not. This is important going forward because budget is a dominant issue with the primary audience group of low-income families based on the research presented. As an educational tool, the recipes should also include calories per serving. Some have calories listed, some do not. This helps clients associate what and how much they are eating with their total daily caloric intake. The Best Food FITS recipe cards do not have any branding or identification on them. The new recipe cards must be cohesively branded into the BFFITS brand identity system, visually attributed to the program and help drive traffic back to the Best Food FITS website to help build the relationship.


Quinoa and Black Beans	
<p><b>Servings:</b> 10</p> <p><b>Preparation Time:</b> 15 minutes</p> <p><b>Cook time:</b> 35 minutes</p> <p><b>Ingredients:</b></p> <ul style="list-style-type: none"> <li>Drizzle canola oil</li> <li>1 onion, chopped</li> <li>3 cloves garlic, chopped</li> <li>Salt and pepper to taste</li> <li><math>\frac{3}{4}</math> Cup quinoa</li> <li>1 <math>\frac{1}{2}</math> cups vegetable broth</li> <li>1 teaspoon ground cumin</li> <li><math>\frac{1}{4}</math> teaspoon cayenne pepper</li> <li>1 cup frozen corn kernels</li> <li>2 (15 oz) cans black beans, rinsed and drained</li> <li><math>\frac{1}{2}</math> cup chopped fresh cilantro</li> </ul> <p><b>Directions:</b></p> <ol style="list-style-type: none"> <li>1. Heat the oil in a saucepan over medium heat. Add onion and garlic and sauté until translucent or lightly brown.</li> <li>2. Mix quinoa into the saucepan and cover with vegetable broth. Season with cumin and cayenne pepper then bring to a boil. Cover, reduce heat, and simmer for 20 minutes.</li> <li>3. Stir frozen corn into saucepan and cook for 5 more minutes. Mix in the black beans and cilantro and enjoy!</li> </ol> <p><b>Total Cost:</b> \$4.35</p>	

Figure 10.6 Example of Best Food FITS original recipe cards.

### *Creative Strategies*

Creative strategies are developed from the insights gained through analysis and summation of the data gathered during the research and discovery phase. The next phase of the brand discovery produces a creative brief, word cloud, brand personality and inspirational images. The

creative brief lays out the task at hand for the project and gives clear direction for creative development. A creative brief is typically shared with the client for their input and final approval. *The Best Food FITS creative brief* was shared with the directors of the program to allow for their contributions and then finalized in the form below (see Appendix B, p. 128).

### ***Creative Brief: MFA Thesis - Empowered Health***

**What is the key fact?** (*the single-minded statement most relevant to project*)

Children, families and individuals can improve their health and potentially reduce their risk of obesity by increasing the intake of fruits and vegetables and decreasing the consumption of sugar sweetened beverages such as sodas, chocolate milk, fruit drinks, sweet tea, and other drinks that have added sugars.

**What is the problem the project must solve?** (*a problem marketing can solve*)

Obesity. According to statistics from the National Health and Nutrition Examination Survey, published in January 2012 by the CDC (Centers for Disease Control), 35.7% of U.S. adults are obese; obesity lowers quality of life, affects self esteem, and increases the risk for developing heart disease, stroke, type 2 diabetes and certain cancers. Medical expenses in 2008 associated with obesity have been estimated at \$147,000,000,000.00.

**What is the communication objective?** (*key take-away*)

“Eating more fruits and vegetables and avoiding sugary beverages can improve my health and that of my kids and family. With a little planning and a better understanding of nutrition it’s easier to make healthier choices that can have a positive impact on our wellbeing.”

### **Creative Strategy’s Six Elements**

1. Prospect Definition:

Audience: Parents with infants, toddlers, and young children.

2. Principal Competition:

Primary competition exists in the form of environment (access to unhealthy foods and beverages), policies (public and governmental), social habits and advertising. These



include lifestyle, fast food, lack of education (nutrition and health), quick weight loss schemes, aversion to change, snacks at daycare, the selling of high fat/sugary foods at daycare facilities and schools, cupcakes at school, candy for rewards, dessert as normative and sugar-sweetened beverages as normal refreshments (sodas and/or juice boxes).

3. The Key Consumer Benefit:

A child's risk of developing obesity can be significantly reduced by adopting dietary changes. Their overall health can be dramatically improved by increasing the consumption of fruits and vegetables, decreasing sugar-sweetened beverages and avoiding high-fat, high-energy dense foods.

4. The Single Sentence: (*written from the consumer's perspective*)

"I have the power to make changes in our diets that have a huge impact on the health of my children, my family and myself."

5. The Reason Why:

Obesity is a leading preventable cause of death worldwide, with increasing rates in adults and children. Authorities view it as one of the most serious public health problems of the 21st century. — *American Journal of Medical Genetics*

6. Tone & Manner:

Educational, informative, friendly, factual, real

The key take-aways from the Best Food FITS creative brief are that obesity is a significant health risk for everyone worldwide, medical expenses attributed to obesity are over \$147 trillion annually, childhood obesity is preventable and their overall health can be improved given proper information and access to healthier dietary choices.

***Best Food FITS Word Cloud***

A word cloud helps give clarity to terms and phrases that reflect the perception of a brand and gives visual weight to the words associated with that brand. A word cloud is not a scientific approach to brand development, but it can give a unique understanding of the brand's personal-

ity in a visual sense based on how they talk about themselves, their product and their customers.

Word sizes are determined by the frequency of the words used in the document. Below is a word cloud for Best Food FITS based on the importance of words used by Best Food FITS in the creative brief above.




Figure 10.7 Word Cloud from Best Food FITS creative brief.

### *Brand Personality*

Brand personality relates to what the brand thinks about themselves, how they want the customer to perceive them and what they want the customer to derive from their experience with the brand. Brand personality is a set of human characteristics that can be associated with a brand at an emotional level. The brand personality is different from the brand identity, but they are mutually dependent on each other. The brand identity becomes the visualization of the brand's personality and should be visually reflective of that persona and resonate as such in the minds of customers (Wheeler). The brand traits represented in the brand personality model below are from the *brand discovery document* completed by the directors at Best Food FITS (see Appendix A, p. 109).

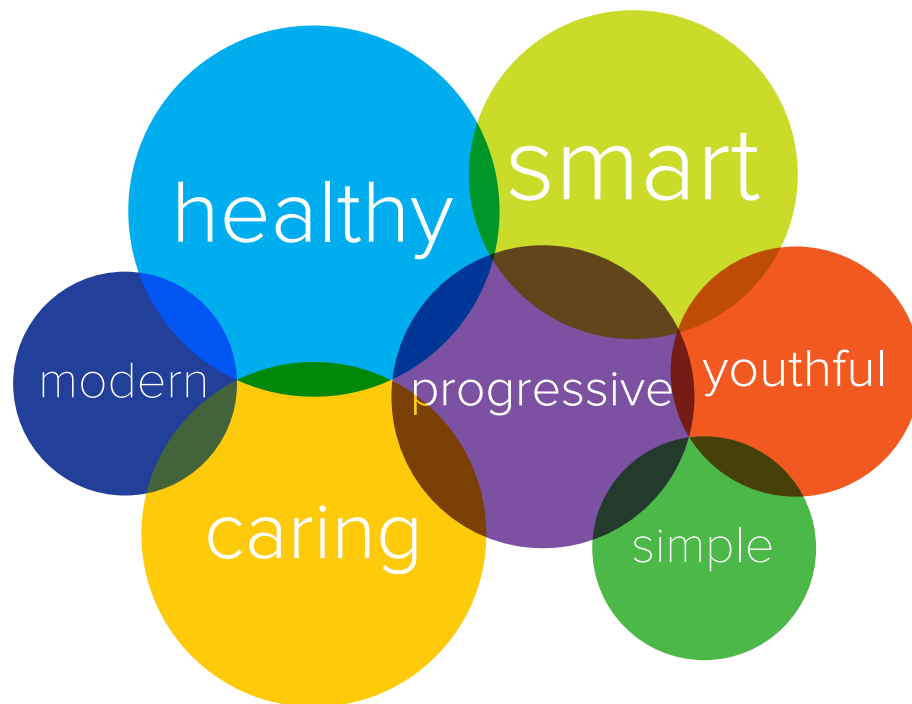


Figure 10.8 Best Food FITS brand personality model.

The word cloud and brand personality models start to tell a visual story for the Best Food FITS brand and with the help of the creative brief a clear direction starts to evolve.

### *Inspirational Images*

As part of the brand discovery process it is common to collect images that reflect the brand's values, aspirations and target audience. These images are collected and sometimes used as inspiration to inform shape, color and style for the brand identity.



Figure 10.9 Inspirational images for Best Food FITS.

## *Tactics*

Creative tactics or “deliverables” are the marketing tools needed to execute the strategies identified in Chapter III, “Strategies” (pp. 36-40), determined by the media channels. Figure 10.10 below shows the media channel options with labels and those identified for the primary target audience of parents circled in a heavy light blue circle. Those for other audience groups have a thinner light blue line and an optional channel (direct mail) has the dotted light blue line.

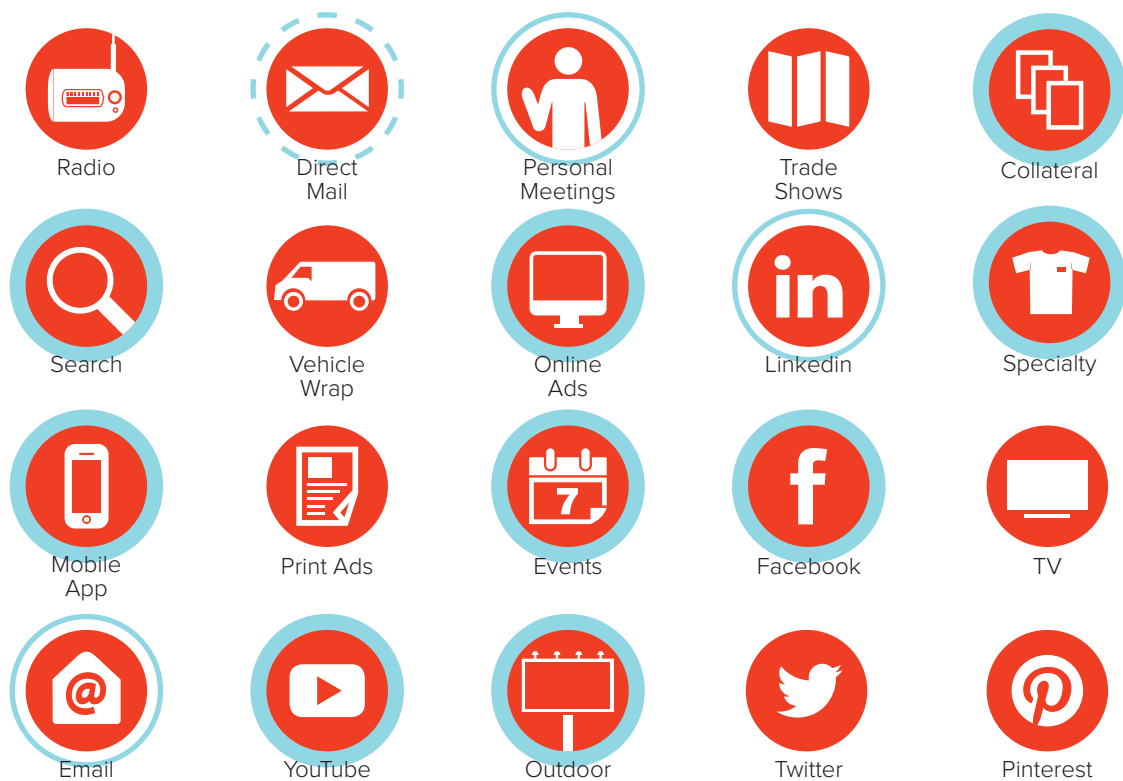


Figure 10.10 Media channel icons labeled with BFFITS picks.

