

# FINAL RESEARCH REPORT

*A Project to Apply  
Theories of Social Marketing  
To the Challenge of Food Thermometer Education  
In the United States*



For the

## **Food Thermometer Education Campaign**

Food Safety Education Staff  
Food Safety and Inspection Service  
U.S. Department of Agriculture



Provided by

**The Baldwin Group, Inc.**  
611 Pennsylvania Ave, #352  
Washington, DC 20003-4303  
202.544.2877; FAX 202.544.1763  
tbgroup@tbgroupconsultants.com  
[www.tbgroupconsultants.com](http://www.tbgroupconsultants.com)

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***“Make sure those things that  
deserve the most attention  
get the most.”***

... DJ Abrahams, RD

## PART I. EXECUTIVE SUMMARY

The Food Safety Education Staff (FSES) of the Food Safety and Inspection Service (FSIS), U.S. Department of Agriculture (USDA) seeks to increase the impact of the Food Thermometer Education Campaign (FTEC) and has adopted a Social Marketing approach to reach this objective.

### **Key Insights**

In *Part II: Introduction* of this report, The Baldwin Group, Inc. (TBG) provides a context and background of the evolution of Food Thermometer education and research. In *Part III: Principles & Application of a Social Marketing Approach*, we introduce a six-step model for strategic social marketing and describe it as a continuous process in which every marketing action is driven by the customer's needs. The six steps are listening, planning, structuring, pretesting, implementing, and monitoring.

In order to deliver an effective program with measurable results, we found it necessary to research the audience in as much detail as possible. We analyzed and listened to existing focus group studies to understand the viewpoint and culture of the initial target audience. Audience segmentation helped us to understand the variations in attitudes, beliefs, and practices among different people. To identify sub-segments for the Food Thermometer Education Campaign, The Baldwin Group applied a geodemographic market segmentation model because the model can quickly and thoroughly identify the appropriate sub-segments of consumers.

A geographic-based model was chosen for the initial selection of sub-segments. Together with FSES, we begin to see the larger segment of "parents of young children" as having incredible variation within it. Some parents of young children shop at upscale gourmet food markets. Some parents shop with food stamps. Some raise their own food. Some families enjoy ethnic specialties and traditional foods that other families may have never experienced. Clearly these families are approaching cooking at home with many different sets of values, beliefs, and behaviors.

We describe why we selected our primary target sub-segment: *upscale suburban two-earner families in newer communities where the newest technological gadgets are frequently sought*. We call this sub-segment *Boomburbs* and found they are especially vulnerable to food borne illness. They are highly educated and open to well-argued messages. Historically, a large proportion has been willing to alter family eating behaviors if they are convinced that the result will be a longer, healthier life. They have the disposable income to spend on temperature sensing devices, and they embrace technology. Additional rationale is offered in this report to justify targeting this sub-segment.

A thorough analysis of our planning activities is described in the report. TBG facilitated a debate regarding the Food Thermometer Education Campaign mission, goals, and objectives to ensure successful planning for the program.

It was determined that the specific mission of the Food Thermometer Education Campaign is "*to increase the use of food thermometers by parents of young children (under the age of 10) and by seniors to reduce the incidence of food borne illness.*" Goals and proposed objectives were then identified in

order to quantify a measurable change in behavior during a specified time period. With a current absence of baseline statistics, the proposed objectives might be adjusted, subsequently, to reflect the knowledge gathered in the baseline setting process.

The Baldwin Group introduced the *Implications Wheel*<sup>TM</sup>, a powerful pre-planning tool, so the FSES leadership team would consider the implications of targeting the Boomburbs sub-segment. There are three key uses of the information gathered from the *Implications Wheel*<sup>TM</sup>. First, the results should make clear whether the original decision being evaluated, “target upscale suburban two-earner families in new communities,” is validated. Second, the results should reveal strategies to help implement the decision. Third, the results should point out potential difficulties that need to be addressed as the implementation plan proceeds. Our research and analysis in this report addresses these questions.

One of the factors that influenced the selection of the Boomburbs sub-segment was the recognition that they are more likely than the other sub-segments to change their behavior and use food thermometers. We describe in the report how to advance consumers through the *Pre-contemplation* stage, where people are unaware of the risk of foodborne illnesses and/or the role a food thermometer can play in reducing this risk. Boomburbs are also the most likely of the sub-segments to have a larger number of consumers advance through the *Contemplation* stage, where they gather information as they consider the risk personally relevant, and into the *Action* stage, when experiments are made by Boomburbs with the proposed behavioral change. One of the objectives of the FTEC is to show results as quickly as possible. The sub-segment of upscale suburban two-earner families with young children also had the highest potential to reach this objective.