The media strategies for the Best Food FITS primary audience (see Figure 10.10), include the following channels and associated deliverables:

### **Mandatory**

- Identity: Logo, tagline, stationery, color palette, fonts, styles
- Website: Best Food FITS branded website

### **Group A - Primary Audience**

- Email: newsletter template
- Mobile App: access to recipes, menus, shopping lists, coupons
- Online Ads: digital banner ads
- Facebook: BFFITS charity/community page
- YouTube: BFFITS channel, videos
- Events: display banners, collateral
- Outdoor: billboards, bumper stickers, window decals
- Collateral: brochures
- Specialty: tee shirts, hats, grocery tote bags
- Search: search engine optimization, key words/phrases, descriptions

### **Group B - Secondary and Tertiary Audiences** (*in addition to Group A deliverables*)

- Personal Meetings: collateral
- LinkedIn: company page

### **Optional**

- Direct Mail: TBD (for press and media opportunities)



### C. Design Solutions

The design solutions for the Best Food FITS program are comprehensive and designed to be benefit focused for the primary audience group of parents with infants, toddlers and adolescents. As noted on pages 52 and 53 of this thesis the list of deliverables associated with the proposed media channels is extensive. The design for the system must be consistent, yet flexible to work across a diverse set of materials. The design and messaging for the Best Food FITS program proposed here are meant to promote the services and resources of the program in a positive and educational manner, not in a scary or demeaning way. The design concepts and messaging are friendly, educational and clear.

Individual items are discussed below and the complete Best Food FITS Brand Toolkit can be reviewed in chapter V. ILLUSTRATIONS, starting on page 64.

#### *Identity: Logo*

The Best Food FITS logo needs to appeal to a broad audience varying in culture, lifestyle, income, education and age. It must be memorable, quickly recognizable and most importantly, associated with “food”, “eating” and “health”. The proposed logo mark combines an apple, fork and heart to achieve this and the bright colors help promote a youthful, healthy and innovative attitude. The fonts chosen for the logo reflect a combination of friendly and caring with a modern, simple and confident demeanor. The Best Food FITS logo can be seen on page 69 of this thesis in chapter V (see Illustrations, pp. 69-84).

#### *Identity: Tagline*

The tagline is derived from a statement that encompasses the Best Food FITS purpose and the customer benefit. The word “Real” represents eating real food as opposed to fake or processed foods that contribute to health problems and obesity. “For Life” advocates the need to make a commitment to “eat real food” for the rest of your life, and symbolizes the benefit of eating healthier — a longer, healthier life. The Best Food FITS tagline “Eat Real for Life” was extracted from the following statement:

*Best Food FITS provides the training, guidance and knowledge designed to help parents of young children combat childhood obesity so they can make healthier dietary and lifestyle choices for their families. The dramatic reduction of sugar-sweetened beverages and calorie dense foods, and the increased consumption of real — unprocessed — foods such as fresh fruits and vegetables, can significantly improve a person's health and quality of life.*

The tagline is illustrated and its integration/lockup with the new Best Food FITS logo is shown in the brand toolkit (see Illustrations, pp. 74-78).

### ***Identity: Color Palette***

A brand's color palette visually displays its personality and initiates emotional connections between the consumer and the brand. The primary color palette for Best Food FITS is made up of a bright red that is warm and positive, represents action and known to stimulate the appetite; and a fresh bright green that is friendly, illustrates a love of nature and invites good judgment (Scott-Kemmis, 2013). Both colors give the brand a clean crisp fresh look and along with the colors in the secondary palette represent the full color spectrum produced by Mother Nature in fresh fruits and vegetables (see Illustrations, pp. 83-84).

### ***Identity: Stationery***

Stationery becomes the first tangible representation of a brand's identity on paper that can be shared in person or through the mail. A complete system includes at minimum a business card, letterhead and envelope. While digital communications are slowly replacing the use of letterhead and envelope except in the case of more formal business applications such as legal and financial instances, the business card is still a mainstay of business life. The Best Food FITS stationery system is designed to be visually clean and easily communicate the necessary information to reply to, or get in touch with the individual or organization. The layout of the letterhead graphically frames the area set aside for the letter in a comfortable businesslike manner and leverages the additional space afforded it to provide a descriptor and positioning for the program (see Illustrations, pp. 85).



### *Website*

The website for Best Food FITS becomes the hub of all information and activity such as event schedules, recipes, sample menus, partner resources, blog articles, instructional videos, coupons and the mobile app. The website must be able to present all of this information in an easy to understand and navigate structure. The home page is one long page that highlights all of the important and latest content in one place, and content is divided into sections and presented visually in clearly defined modules. The site is designed to be responsive so the experience remains consistent across all devices and the look and feel supports all of the Best Food FITS design elements. The entire website home page can be viewed across three pages in the toolkit (see Illustrations, pp. 86-90).

### *Mobile App*

The mobile app for Best Food FITS is the tool that gives customers 24/7 access to the information they need to help them plan meals, make shopping lists, find recipes, sign up for cooking classes and find coupons for healthy produce and groceries. A customer can look up a recipe and with the click of a button add the ingredients to a shopping list. The app will also notify them if there are coupons available for items on their shopping list. They can save their shopping lists for future use and access them again from their mobile device or through the desktop website (see Illustrations, pp. 91-92).

### *Online Banner Ads*

The goal for the online ads is to position Best Food FITS as a trusted resource for information and resources to help parents and families with their struggle against obesity. Most of the ads are animated GIFs and the messaging focuses on Best Food FITS offering the tools to fight childhood obesity at no cost. The ads would contextually target people searching online with key words and phrases associated with obesity, overweight, diet, health, healthy recipes and specific ingredients. They would be strategically placed on websites frequented by the target audience groups (see Illustrations, pp. 93-96).

### *Facebook*

Social media, and especially Facebook, is one of the most powerful and influential tools available for Best Food FITS to connect with and stay engaged with target audiences. Facebook gives Best Food FITS the ability to leverage video content from YouTube and articles from the blog generating increased traffic to the website and improving its SEO value. Search Engine Optimization (SEO), allows Internet user to find information easily via Google and similar search engines. According to an October 2015 (Perrin) study from the Pew Research Center, 76% of all Internet using adults use at least one social media channel and 90% of young adults (ages 18-29). Fifty-six percent of people in low-income households use social media and over 60% access the Internet with their cell phone. Facebook is an important component to the Best Food FITS engagement strategy because, as of July 2015, 71% of parents online use Facebook and of those 74% say they use Facebook to get support and useful parenting information (Duggan, Lenhart, Lampe and Ellison, 2015). With the help of their strong student support Best Food FITS can keep the Facebook community page constantly up to date with fresh content that drives traffic back to the website and provides useful information about healthy lifestyle choices and ways to fight childhood obesity. All messaging must stay in alignment with a positive, educational and benefit focused communication strategy (see Illustrations, p. 97).

### *YouTube*

The use of video and its ability to convey message, content and emotion is a strong tool in Best Food FITS' arsenal to increase engagement and develop loyal brand advocates. The videos must be informative, short, educational in nature and well produced. Video and the YouTube channel are important because, as of May 2013, over 78% of adults on the Internet use YouTube as an information resource (Perrin, 2015). An effort must be made to populate the Best Food FITS channel with high-quality videos and links to related content that supports their mission (see Illustrations, p. 98).

### *LinkedIn*

LinkedIn becomes one of the more specific channels used to connect with and engage the

partners, community organizations, government and press/media audiences for Best Food FITS. LinkedIn attracts a business and corporate slanted audience and will give Best Food FITS more direct access to their secondary and tertiary audiences. According to a Pew Research Center study in July, 2015 (Perrin), 27% of parents and 22% of all adults use LinkedIn on a regular basis for information and networking. The messaging and content for LinkedIn should be more focused on overall community benefits and social welfare. This channel can be used to attract and encourage restaurants, community organizations and government participation and support. The Best Food FITS LinkedIn page should be set up as a “Health, Wellness and Fitness” category (see Illustrations, p. 99).

#### *Email: Newsletter*

Weekly emails sent to opt-in recipients in the form of informational newsletters is an important step in developing longterm relationships with audience groups. The email is designed to resemble the modular design of the Best Food FITS website and link to content on the website. This drives traffic to the website improving SEO and helps position Best Food FITS as a valuable resource for anyone looking for ways to improve their health and the health of their families. The email also provides access to weekly specials and coupons from partnering markets and restaurants that offer specials on healthy food products. Saving money is a critical success factor because the majority of the primary audience is from low-income households. Saving money and providing healthy food choices on a budget is a primary concern for this group and therefore becomes a lead component in the design of the newsletter. In addition to coupons, each newsletter will provide links to new recipes, blog articles and cooking classes (see Illustrations, p. 100).

#### *Collateral: Brochures*

Print collateral in the form of brochures or pamphlets are useful tools to help promote the Best Food FITS program at events, cooking classes, schools, restaurants, markets, community organizations and government facilities. Brochures are an extension of the brand and should reflect the friendly and informative nature of the Best Food FITS program. The brochures can be divided into three groups:

1. Clients – promote program services, drive traffic to website, phone, email and download mobile app
  2. Medical Facts – series highlighting medical facts about obesity using infographics
  3. Corporate Partners – targeting restaurants, daycare centers, schools, community organizations, government facilities and markets on ways to get involved and help
- (see Illustrations, p. 101).

### *Display Banners*

Best Food FITS is a community based program and conducts classes and informational events in the surrounding communities. Branded display banners help create awareness and visual identification for the Best Food FITS program at these events. The banner designs are simple, easy to read and quickly communicate the program's purpose (see Illustrations, pp. 102-103).

### *Outdoor: Billboards*

To create community and general market awareness billboards will help establish the existence of the program and drive traffic to the Best Food FITS website. As the “fastest growing city in the United States” (Zillman, 2015), the San Marcos area generates high traffic counts on its roads because of congestion. This gives outdoor billboards the opportunity for high visibility and longer read times than average. The message has to be quick, simple and targeted to what the primary audience cares about (see Illustrations, p. 104).

### *Outdoor: Window Decals*

Window decals are a small, yet significant way to show partner and community support throughout San Marcos. They also help identify the markets and restaurants that families can feel confident that they will have access to healthy menu options and fresh produce. The decals have the potential to become a source of pride for store owners (see Illustrations, p. 105).

### *Outdoor: Bumper Stickers*

To generate brand awareness in the community, bumper stickers can be given away to attendees at events, cooking classes and made available at partner locations (see Illustrations, p. 106).

### *Specialty: Grocery Tote Bags*

As a program that encourages the introduction of more fresh fruits and vegetables in a family's diet, Best Food FITS branded grocery tote bags would help promote brand awareness in grocery stores where the primary, secondary and tertiary audiences are shopping. The tote bags should be a free promotional item given away at events, cooking classes, grocery stores and community organizations (see Illustrations, p. 107).

### *Specialty: Wearables*

Wearables including tee shirts and hats are more incentive based tactics to engage participants and generate free advertising in the community when they wear them in public. The branded key rings are added as a daily reminder for parents about their commitment to themselves and their families to make the right choices so they can reduce the risk of obesity and live healthier lives (see Illustrations, pp. 108-109).

### *In Summary*

The new integrated branding system designed for Best Food FITS was informed by research about the primary target audience and their desire to understand how to make healthier dietary decisions for their families. The design solutions incorporate shapes, colors and content that reflect a youthful, smart, progressive, modern, healthy, caring yet simple personality. The messages speak directly to the solutions and tools that Best Food FITS offers and the images are visual reminders that fruits and vegetables are a large part of the solution to obesity. Media channel strategies and concepts are designed to provide the appropriate information the audience groups are seeking in a compelling and appealing way that facilitates ongoing relationships and longterm brand advocacy. The more people Best Food FITS can engage and interact with, the greater the chance families have of living longer healthier lives. This integrated design system provides them the tools to deliver meaningful messages in a consistent manner with relevancy to the intended audience groups.

#### IV. CONCLUSION

##### *Empowered Health: A Strategic and Visual Guide to Fight childhood Obesity*

This thesis documents the process to develop an integrated branding system for the Best Food FITS program at Texas State University's Nutrition and Foods School of Family and Consumer Sciences. Best Food FITS was developed as a community outreach program to address the growing problem of childhood obesity in the San Marcos area. The program focused on improving the health of children and families by reducing their risk for obesity through education, access to an improved food environment, and providing practical training. Their primary goals were to give parents of young children the tools needed to make healthier dietary and lifestyle choices by promoting the benefits of increasing their intake of fruits and vegetables and decreasing the consumption of sugar-sweetened beverages.

The initial Best Food FITS branding lacked visual and verbal consistency and the brand components were limited in scope. The visual elements failed to promote a distinctive and appealing personality, and the verbal pieces fell short of delivering compelling messages to target audience groups on multiple levels.

Difficulties in addressing the problems of childhood obesity quickly multiply as all of the contributing factors and influencers to the problem begin to surface. This is what Jon Kolko describes as a "wicked problem" in his book *Wicked Problems: Problems Worth Solving* (Kolko, 2012):

*"A wicked problem is a social or cultural problem that is difficult or impossible to solve for as many as four reasons: incomplete or contradictory knowledge, the number of people and opinions involved, the large economic burden, and the interconnected nature of these problems with other problems."*

As a "wicked problem", this thesis highlights the importance of how a well informed design process helps ideate a comprehensive branding system built upon combining the brand's vision and values with what their target audiences want and care most about. The new Best Food FITS branding is based on a clear understanding of the target audiences, the competition and psychographic influencers in the marketplace that influence the choices parents make and the

things most important to them. The process used data collected by Best Food FITS and secondary research about target audience groups, marketplace demographics and competition. A brand discovery and creative brief were completed in collaboration with the directors at Best Food FITS, and these along with the research were used to create audience profiles, conduct a SWOT analysis and develop a brand pyramid and personality. Audience group profiles helped inform media channel strategies that in turn dictated tactics and their associated deliverables.

The new Best Food FITS brand infuses a smart, youthful, healthy, progressive, modern, simple and caring brand personality across multiple touchpoints and is designed to engage target audiences in meaningful and compelling ways. The interactive components are designed to foster ongoing and lasting relationships that position Best Food FITS as a trusted resource for parents looking for information and help to make more informed and healthier choices for their families. The media channels and their respective design and functionality provide Best Food FITS the platform to provide useful and needed information to the respective audience members with easy access at multiple levels. Leveraging their dedicated staff and enthusiastic student participation they can maintain a constant flow of healthy dietary solutions and event information through these media channels. A consistent look and feel combined with an easily accessible library of fresh information to help parents make better dietary choices for their families will have a lasting positive impact on the overall health of the San Marcos community.

The solutions delivered as a result of this thesis and the process to get there are a good reflection of the words of a famous management consultant.

“The aim of marketing is to know and understand  
the customer so well the product or service  
fits him and sells itself.”

— Peter Drucker (n.d.)

### *Future Research*

To implement the integrated design system presented in this thesis, Best Food FITS will need to acquire the funding necessary to conduct focus groups with target audiences, build the website, develop the mobile app, and produce the collateral, wearables and event materials.

Best Food FITS will be responsible for generating fresh content for the website, blog, recipes, menus, events, mobile app, newsletter, emails and social media venues. This requires a methodical strategy to research current health developments, dietary trends and community events and activities. The social media channels will be a critical element of delivering their program and increasing the awareness of Best Food FITS locally and beyond. It will take a proactive approach to maintain information, develop new content and be responsive to client inquiries on a daily basis. And, developing bilingual assets will be an important step in reaching out, engaging and building relationships with the largest BFFITS audience group of Hispanics.

Further work can be done to improve and expand the mobile app concept:

- Add the ability to save personal menus and shopping lists
- Provide user generated calorie database
- Create community building capabilities

Messaging can be expanded for items such as online ads, tee-shirts, display banners, billboards and bumper stickers. Most of these messages can come out of the development of new content for the website, newsletter and social media channels.

An important next step to developing future messaging and program improvements includes user testing and community focus groups to collect direct feedback from primary, secondary and tertiary audience groups.

Much work can be done in improving relationships with the alternate audience groups such as restaurants, schools, daycare centers, the press, government policy makers and community organizations. Actions might include:

- Provide value for their collaboration with advertising space on BFFITS materials
- Encourage collaborative events and program integration



V. ILLUSTRATIONS

Best Food FITS Brand Toolkit

BEST FOOD FITS  
BRAND TOOLKIT  
GUY ALLEN PARKER

Brand identity is the visual and verbal expression of a brand. Identity supports, expresses, communicates, synthesizes, and visualizes the brand. You can see it, touch it, hold it, hear it, watch it move. Brand identity increases awareness and builds businesses.

**Alina Wheeler**

Designing Brand Identity, 2006

## BEST FOOD FITS BRAND TOOLKIT

### Current Situation

# best food fits

Best Food FITS is a research project funded by the Texas Department of State Health Services and headed by Dr. Sylvia Crixell and Dr. BJ Friedman at Texas State University. Best Food FITS stands for “Best Food for Families, Infants, and Toddlers” and aims to improve the health of children by reducing their risk for obesity. Their primary strategies focus on increasing the intake of fruits and vegetables and decreasing their consumption of sugar-sweetened beverages. This program is educationally based and is currently being administered at a community level in the local San Marcos area at restaurants, schools and community centers. The mission of Best Food FITS is to improve the health of children and families by reducing their risk for obesity through education, access to an improved food environment, and practical training.

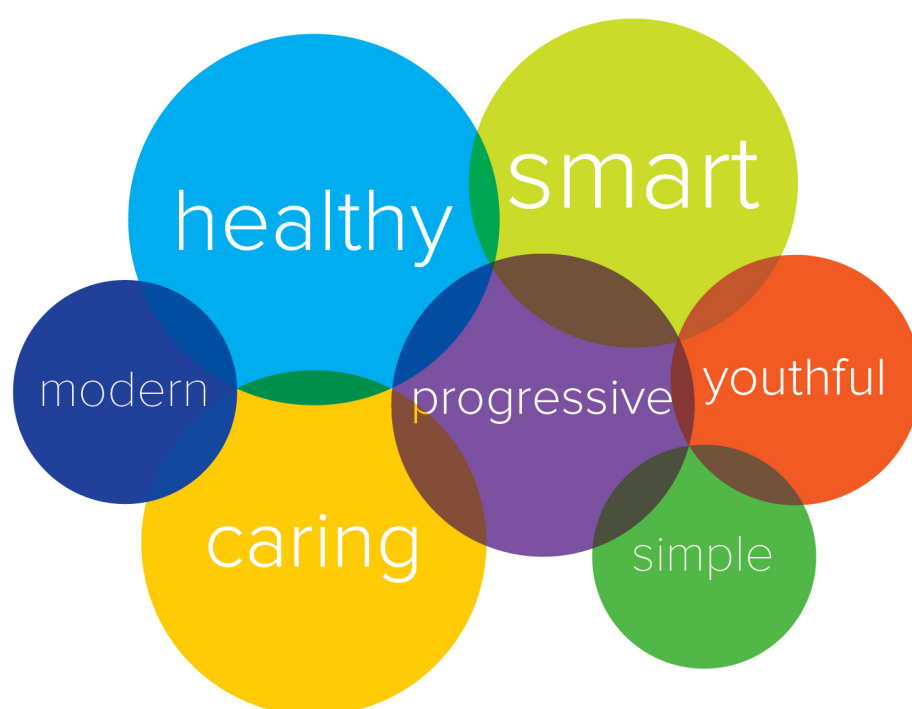
## BEST FOOD FITS BRAND TOOLKIT

### Positioning Statement

For parents looking to **improve the health** of their young children and family, the *Best Food FITS* program provides the nutritional expertise, dietary training and menu planning **guidance** that helps them make the **lifestyle** changes necessary to prevent childhood obesity. *Best Food FITS* leverages their dedicated research staff and enthusiastic volunteers to deliver their program with compassion and understanding to the community and those in need.

# BEST FOOD FITS BRAND TOOLKIT

## Brand Personality



# BEST FOOD FITS BRAND TOOLKIT

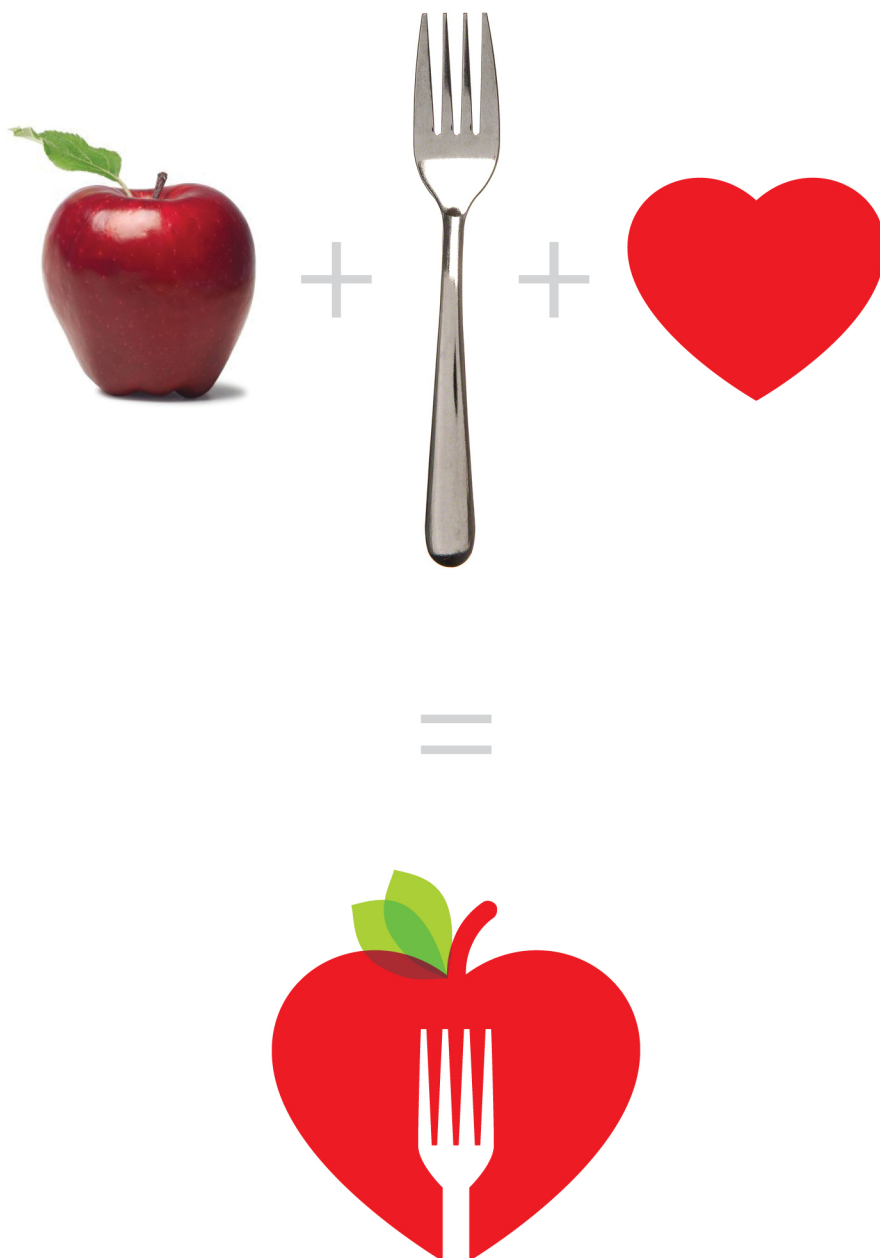
Logo : Vertical : Full Color



BEST FOOD  
**FITS**

# BEST FOOD FITS BRAND TOOLKIT

## Logo : Dissected



# BEST FOOD FITS BRAND TOOLKIT

Logo : Vertical : Single Color



BEST FOOD  
**FITS**



# BEST FOOD FITS BRAND TOOLKIT

## The Mark



## BEST FOOD FITS BRAND TOOLKIT

Logo : Horizontal



BEST FOOD  
**FITS**



BEST FOOD  
**FITS**

## BEST FOOD FITS BRAND TOOLKIT

### Tagline

Best Food FITS provides the training, guidance and knowledge designed to help parents of young children combat childhood obesity so they can make healthier dietary and lifestyle choices for their families. The dramatic reduction of sugar-sweetened beverages and calorie dense foods, and the increased consumption of **real** — unprocessed — foods such as fresh fruits and vegetables, can significantly improve a person's health and quality of **life**.