Organizing the appropriate structure for the marketing organization is an important component of the social marketing model. We describe the varying approaches organizations take with their marketing tasks. An emerging approach to organizing staff for marketing campaigns is with a *customer-centered* one. Using this approach, managers become increasingly expert in communicating with their special audience. By applying a more rigorous social marketing approach, we intend to challenge FSIS/FSES to adopt an increasingly *customer-centered* program, where the needs and characteristics of the target audience determine each succeeding set of priorities and methods for the program. We explain why this is the best approach for the Food Thermometer Education Campaign.

After the listening and planning activities are completed, it will be important to present the proposed messages to the target audience in order to test the message’s effectiveness. To prevent a potentially wasteful approach, testing should be done prior to wide-scale field implementation. It may be necessary to implement several rounds of planning and pre-testing in order to hone the messaging to the target audience.

The key to success in the implementation step is to pay close attention to progress as measured in the monitoring systems. The faster changes can be implemented, the more successful the campaign is likely to be. Lastly, it is also important to place emphasis on ongoing monitoring so knowledge about effective campaign elements can be amplified and ineffective elements can be adjusted or eliminated. Proper monitoring can be done with regularly scheduled telephone or mall-intercept surveys, periodic focus group discussions, one-on-one conversations, or anthropological studies with target audience members. Should any corrective actions be taken, they should be planned and pre-tested again prior to public rollout.

## Recommendations

The *Part IV Recommendations* section of this report offers suggestions for FSIS/FSES to consider for the next phases of the FTEC initiative. We have outlined six recommendations that should be implemented through June 2002. The first of those recommendations is to create a tracking and evaluation process for the Food Thermometer Education Campaign. The Baldwin Group presents three additional recommendations that should be considered during the July through September 2002 timeframe. We also present six long-term proposals that should be implemented during the next fiscal year, October 2002 through September 2003.

## Key Recommendations

### Immediate (0-6 months)

- Develop and install a tracking and evaluation process
- Modify the FTEC Objectives
- Identify and analyze Boomburbs barriers to food thermometer use
- Design and produce communications for Boomburbs
- Design and administer pre-testing of Boomburbs-specific Communications
- Modify Boomburbs-specific Communications (if necessary)

### Mid-Term (6-12 months)

- Develop FTEC Annual Plan for 2003
- Provide maintenance and analysis of tracking and evaluation process
- Design, produce and launch children of Boomburbs kids activities

### Long-Term (12-24 months)

- Carry out tasks specific to the Boomburbs' audience
- Select an additional target audience
- Modify FTEC objectives to include the new target
- Identify and analyze new target's barriers to food thermometer use
- Design and produce communications for new target
- Produce recommendations for additional options for new target

A good social marketing program is customer-centered and visionary. The program should be sustainable in the face of changing conditions, easily communicated, flexible and motivating. Ultimately, the social marketing program makes a difference in the health and well being of our society. Today, only 3% of Americans use food thermometers on a regular basis. The Baldwin Group has taken a long-term view and presented tangible analysis in this report to move the remaining population through the stages of behavioral change to become repeat food thermometer users.

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## PART II. INTRODUCTION

### Background

In 1998, a United States Department of Agriculture study concluded that the internal temperature and therefore the safety of cooked hamburgers couldn't be judged by visual inspection of the color of cooked meat. Data showed that *nearly 25 percent* of the hamburgers judged to be thoroughly cooked according to color could still be contaminated with bacteria. For this reason, the Food Safety and Inspection Service's Food Safety Education Staff (FSES) launched a campaign to promote the use of food thermometers in home cooking.

### The Evolution of Food Thermometer Education Research

Initial focus groups conducted by FSIS in 1998<sup>1</sup> showed that consumer food safety knowledge was lacking, particularly in regard to the need to use a thermometer to gauge the completeness of cooking. Thermometers were perceived as a hassle, less reliable than visual methods, and largely unnecessary since cooks had other trusted methods at their disposal. Thermometer use was generally reserved for special occasions, such as holiday meals.