***Eat Real for Life***

BEST FOOD FITS BRAND TOOLKIT  
Tagline

EAT REAL  
FOR **LIFE**

BEST FOOD FITS BRAND TOOLKIT  
Logo & Tagline : Vertical : Full Color



BEST FOOD  
**FITS**

---

EAT REAL  
FOR **LIFE**

BEST FOOD FITS BRAND TOOLKIT  
Logo & Tagline : Vertical : Single Color



BEST FOOD  
**FITS**

---

EAT REAL  
FOR **LIFE**

# BEST FOOD FITS BRAND TOOLKIT

## Logo & Tagline : Horizontal



# BEST FOOD FITS BRAND TOOLKIT

## Logo Configurations : Special Uses



Long Horizontal



Name Only Horizontal



Name Only Stacked



Avatar



Reversed



# BEST FOOD FITS BRAND TOOLKIT

## Logo : Fonts Identified



BEST FOOD  
**FITS**

Proxima Nova Extrabold

Amatic Bold

# BEST FOOD FITS BRAND TOOLKIT

## Font Families : Primary

**Proxima Nova Extrabold**  
**ABCDEFGHIJKLMN**  
**OPQRSTUVWXYZ**  
**abcdefghijklmn**  
**opqrstuvwxyz**  
**123456789**

<http://www.myfonts.com/fonts/marksimonson/proxima-nova/>

**AMATIC BOLD**  
**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**ABCDEFGHIJKLMNOPQRSTUVWXYZ**  
**123456789**

<http://www.1001fonts.com/amatic-font.html>

## BEST FOOD FITS BRAND TOOLKIT

### Font Families : Secondary

Proxima Nova Regular

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

abcdefghijklmn

opqrstuvwxyz

123456789

<http://www.myfonts.com/fonts/marksimonson/proxima-nova/>

*Proxima Nova Light Italic*

*ABCDEFGHIJKLMN*

*OPQRSTUVWXYZ*

*abcdefghijklmn*

*opqrstuvwxyz*

*123456789*

Helvetica Neue Light

ABCDEFGHIJKLMN

OPQRSTUVWXYZ

abcdefghijklmn

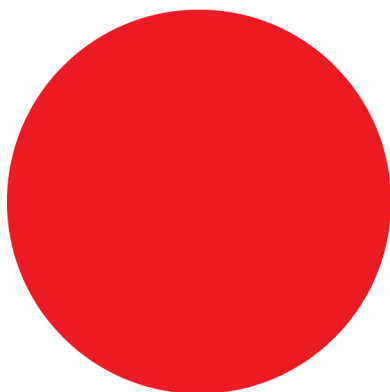
opqrstuvwxyz

123456789

<http://www.linotype.com/45446/NeueHelveticaStd45Light-product.html>

# BEST FOOD FITS BRAND TOOLKIT

## Color Palette : Primary



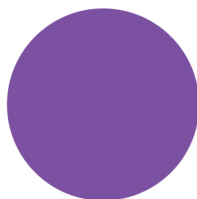
BRIGHT RED  
PMS 2347C  
C: 0 M: 100 Y: 100 K: 0  
R: 237 G: 28 B: 36  
Web: #ed1c24



MEDIUM GREEN  
PMS 2299C  
C: 38 M: 0 Y: 100 K: 0  
R: 171 G: 208 B: 55  
Web: #abd037

# BEST FOOD FITS BRAND TOOLKIT

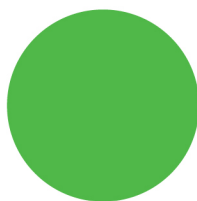
## Color Palette : Secondary



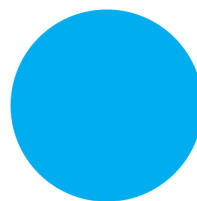
PURPLE  
PMS 2088C  
C: 60 M: 80 Y: 0 K: 0  
R: 124 G: 81 B: 161  
Web: #7c51a1



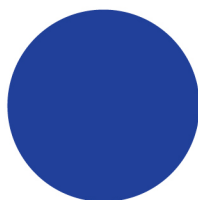
LIGHT GREEN  
PMS 389C  
C: 25 M: 0 Y: 100 K: 0  
R: 202 G: 219 B: 42  
Web: #cadb2a



DARK GREEN  
PMS 361C  
C: 70 M: 0 Y: 100 K: 0  
R: 81 G: 184 B: 72  
Web: #51b848



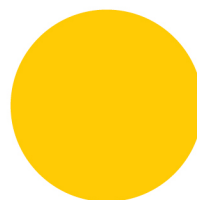
BRIGHT BLUE  
PMS 2191C  
C: 100 M: 0 Y: 0 K: 0  
R: 0 G: 174 B: 239  
Web: #00aeef



DARK BLUE  
PMS 2728C  
C: 100 M: 90 Y: 0 K: 0  
R: 33 G: 64 B: 154  
Web: #21409a



ORANGE  
PMS Bright Orange C  
C: 0 M: 80 Y: 100 K: 0  
R: 241 G: 90 B: 34  
Web: #f15a22



YELLOW  
PMS 116C  
C: 0 M: 18 Y: 100 K: 0  
R: 255 G: 206 B: 0  
Web: #ffce00

# BEST FOOD FITS BRAND TOOLKIT

## Stationery



**BEST FOOD  
FITS**

**Sylvia Crixell, PhD, RD**

*Professor, Nutrition*  
scrixell@txstate.edu

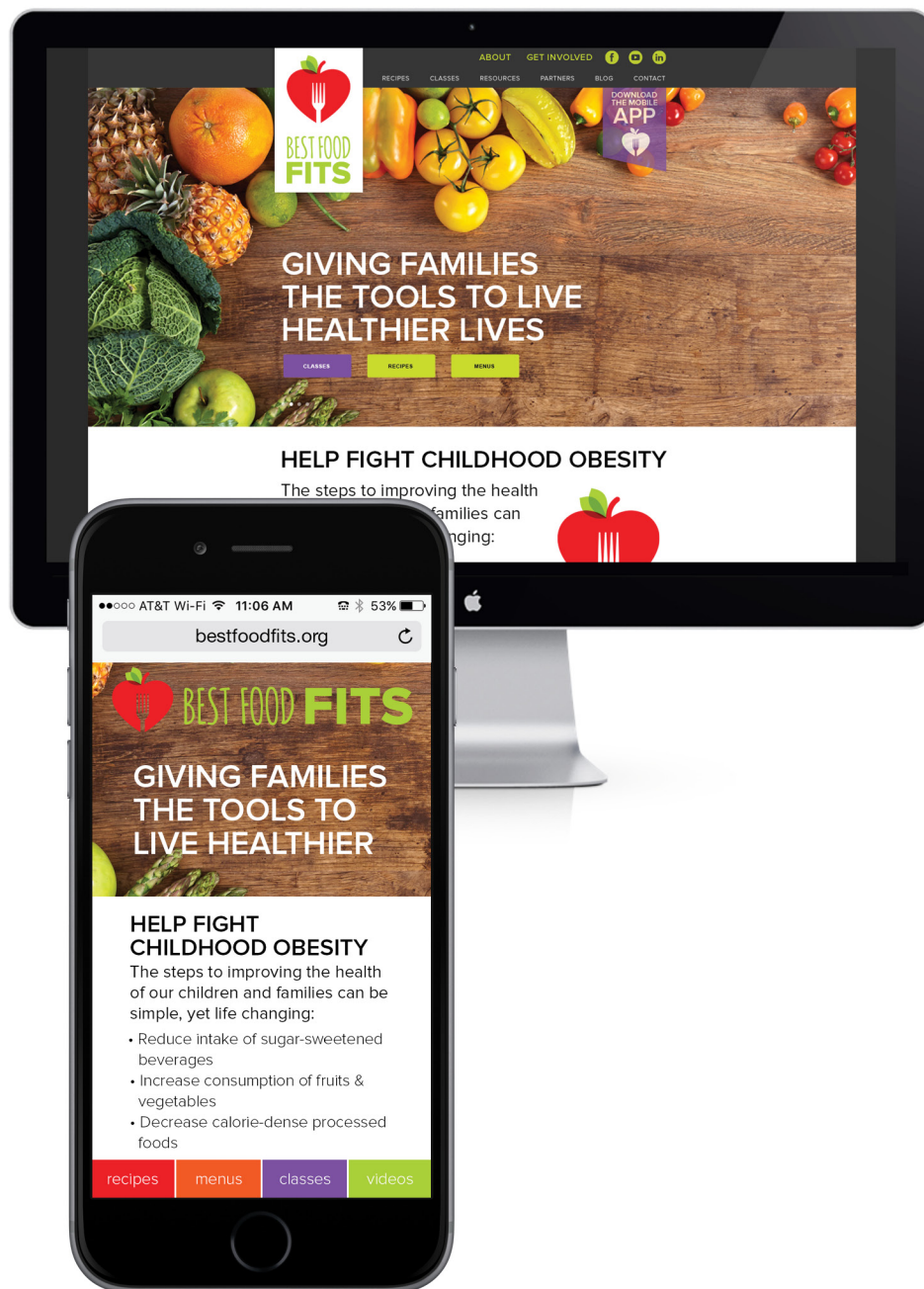
512-245-2155

601 University Drive  
Texas State University  
San Marcos, TX 78666

**BESTFOODFITS.ORG**

# BEST FOOD FITS BRAND TOOLKIT

## Website : Desktop & Mobile

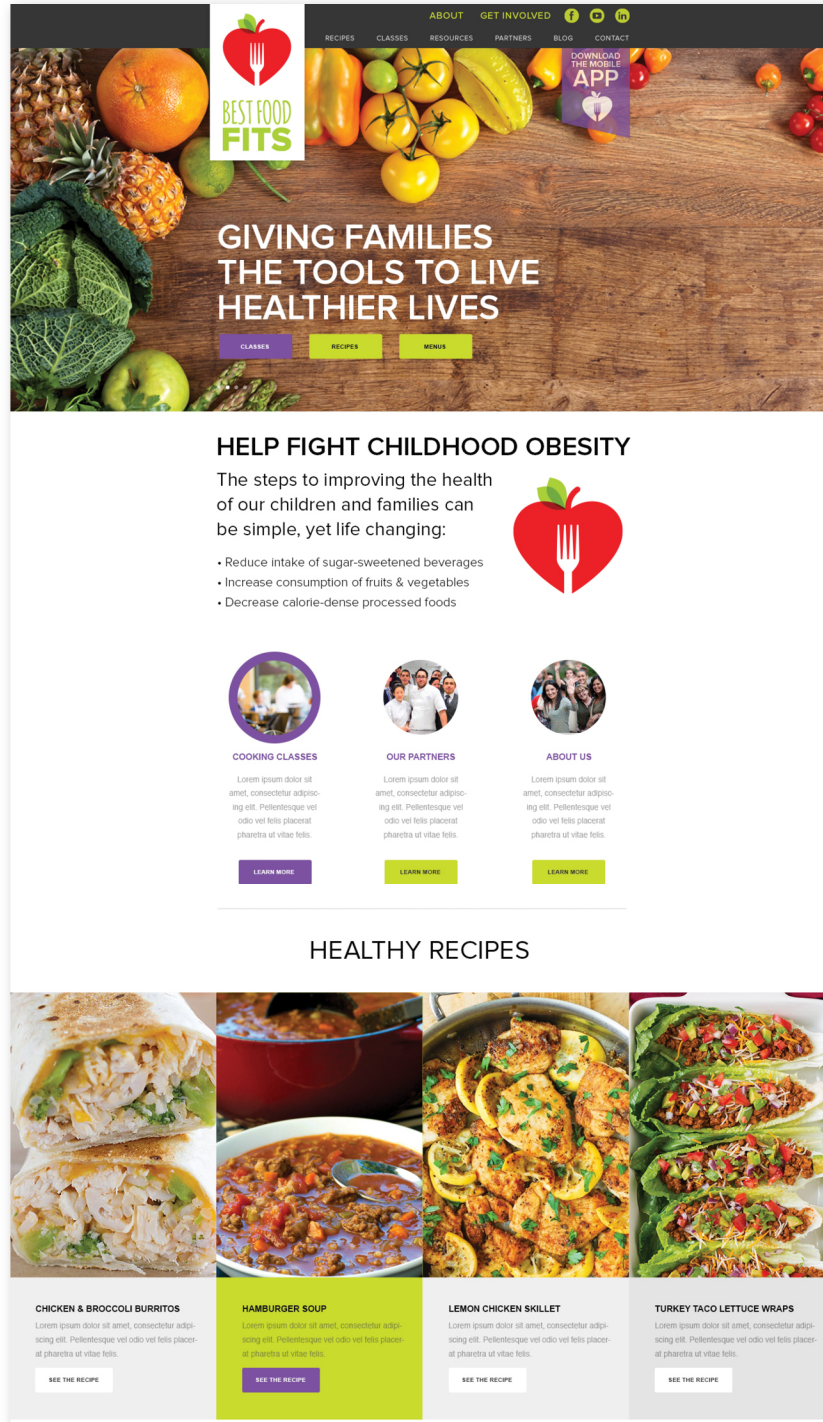


23



# BEST FOOD FITS BRAND TOOLKIT

## Website : Desktop : 1 of 3



24



# BEST FOOD FITS BRAND TOOLKIT

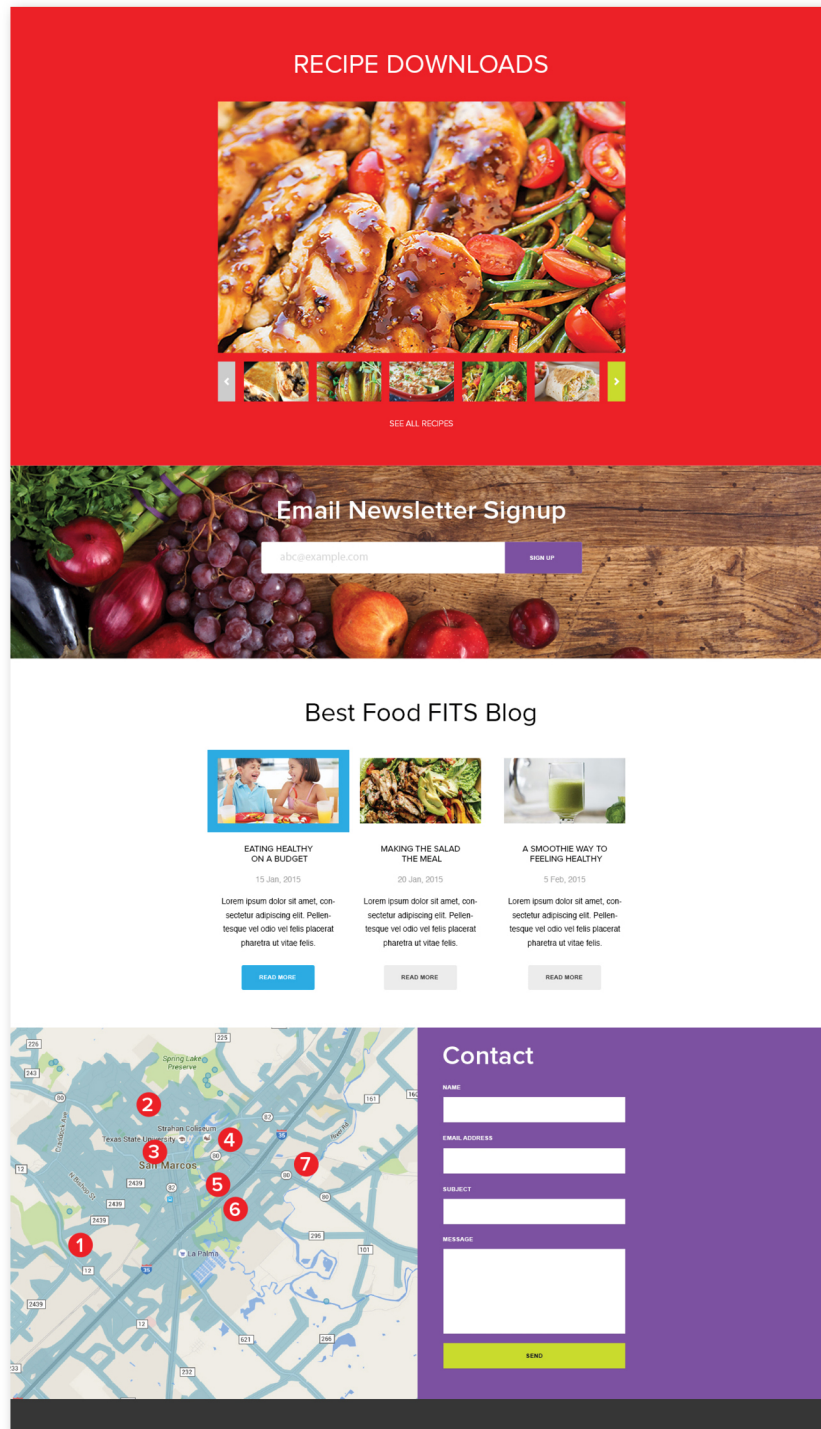
## Website : Desktop : 2 of 3



25

# BEST FOOD FITS BRAND TOOLKIT

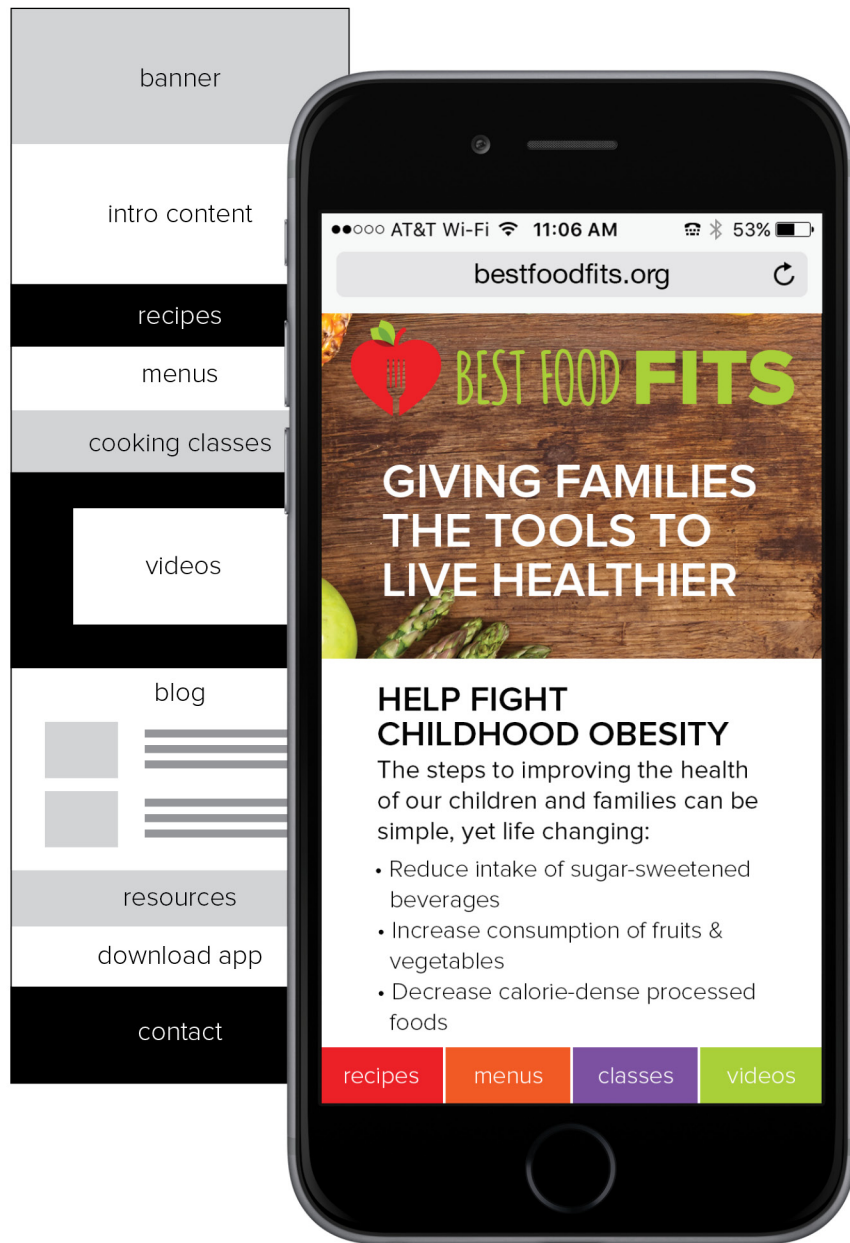
## Website : Desktop : 3 of 3



26

# BEST FOOD FITS BRAND TOOLKIT

## Website : Mobile



# BEST FOOD FITS BRAND TOOLKIT

## Mobile App : Opening & Home Screens





# BEST FOOD FITS BRAND TOOLKIT

## Mobile App : Recipe Screen

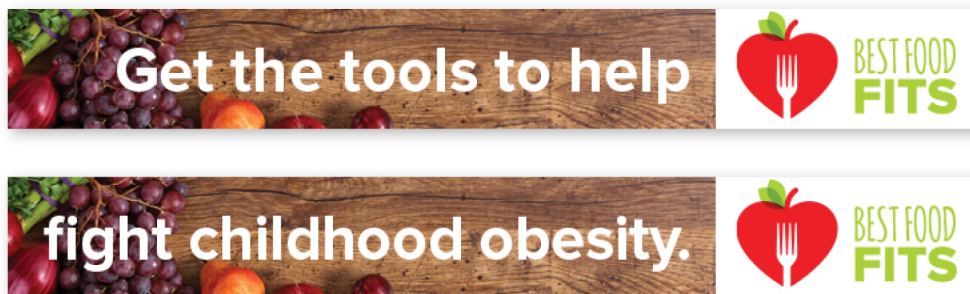


## BEST FOOD FITS BRAND TOOLKIT

### Online Ads : Leader Board



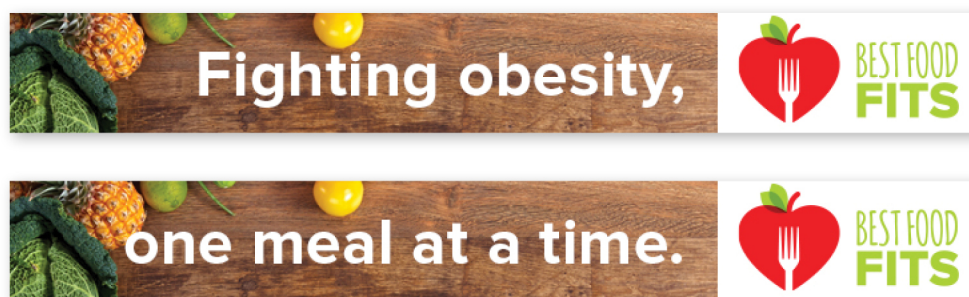
Leader Board Animation "A"



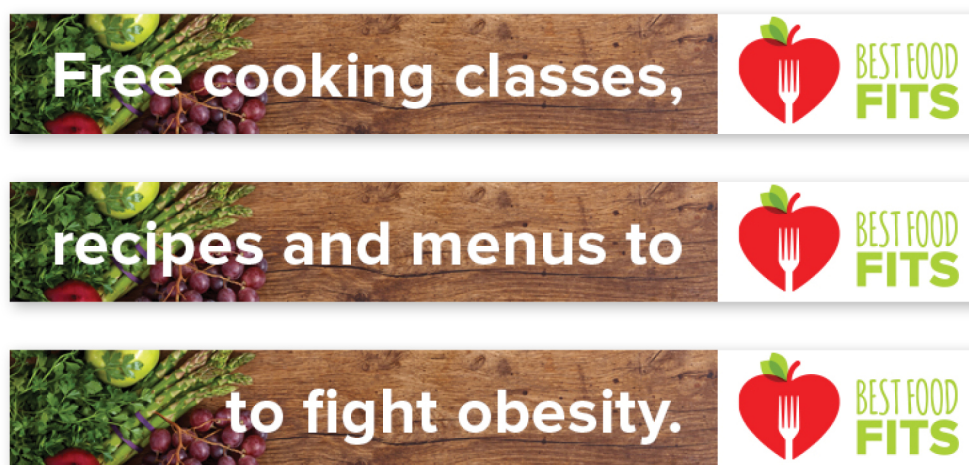
Leader Board Animation "B"

## BEST FOOD FITS BRAND TOOLKIT

### Online Ads : Leader Board



Leader Board Animation "C"



Leader Board Animation "D"

## BEST FOOD FITS BRAND TOOLKIT

### Online Ads : Medium Rectangle



Medium Rectangle Animation "E"