Significant recommendations from these focus groups included:

- Promote food thermometer use for everyday meals
- Promote thermometer use as a means to improve taste as well as safety
- Target parents of young children who are responsible for the welfare of an at-risk group and also appear open to behavioral change

FSES launched their national food thermometer education campaign for consumers on May 25, 2000, with the character Thermy™ delivering the message, "*It's Safe to Bite When the Temperature is Right.*" Educators were encouraged to use the materials. Grocery stores and thermometer companies teamed with FSIS to use Thermy™ graphics and messages on product packaging and on point-of-sale displays. Marketing materials were developed (brochures, posters, magnets, and a public service announcement), as well as an extensive website ([www.fsis.usda.gov/Thermy](http://www.fsis.usda.gov/Thermy)).

### Purpose of this Project

In 2001, FSES decided to adopt a social marketing approach in order to increase the impact of their Food Thermometer Education program.

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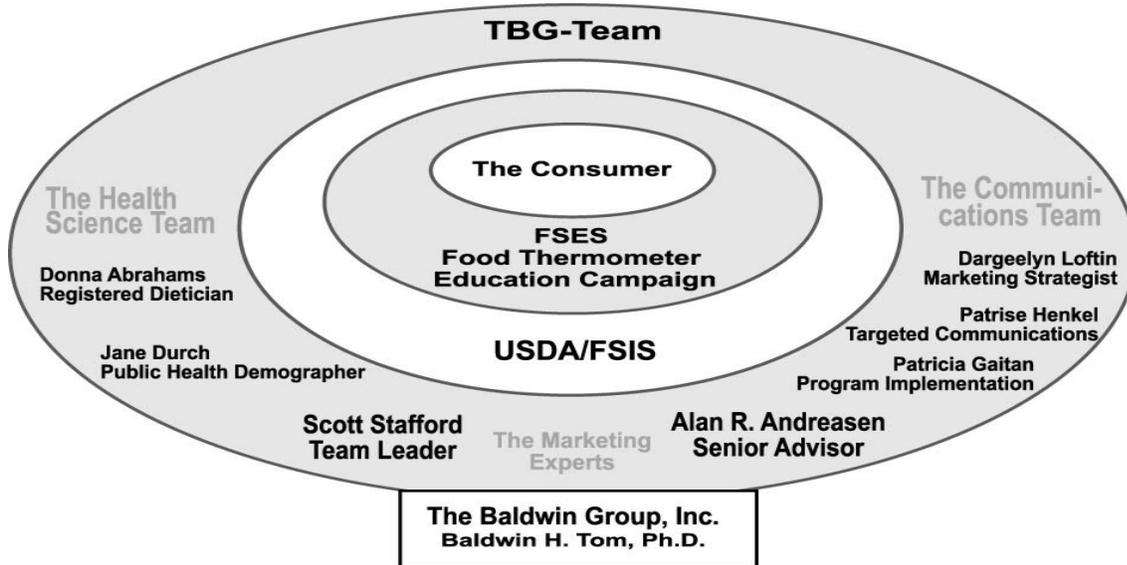
<sup>1</sup> *Barriers That Limit Consumers use of Thermometers when cooking Meat and Poultry* Phase One, Macro International, January 1998.

The goals of the project as stated by FSES are to:

1. Apply a social marketing approach to FTEC
2. Refine and define appropriate audience segments
3. Identify appropriate desired behavior of those audience segments
4. Identify barriers to change behavior and ways to overcome them
5. Identify opportunities and strategies for education
6. Identify setting, time, and delivery systems for implementation
7. Recommend evaluation techniques for the campaign
8. Conduct a briefing for FSES and others on the application of social marketing to FTEC
9. Present, for publication, an article documenting the project

The Baldwin Group (TBG) was selected to employ their expertise in social marketing, planning, and market segmentation. The TBG team of consultants is a diverse group of independent, yet interdependent, professional managers, trainers, and facilitators, with extensive experience in business management, marketing consulting and training for hundreds of organizations.

**Figure 1. The TBG Team**



Primaries on the team included Baldwin H. Tom, Ph.D., CMC, leader of The Baldwin Group; Scott R. Stafford, an expert in applied market segmentation; and Alan Andreasen, PhD, professor of marketing at Georgetown University and founder of the Social Marketing Institute.

Supporting staff included Donna Abrahams, MNS, RD; Jane Durch, MS, research professor of Epidemiology at George Washington University; Patricia Gaitán of ZGS Communications; Patrise Henkel and Dargeelyn Loftin, strategic marketing consultants.