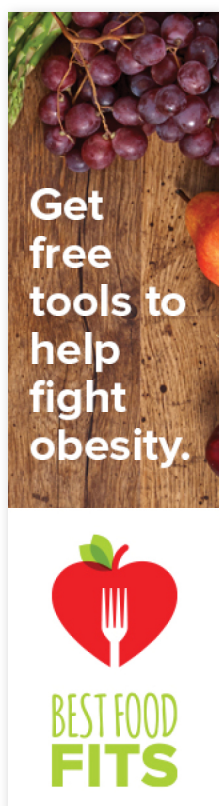


Medium Rectangle Animation "D"

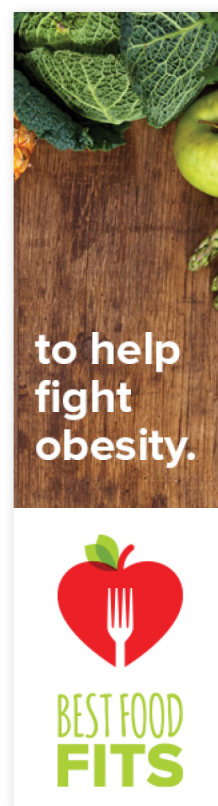


## BEST FOOD FITS BRAND TOOLKIT

### Online Ads : Wide Skyscraper



Wide Skyscraper "B"



Wide Skyscraper Animation "D"

# BEST FOOD FITS BRAND TOOLKIT

## Social Media : Facebook

**Best Food FITS**  
Community

**GIVING FAMILIES THE TOOLS TO LIVE HEALTHIER LIVES**

**ABOUT**

- Community program focused on helping families reduce the risk of childhood obesity. <http://www.bestfoodfits.org/>
- <http://www.bestfoodfits.org/>

**PHOTOS**

**Best Food FITS shared a link.**  
10 October

30 Dinner Recipes That the Whole Family Will Love <http://bestfoodfits.org/30re>


Like · Comment · Share

**Best Food FITS shared a link.**  
10 October

An Event Apart: The Future of Responsive Images <http://buff.ly/1rsuvvX>

**Luke W | An Event Apart: The Future of Responsive Images**  
[www.lukew.com](http://www.lukew.com)

LukeW Ideation + Design provides resources for mobile and Web product design and strategy including presentations, workshops, articles, books and more on usability, interaction design and visual design.



# GIVING FAMILIES THE TOOLS TO LIVE HEALTHIER LIVES

www.bestfoodfits.org

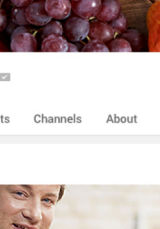
Best Food FITS

Home Videos Playlists Channels About


Subscribe 3,562,368

Also subscribed

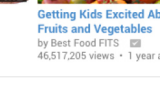
## What to watch next




**Jamie Oliver: The Food Revolution**  
by FoodRevolution 324,458 views 18 hours ago



**John Ceno Cooks Up Muscle**  
by Food Network 127,061 views 22 hours ago




**Kids in the Kitchen**  
by Best Food FITS 14,000 views 3 weeks ago




**The Dangers of Super Size**  
by Best Food FITS 290,343 views 4 months ago


## Featured Videos



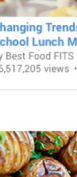
**Obesity Trends in America (EXCLUSIVE VIDEO)**  
by Best Food FITS 46,517,205 views • 1 year ago



**Getting Kids Excited About Fruits and Vegetables**  
by Best Food FITS 46,517,205 views • 1 year ago




**Changing Trends in School Lunch Menus**  
by Best Food FITS 46,517,205 views • 1 year ago




**Fruits and Vegetables, Color is Everything**  
by Best Food FITS 46,517,205 views • 1 year ago


## Best Food FITS Recipes




**Chicken and Broccoli Grilled Wraps with Fruit Side**  
by Best Food FITS 46,517,205 views • 1 year ago



**Grilled Chicken Salad Becomes Center of Table**  
by Best Food FITS 46,517,205 views • 1 year ago




**Garlic Roasted Potatoes to Please Everyone**  
by Best Food FITS 46,517,205 views • 1 year ago




**Hamburger Stew Family Meals That Last**  
by Best Food FITS 46,517,205 views • 1 year ago


## Best Food FITS Cooking Classes



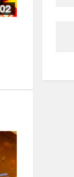
**November 2015 Cooking Pacific Rim Style**  
by Best Food FITS 46,517,205 views • 1 year ago




**October 2015 Breakfasts Made Quick**  
by Best Food FITS 46,517,205 views • 1 year ago



**September 2015 Healthy Daycare Lunches**  
by Best Food FITS 46,517,205 views • 1 year ago



**August 2015 School Lunches That Get A+**  
by Best Food FITS 46,517,205 views • 1 year ago



Language: English Country: United Kingdom Safety: Off History Help

Channel Name

Channel Name

Channel Name

Channel Name

Channel Name

Channel Name



# BEST FOOD FITS BRAND TOOLKIT

## Social Media : LinkedIn

[What is LinkedIn?](#)
[Join Today](#)
[Sign In](#)

**Best Food FITS**  
 Health, Wellness and Fitness  
 1-10 employees

235 followers
 [Follow](#)

[Home](#)

### HELPING FAMILIES REDUCE THE RISK OF CHILDHOOD OBESITY

Best Food FITS is a research project funded by the Texas Department of State Health Services at Texas State University. Best Food FITS stands for "Best Food for Families, Infants, and Toddlers" and aims to improve the health of children by reducing their risk for obesity. Our program focuses on increasing the intake of fruits and vegetables and decreasing the consumption of sugar-sweetened beverages. The program is educationally based and currently administered at a community level in the local San Marcos area at restaurants, schools and community centers. The mission of Best Food FITS is to improve the health of children and families by reducing their risk for obesity through education, access to an improved food environment, and practical training . . . [see less](#)

**Specialties**  
Nutrition, Health, Diet

<b>Website</b> <a href="http://www.bestfoodfits.org">http://www.bestfoodfits.org</a>	<b>Industry</b> Health, Wellness and Fitness	<b>Type</b> Privately Held
<b>Headquarters</b> 601 University Drive San Marcos TX 78666	<b>Company Size</b> 1-10 employees	<b>Founded</b> 2010

#### How You're Connected

4 Employees on LinkedIn

[See how you're connected](#)

#### Ads You May Be Interested In

**Fancy a coffee?**  
 Grab a lovely cup of coffee nearby anytime, check out the places here.

**Raspberries**  
 Raspberries are really delicious, especially in a spongy cake.

**Flower power**  
 Get flowers delivered near you for your loved one!

#### People Also Viewed

#### Connect with co-workers

Learn more about who they are.

[Add your position](#)

#### Recent Updates

**Best Food FITS** Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam commodo consequat irure dolor in

Like · Comment · Share · 19 hours ago

**Best Food FITS** Ut enim ad minim veniam commodo <http://buff.ly/1oy4W9o>

**Why You Should Have More Side Projects | inspirationfeed.com**  
 inspirationfeed.com · For those of us with creative minds, we need to stay on top of our game in our free time and down-periods. That means we always need to be on the lookout for

Like · Comment · Share · 20 hours ago

**Best Food FITS** New iPad out today - the disappearing middle. The iPad might not be the long-term revolution we all thought it was <http://buff.ly/11rYYYY>

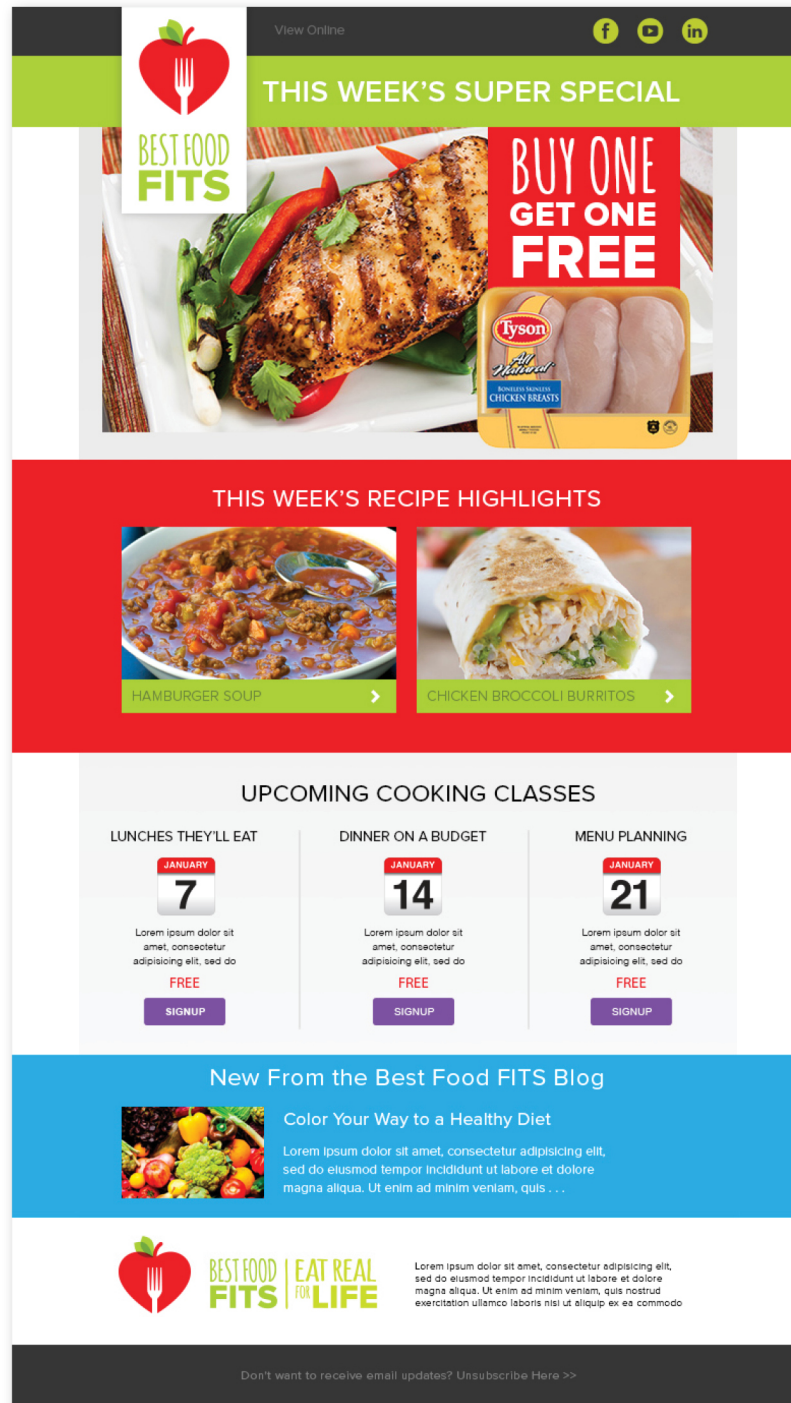
**The Diminished iPad - stratechery by Ben Thompson**  
 stratechery.com · No one is excited about Apple's event because no one cares about the iPad. Some of that is due to the market changing, but Apple deserves blame as well.

Like (1) · Comment · Share · 20 hours ago

[Christian Giordano](#)

# BEST FOOD FITS BRAND TOOLKIT

## Email Newsletter



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# BEST FOOD FITS BRAND TOOLKIT

## Collateral : Print Brochures



# BEST FOOD FITS BRAND TOOLKIT

## Display Banner : 1 of 2





## BEST FOOD FITS BRAND TOOLKIT

### Display Banner : 2 of 2





# BEST FOOD FITS BRAND TOOLKIT

## Outdoor : Billboard



## BEST FOOD FITS BRAND TOOLKIT

### Outdoor : Window Decal



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**GUY ALLEN PARKER**



BEST FOOD FITS BRAND TOOLKIT  
Outdoor : Bumper Sticker



**FREE TOOLS TO  
FIGHT OBESITY.**



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# BEST FOOD FITS BRAND TOOLKIT

## Specialty : Grocery Tote Bags



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**GUY ALLEN PARKER**



# BEST FOOD FITS BRAND TOOLKIT

## Specialty : Wearables



45

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GUY ALLEN PARKER

# BEST FOOD FITS BRAND TOOLKIT

## Specialty : Wearables



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GUY ALLEN PARKER

## APPENDIX SECTION

### A. Brand Discovery Document

# GUY ALLEN PARKER BrandDiscovery

COMPANY: Best Food FITS  
FILE NAME: BFF\_branddiscovery\_v2.0

DATE: December 22, 2015  
PROJECT: MFA Thesis – Obesity: Empowered Health  
JOB#:  
DUE:

---

Sylvia  
BJ  
Guy

## About the Brand

What is the company's mission?

The purpose of Best Food FITS is to improve the health of children and families by reducing their risk for obesity through education, access to an improved food environment, and practical training.

What are the brand's values? Please name as many as you can.

Pro-health  
Advocating for children and families  
Interaction with community stakeholders  
Combatting norms that lead to poor health  
Changing the paradigm about what diet and lifestyle should be  
Proactively adopting healthful lifestyle  
Real food is powerful and should replace processed food at every turn

Broccolicious and the other characters  
Our reputation of caring for the community  
Our previous and current work in improving the local food environment

What are the critical success factors in your business?

Community engagement  
Build on concern parents have for the family's health  
Being recognized in the community as source of expertise

Continued work with the local community, which will require some funding  
Participation from community stakeholders

What are the brand's top three strengths?

Advocating for children  
Expertise



# GUY ALLEN PARKER BrandDiscovery

COMPANY: Best Food FITS  
FILE NAME: BFF\_branddiscovery\_v2.0

## Community respect

Evidence based practices  
Dedicated research staff  
Enthusiastic student participation

### What are the brand's top three challenges (weaknesses and/or threats)?

1. Status quo at facilities – there are many barriers to change; for example, in daycare facilities, the parents who enjoy cupcakes and celebrations resist change; directors and administrators might consider parent perspectives as the more important aspect of the 'business' of daycare. Restaurants make profit on sodas and owners may perceive that families value large, fatty portions of food and refills on sodas.
  2. Habits of people – the world is laden with high calorie, high fat, sugary foods and beverages – eating these from birth, having them present in most environments, etc., has affected the taste preferences of the generation – changing entrenched habits is hard
  3. Corporations – when we tried to change restaurant menus for children, those that were franchises would not/could not participate.
- 
1. Time, money and expertise to promote the program
  2. Lack of sufficient Spanish speaking researchers and students in our program
  3. Easy access to cheap, low nutrient dense/high calorie dense foods

### What are the brand's top three opportunities?

1. Parents concern for the health of the families, health of their children; people are starting to truly be worried about how obesity affects life
  2. Brand recognition leads to acceptance of expertise
  3. We have a large workforce – undergraduate and graduate students – this resource, along with our expertise, is significant
- 
1. Access to low income population through the public housing program, WIC, and Head Start
  2. Access to local child care centers
  3. Strong support from School and College administrators

## Audience Profile

Describe your audience (customer or client base). How old are they, typically, and what are their job titles? Include any information on gender, race, education and average income levels, if known. Also address any personality traits (detail

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oriented, short attention spans, etc.) that may be applicable as a general rule. Please address multiple audiences, as necessary, beginning with the primary audience.

At present, the population of San Marcos; eventually, the wider south central Texas area

Parents, consumers, especially parents of young children – all income levels; majority-Hispanic; it is important to recognize that resources may be limited among our targets. For example, we work with the local WIC clinic and would like to expand on that.

So parents can be from all walks of life – low SES or middle class with kids (in daycare or living in the area).

Administrators and business owners – any business that serves families with children.

### Restaurants?

Primarily low income families, many of whom only speak Spanish

Childcare centers having a wide range of socioeconomic status

Families are interested in improving the health of their children, so are motivated, but are also hampered by language/cultural barriers, economics, and education

Our audience is not aware of the importance of the potent and negative influence of the current food environment on their families' food choices

Restaurant owners are concerned about their profits, so feel the need to continue to offer non-nutritious foods; school are in a similar situation but at least have some regulations to guide better options

### The Competition

Who are your top 3-5 competitors? Please provide urls to their websites.

Por Vida in San Antonio (<http://www.porvidasa.com>). They have had tons of money. Their approach was expensive and time consuming (analyzing menu items and changing only one item); they copied our approach with children (we shared, they copied).

This is all I know.

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What if we considered the competition to be the alternative food choices they make?

Fast food restaurants offering cheap, bad food  
Chain restaurants that are not willing to participate in our program

What makes them special or different?  
See above

Marketing, accessibility, cheap

Why do customers choose you over the competition?  
Right now we are the only 'nutrition' game in town.

What if we looked at this on a national level? Not just a local program. What would make them choose YOU over the other choices?

Many are not aware of the alternative options  
Many don't know how to plan, shop for, and cook healthy meals

## Brand Perception

Use a few adjectives to describe how the company should be perceived in the marketplace (i.e. prestigious, friendly, family-oriented, innovative, etc.)  
Proactive, advocating for children, advocating for families, friend of the community, major stakeholder in children's health, friendly

Family oriented, motivated to help

Is this different than the current image perception? If so, how?  
No, except the more who know about us, the better. Community stakeholders know us; we would like to also be a household name in the community

It sounds like it's important to look for ways to increase the level of trust they have with BFF.

Some perhaps see us as the ivory tower academics.

Is there any disparity between how your company is perceived internally versus externally? If so what is it?

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I'm not sure. There can be resistance from a few about how to go about improving health. So if someone disagrees with our model or actions (e.g. changing daycare policies), then he/she will not have a helpful attitude.

Shared vision issues? Awareness and brand perception issues?

The ivory tower academics.

If the company was a person (celebrity, politician, athlete), who would it be, and why?

Marion Nestle – she is able to turn science into accessible information and practical delivery

How do you wish to be perceived: conventional or innovative?

- ☐ Very Conventional
- ☐ Somewhat Conventional
- ☐ Neutral or N/A
- ☒ Somewhat Innovative
- ☐ Very Innovative

How do you wish to be perceived: colorful or monochromatic?

- ☒ Very Colorful
- ☐ Somewhat Colorful
- ☐ Neutral or N/A
- ☐ Somewhat Monochromatic
- ☐ Very Monochromatic

How do you wish to be perceived: simple or complex?

- ☐ Very Simple
- ☒ Somewhat Simple (easy to understand)
- ☐ Neutral or N/A
- ☐ Somewhat Complex
- ☐ Very Complex

How do you wish to be perceived: quiet or loud?

- ☐ Very Quiet
- ☐ Somewhat Quiet
- ☐ Neutral or N/A
- ☒ Somewhat Loud
- ☐ Very Loud

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How do you wish to be perceived: busy or clean?

- ☐ Very Busy
- ☐ Somewhat Busy ?? "Busy" can be perceived as difficult to adopt or use
- ☒ Neutral or N/A
- ☐ Somewhat Clean
- ☐ Very Clean

How do you wish to be perceived: traditional or progressive?

- ☐ Very Traditional
- ☐ Somewhat Traditional
- ☐ Neutral or N/A
- ☐ Somewhat Progressive
- ☒ Very Progressive

How do you wish to be perceived: high-tech or low-tech?

- ☐ Very High-tech
- ☒ Somewhat High-tech
- ☐ Neutral or N/A
- ☐ Somewhat Low-tech
- ☐ Very Low-tech

How do you wish to be perceived: retro or modern?

- ☐ Very Retro
- ☐ Somewhat Retro
- ☐ Neutral or N/A
- ☐ Somewhat Modern
- ☐ Very Modern

How do you wish to be perceived: passive or aggressive?

- ☐ Very Passive
- ☐ Somewhat Passive
- ☒ Neutral or N/A
- ☐ Somewhat Aggressive (This helps to be seen as an authority on the subject)
- ☐ Very Aggressive

How do you wish to be perceived: youthful or seasoned?

- ☐ Very Youthful
- ☐ Somewhat Youthful
- ☐ Neutral or N/A
- ☐ Somewhat Seasoned
- ☒ Very Seasoned

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## Client Acquisition

How are leads generally generated and tracked?

Phone calls, visits, sometimes by our students (Are leads considered to be individuals and individual families?)

Official recruiting techniques (e.g. daycare engagement) following research protocols. (Explain?)

Our students

How long is the typical engagement cycle? Please describe the process.

1-2 years. We recruit, offer education, work one-on-one, feedback. That type of thing. (Are there any tools for maintaining relationships longer? Incentives to stay engaged?)

6 months – 1 year

What are your top three challenges in attracting new clients?

People are busy and business owners focus on money. If we can help their business model, not a barrier.

(Is “change” an obstacle?)

Contacting them – everyone is busy

(This is an awareness and access issue, they should be contacting you.)

## Marketing

What online marketing activities is the company currently engaged in or evaluating?

- ☐ Banner ads
- ☐ Blogging
- ☐ CRM/Automation
- ☐ Email (rented lists)
- ☐ Email (owned database)
- ☐ Microsites
- ☐ Pay-Per-Click (Search Engine)
- ☐ Pay-Per-Click (Social)
- ☐ Pay-Per-Click (Other)
- ☐ Podcast
- ☐ Search engine optimization

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- ☐ Social networks
- ☐ Video
- ☒ Other: webpage, Facebook

NONE – we have a facebook page and a university website (ugly)

Do you have an online marketing budget? If so, what is it?  
NO but we could scrounge up a bit of money.

Do you have any site metrics from WebTrends, Google Analytics, or a similar tool?  
☐ Yes, but we don't use the information effectively.  
☐ Yes, and we conduct a thorough analysis.  
☒ No, we don't have a solution.  
☐ Not sure.

How many people (as far as you can tell) access your site on a daily, weekly, or monthly basis?  
Randomly  
A few a month

How do most people find out about your current website?  
Students, community stakeholders, word of mouth

Search, read our research, word of mouth

Do you have an existing or planned marketing strategy in mind to promote this site redesign?  
☐ Yes  
☒ No  
☐ Don't know

Please describe the strategy.

What keywords or phrases, if typed into search engines by prospective visitors, should return your site? Please list 2–10 critical terms.

Nutrition  
Infant, toddler diets  
Community  
Restaurants/health  
Best Food FITS  
(healthy menus)



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(healthy recipes)  
(healthy diets)  
Child nutrition  
Improving diet  
Healthy restaurant options  
Childcare menus  
Prevention obesity  
Health food environments

Who in the organization is responsible for search engine visibility?  
Crixell

## Social Media

Do you use any social networks for work-related purposes?  
☒ Yes  
☐ No

What social media networks do you belong to (select all that apply)  
☐ None. I don't use social media currently, but I'm interested in it.  
☐ Buzz  
☐ Blogger IN THE PAST  
☐ Delicious  
☒ Facebook  
☐ Flickr  
☐ Foursquare  
☐ LinkedIn  
☐ MySpace  
☐ Reddit  
☐ SlideShare  
☐ Scribd  
☐ StumbleUpon  
☐ Twitter  
☐ Vimeo  
☐ WordPress  
☐ Wikipedia  
☐ Yelp  
☐ YouTube  
☐ Other \_\_\_\_\_



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How long have you been using social networks for personal and/or work-related purposes? (select one)

- ☐ More than 3 years
- ☒ 2-3 years
- ☐ 1-2 years
- ☐ Less than 1 year

How often do you use social networks for job-related purposes? (select one)

- ☐ Daily
- ☐ 1-3 times a week
- ☒ 1-3 times a month
- ☒ Less than once a month

I access social media through (check all that apply)

- ☒ My laptop computer
- ☐ My desktop computer
- ☒ My mobile device

How much importance do you currently place on social media tools and social networking for your business/career? (select one)

- ☒ Very important
- ☐ Somewhat important
- ☐ Neither important nor unimportant
- ☐ Somewhat unimportant
- ☐ Very unimportant

What is/are your primary reason(s) for using social networks for work-related purposes? (select all that apply)

- ☐ Professional networking
- ☒ Keeping in touch with colleagues/contacts
- ☒ Sharing knowledge and information
- ☐ Finding sales/business leads
- ☐ Procurement sourcing
- ☐ Other

Which social network do you use the most for work-related purposes? (select one)

- ☐ LinkedIn
- ☒ Facebook
- ☐ Twitter
- ☐ YouTube
- ☐ Flickr
- ☐ Other

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The value of social media for our organization is (or would be):

- ☒ A chance to comment on issues that matter to me
- ☒ Timely information and feedback from the company
- ☒ A place to communicate and exchange ideas with like-minded people
- ☐ There would be no value to me
- ☐ Not sure; need recommendations.
- ☐ Recruitment
- ☒ Other: promoting our program

What social media platforms or social networks have you considered exploring soon? (select all that apply)

- ☐ None
- ☒ Not sure; need recommendations.
- ☐ Forums/message boards
- ☐ Groups/fan pages
- ☐ Blog
- ☐ Wiki
- ☐ Chat/instant messaging
- ☐ Photo/Video sharing
- ☐ All of the above
- ☐ Other

Which of the following company-sponsored social media platforms are valuable (or would be valuable) for our customers? (select all that apply)

- ☐ Not sure; need recommendations.
- ☐ An industry blog
- ☒ Facebook pages (great way to promote YouTube videos)
- ☒ Twitter stream
- ☒ YouTube (advice/instructional) video (very appropriate)
- ☒ Flickr photos of community events
- ☐ Slideshare industry presentations
- ☐ An industry "community" site
- ☐ Other

### Website Scope of Work

Who has final approval authority on various or all aspects of the project? Please list names, titles, email addresses, and phone numbers.