This report describes the actions undertaken by TBG and FSES staff to address the stated goals, as well as the results of their efforts.

## **Applying Social Marketing to FTEC**

In the discussion that follows, TBG follows the model of social marketing cycles set forth by Andreasen and introduced in *Part III* of this report.

The Baldwin Group reviewed the FSES Food Thermometer Education Campaign progress to date with an intention to apply the social marketing principles to improve the efficacy of the FTEC.

TBG reviewed existing research and introduced FTEC staff to the core concepts of social marketing.

The group also performed an in-depth segmentation analysis to create a detailed definition of multiple customer segments, an element essential to reaching the audience and to producing measurable results.

TBG ran multiple planning sessions using several advanced planning techniques with FSES as they analyzed the options emerging from the audience research. This resulted in a recommended primary target and strategy for that target, including plans that will support future program efforts to reach those defined audiences.

Finally, TBG laid the foundation for the evaluation process that will measure the success of the campaign.

The sections below document the significant milestones of the research and describe the processes used by TBG to address the needs of FSES and the Food Thermometer Education Campaign.

### **Customer-Centered Language**

The definition of social marketing is the application of proven methods of commercial marketing to issues of social well-being. An agency like FSIS/FSES, with *education* in its name, might say its aim is to “educate the public.” A marketing expert would use the phrase, “communicate with the customer,” to say essentially the same thing. The term “customer” is used to describe the targeted individual because a social marketer is indeed “selling” a message. The customer will not “buy” the message unless the marketer appreciates the distinction between the marketer and customer’s viewpoints.

Using such marketing terms challenge FSES to adopt a customer-centered marketing philosophy that is central to the social marketing process, one that has proved so effective in the consumer marketplace. Additional marketing terms are defined in the Glossary.

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## PART III. PRINCIPLES & APPLICATION OF A SOCIAL MARKETING APPROACH

### Social Marketing Principles & Methods

*The purpose of this section is to provide a basic overview of the principles of social marketing. Because a basic tenet of social marketing is to take the long-term approach, it was not possible to demonstrate all facets of the approach during the execution of this brief project. Therefore, TBG provides this “primer” to place the work that began with this project in perspective, and to lay the groundwork for FSES’ ongoing social marketing efforts. TBG applauds FSIS/FSES for taking on the challenging task of applying the full range of social marketing principles to improve food safety for the American public.*

In social marketing efforts, the objective is to effect behavioral change in a specific target audience. The desired behaviors will invariably compete with existing comfortable, or at least familiar, alternatives. In addition, community pressures favor the *status quo* even if the target audience finds the desired change appealing.

Social marketing recognizes that behavioral change cannot be achieved simply by promoting the benefits of a new course of action. For this reason, social marketing efforts must make use of all available supports and reinforcements. This entails coordinating agencies and industry groups to provide a compelling consistent message, delivered via the appropriate media to targeted audiences, with good timing.

Projects such as the FTEC, which aim to promote behavioral change, must balance the potentially conflicting demands of consumer wants, organizational resources, industry profit goals, and societal welfare. The objective of a social marketing approach is to concurrently promote the behavior that benefits the society while considering the requirements of industry and addressing the specific needs and wants of the public.

In order to plan an effective social marketing strategy, it is necessary to analyze the internal and external systems of the organization to ensure a systematic and stepwise approach to developing programs designed to be relevant and accessible to the customer. The ultimate objective is to benefit the target individuals and society at large.

To accomplish this, it is imperative to look beyond established practices and counter-productive ideas such as:

- Believing one’s job is to *change* the customer
- Assuming that the program designers know what will best appeal to their audience based on personal experience
- Relying on a count of media “hits” to measure progress

Designing the social marketing process from multiple viewpoints is challenging yet crucial. It requires the marketer to check all assumptions at the door and challenge every approach chosen for its suitability for the specific task, phase and audience.

Another distinction between social and commercial marketing approaches is that social marketers are in the behavioral change business, a long-term process. Progress is incremental. Fortunately, unlike the private sector with its quarterly profit-driven goals, agencies designing programs for social good, such as FSES, are able to consider a long-term view to their program design and take the time necessary to establish goals and objectives for systematic measurement of their progress. The challenge is to stay the course, correcting it based on actual data collected to measure the success of those objectives.

A successful social marketing program is one that is customer centered and visionary. It differentiates itself from its “competition,” is sustainable in the face of changing conditions, is responsive to the results of monitoring, is easily communicated, is flexible and motivating. Most important of all, it makes a positive difference in the health and well being of the entire society by facilitating behavioral change at the individual level.