CRIXELL, SYLVIA, FRIEDMAN, BJ, AND BIEDIGER-FRIEDMAN, LESLI

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Sylvia Crixell, Professor, Human Nutrition  
BJ Friedman, Professor, Human Nutrition  
Lesli Biediger-Friedman, Assistant Professor, Human Nutrition  
All at Texas State; all are Best Food FITS co-directors

Is there a target launch date for the new site? If so, what is your expectation?  
No; within a year (better a few months)

Are there any outside considerations that might affect or influence the project schedule (i.e. vacations of key stakeholders, PR launch, trade show, annual report, etc.)?

Not really. We don't work on university holidays (spring break, break between spring and summer – e.g. may 12-june 1)

Time, money, someone to do the work

## Website Goals and Objectives

What is the main business problem you hope to solve with the site redesign(e.g. lagging sales, low recruitment, rebranding, etc.)? How will success be measured?

Improve visibility; we would like to be asked by more to present to groups around the state. Success might be presentations, hits to media, interviews, we would like to start a certificate program (e.g. in daycares) with a best food fits certificate being sought after – but we would like to do this as a research model

Continuous updating  
Accessing target audience

What are your secondary objectives? How will success be measured? Discuss both long- and short-term goals, if applicable.

Hard to say this as secondary, but the count of daycares and restaurants participating should go up; the number of parents/people served – the number of children attending healthier daycares.

Increasing awareness of the program

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## Website User Experience

Our current site promotes a favorable user experience, overall:

- ☐ Strongly Disagree  
☐ Somewhat Disagree  
☐ Don't know/not sure/no Opinion  
☒ Somewhat Agree  
☐ Strongly Agree

What specific areas of your current site do you feel are successful? Why are they successful?

N/a – what would be appreciated most by people are resources. The university is now launching a wellness program; the website will offer resources; we would like our name to be part of that.

## Helpful information

Have you gathered any comments, reports, or feedback on the usability of your current site? If so, how long ago?

NO  
no

What is the primary "action" the user should take on your site (e.g. search for information, sign up for newsletter, etc.)?

Find useful information, find participating restaurants, childcare centers

Are there specific technologies (Flash, JavaScript, Video, etc.) that you would like to use on the new site?

- ☐ Yes  
☐ No  
☒ Don't know

How will the use of these technologies enhance the user experience? (Describe for each).

Use information to improve health; use information to improve daycare  
Provide unique solutions catering to individual needs?

List any other features that you hope to add to your site, now or in the near future.

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What are the “must have” elements on the homepage (easy to use section tabs, case studies, technologies, services, etc.)

Maybe the ability to customize solutions, downloads, share experiences, recipes?  
Recipe contests?  
Event management and sign ups?

Attractive

Tabs for recipes, locations of places to buy healthy food, nutrition education

## Website Content

Who in your organization will be responsible for approving content?

Same as above  
BFF co-directors

Who is responsible for maintaining the written content? What is their expertise level? How much of their job responsibility is dedicated to maintaining Web content?

Same as above – we have no time  
We currently have no one to do this

Who is responsible for maintaining the site's graphics? What is their expertise level? How much of their job responsibility is dedicated to maintaining the site's graphics?

Same as above – we have no time  
We currently have no one to do this

Has the current site's content (copy and images) been audited (for accuracy, thoroughness, effectiveness, relevancy, redundancy, etc.)?

☐ Yes  
☒ No  
☐ Not sure.

Do you have an existing sitemap or outline for the current site?

☐ Yes  
☒ No  
☐ Not sure

Do you already have a proposed sitemap or outline for the new site?

☐ Yes

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☒ No  
☐ Not sure

Does the content of the current site need a complete overhaul or an expansion?

Probably

Possibly a stand alone site customized to achieve goals and promote more program conversions, maintain data base and manage community events.

Yes

Please describe the company's current "voice" and tone. Will the tone be modified as we move forward with these new initiatives?

Need help with this

Friendly, helpful, educational . . .

Not sure

### Website Technology

Do you have multiple domains registered? If so, please list.

No

No domains are registered, except perhaps the Texas State website

What's your target browser(s)?

☒ Chrome

☒ Firefox 3 and greater

☐ Safari 3

☒ Safari 4 and greater

☐ Internet Explorer 6

☐ Internet Explorer 7

☐ Internet Explorer 8

☒ Internet Explorer 9

☐ Opera 9

☐ Opera 10 and greater

☐ Not sure; need recommendations.

Mobile will play major role.

Please identify whether you currently use any of the following features on your site.

☐ Blogs

☐ Email newsletter distribution

☐ Personalization (login/cookie set)

☐ Registration

☐ RSS Feeds

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- ☐ Search engine
- ☐ Security features
- ☐ Social Network Integration
- ☐ Survey/voting tools
- ☐ Other

Do you have any special security requirements (e-commerce or secure access to documents)?

- ☐ Yes
- ☐ No
- ☒ Not sure. Need recommendation.

Please describe in detail.

Are there or will there be any e-commerce transactions on the site (i.e., secure transactions, interface with inventory database, and fulfillment)?

- ☐ Yes
- ☒ No
- A lot of opportunity here, but will depend on maturity of program.

Please describe the transactions in detail, including login, registration, personalization, integration, and/or security requirements.

Do you currently, or will you in the future, use a content management system to dynamically update and deploy content?

- ☒ Not sure. Need recommendation.
- ☐ No
- ☐ Yes: \_\_\_\_\_

Do any features of the new site need to integrate with any preexisting database system?

- ☐ Yes
- ☐ No

If so, what kind of database is currently being used (e.g., FileMaker, Access, SQL Server, etc.)? Please provide any pertinent specs.

Will the new site use any existing scripts or code from the current site or third-party resource?

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☐ Yes  
☐ No  
☒ Don't know.

If so, are they server-side or client-side scripts?

☐ Yes  
☐ No  
☒ Don't know.

Please describe in detail.

Will you require any specialized online application development?

☐ Yes  
☐ No  
☒ Not sure.  
(Explain.)

What will the application do? Please describe the purpose and functionality in detail.

Potentially data collection; where people login and provide information; we also see texting as an opportunity in the future

Who is responsible for maintaining the site from a technical standpoint? What is their expertise level? How much of their job responsibility is dedicated to maintaining Web-related systems?

Same as above  
Currently only a FCS staff member who has no design expertise and is not very reliable

Please list names and contact information for the current tech lead and any third-party vendors/providers that we may need to talk with to gather additional details.

## Website Updates and Maintenance

How often will new sections or areas be added to the site?



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What areas of the redesigned site will be regularly updated (e.g., newsroom, press releases, photos, bios, products, services, etc.) and how often (e.g., daily, weekly, monthly, quarterly, annually)?

How will the new site be updated?

☐ Manually editing HTML

☐ Content Manager System: \_\_\_\_\_

☒ Not sure; need recommendations.

Is there an automated process of changing content on the homepage (an automatic refresh of images or text each time a person comes to the site, a randomly generated quote, or a date change)?

NO

No

## Your Preferences

List the URLs of any sites you find compelling (they don't have to be competitors' sites or even in your industry). What specifically do you like about these sites?

<http://www.foodpolitics.com/what-to-eat-an-aisle-by-aisle-guide-to-savvy-food-choices-and-good-eating/>

I like the simplicity and many features.

<http://www.foodandwine.com/>

I like the inclusion of videos and pictures on the homepage

<https://www.cookingplanit.com/browse>

I like the pictures with the recipes

<http://www.awwwards.com/web-design-awards/christmas-with-joy>

I love the graphics

## **APPENDIX SECTION**

### **B. Best Food FITS Creative Brief**

COMPANY: Best Food FITS  
FILE NAME: BFF\_creativebrief\_v2.0

DATE: December 22, 2015  
PROJECT: MFA Thesis – Obesity: Empowered Health  
JOB#:  
DUE:

---

**What is the key fact?**

(This is the single-minded statement that sorts out from all the information about the product, market, competition, etc. the element that is MOST relevant to the project.)

Children, families and individuals can improve their health and potentially reduce their risk of obesity by increasing the intake of fruits and vegetables and decreasing the consumption of sugar sweetened beverages such as sodas, chocolate milk, fruit drinks, sweet tea, and other drinks that have added sugars.

**What is the problem the project must solve?**

(It can be a product problem, a market problem, an image problem, but it must be a problem communication can correct. The problem is never low marketing budgets, the high cost of real estate or corporate layoffs, etc.)

Obesity. According to statistics from the National Health and Nutrition Examination Survey, published in January 2012 by the CDC (Centers for Disease Control), 35.7% of U.S. adults are obese; obesity lowers quality of life, affects self esteem, and increases the risk for developing heart disease, stroke, type 2 diabetes and certain cancers. Medical expenses in 2008 associated with obesity have been estimated at \$147,000,000,000.00.

**What is the communication objective?**

(This a clear, concise spell-out of the effect you hope the project will have on the consumer...what it hopes to accomplish in terms of consumer attitudes or actions... to solve the stated problem. This is also known as the "Take-Away;" meaning what message do you want your audience to take from this communication?)

Eating more fruits and vegetables and avoiding sugary beverages can improve my health and that of my kids and family. With a little planning and a better understanding of nutrition it's easier to make healthier choices that can have a positive impact on our wellbeing.

**Creative Strategy's Six Elements****1. Prospect Definition:**

(This is a meaningful characterization of your prospect that will help the creative team develop properly focused messages. To write copy that's personally directed to prospects requires more than zip codes and salaries. We need the psychographic contours of our prospects in order to understand their needs and wants.)

**COMPANY:** Best Food FITS  
**FILE NAME:** BFF\_creativebrief\_v2.0

Audience: Parents with infants, toddlers, and young children.

2. Principal Competition:  
(A clear, crisp statement of the arena in which your product will do battle.)

Primary competition exists in the form of environment (access), policies (public, governmental), social habits and advertising. These include lifestyle, fast food, lack of education (nutrition and health), quick weight loss schemes, aversion to change, snacks at daycare, the selling of high fat/sugary foods at daycare facilities, cupcakes at school, candy for rewards, dessert as normative, sugar sweetened beverages as normative (sodas and/or juice boxes).

3. The Key Consumer Benefit:  
(This is the best argument your brand can offer the consumer in light of all the information available. It is the primary message to be communicated and any communication's effectiveness should be evaluated, to a significant degree, on registration of the KCB.)

A child's risk of developing obesity can be significantly reduced by adopting dietary changes. Their overall health can be dramatically improved by increasing the consumption of fruits and vegetables, decreasing sugar sweetened beverages and avoiding high-fat, high-energy dense foods.

4. The Single Sentence:  
(This should be written from the consumer perspective and should encapsulate the one thought we want the consumer to have about our product or service.)

"I have the power to make changes in our diets that have a huge impact on the health of my children, my family and myself."

5. The Reason Why:  
(This will most likely be the product attribute(s) that make the KCB believable and persuasive.)

Obesity is a leading preventable cause of death worldwide, with increasing rates in adults and children. Authorities view it as one of the most serious public health problems of the 21st century. — *American Journal of Medical Genetics*

6. Tone & Manner:  
Educational, informative, friendly, factual, real

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