## A Cyclical Model for Social Marketing

*All social marketing begins and ends with the target customer—  
The person whose behavior is to be influenced.*

In the seminal book, *Marketing for Social Change*, Andreasen<sup>2</sup> describes strategic social marketing as an ongoing process of a cyclical nature. At the core of the process are the customers, whose needs must inform every marketing action.

Andreasen’s *process* has six stages that can be viewed as a cyclical series of interactions with the target audience(s), which is key to the strategy. The six steps are as follows:

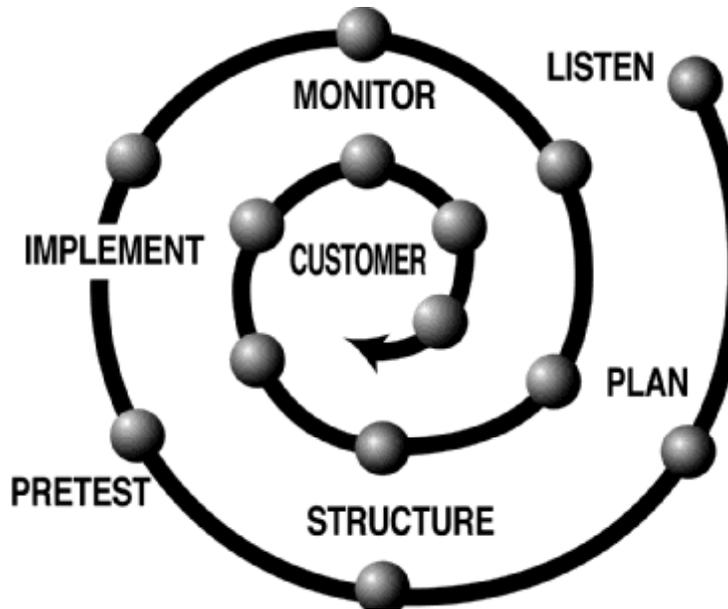
1. **Listening.** The strategy must begin with a deep understanding of the target audience – where it stands at the moment with respect to desired behaviors, what the competition is, and what factors might influence future change in behavior;
2. **Planning.** The information from the listening stage is then translated into a choice of focal behaviors, decisions about segments to emphasize or ignore, and initial crafting of the 4Ps of marketing -- Product, Price, Place, and Promotion;
3. **Structuring.** Before committing to the field, the program must establish internal management structures, monitoring and responsibility systems as well as develop the alliances and partnerships that inevitably will be needed to make an ambitious program effective;
4. **Pretesting.** Before any thought of implementation, it is critical to revisit the chosen target audiences to evaluate the proposed strategy and tactics, including the choice of focal behaviors, the positioning against competition, and other elements of the 4Ps;
5. **Implementing.** Here the key is not to become fixated on one or two components (especially educational elements with which one is most comfortable) and one or two overly large demographic segments; and
6. **Monitoring.** Private sector marketers always assume that nothing goes as planned and that effective processes have routine monitor-and-revise cycles; social marketers embrace this reality as well, learning from the progress of the campaign to further strengthen it.

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<sup>2</sup> Andreasen, Alan. *Marketing for Social Change*. Jossey-Bates, 1995.

Note that steps 1, 4 and 6 involve “visiting” the target audience -- the essential touchstone for everything the social marketing program does.

**Figure 2. Social Marketing Cycle**



Graphically, the steps in the iterative process effectively take the form of a narrowing spiral, where each turn focuses on the customer and gets one closer to a successful implementation of the desired new behavior(s). Each cycle completed represents progress where the marketer revisits previous steps, applying lessons learned to refine and redesign. With each turn of the spiral, the program becomes increasingly centered on the customers, their characteristics, and their information processing habits – making it better equipped to deliver the appropriate information.

### Four Stages of Behavioral Change

Some, but not all, customers will adopt the desired behavior. Yet, people do not adopt new behaviors readily; they go through a measurable process when they do adopt new behaviors. Behavioral change is a four-stage process, and large-scale change in social behavior cannot spring from any one marketing promotion. The four stages of behavioral change are summarized in the table below.

**Table 1. Four Stages of Behavioral Change**

STAGE	NAME of STAGE	DESCRIPTION	ACTIONS TO MOTIVATE
1	Pre-contemplation	Ignorance	Provide awareness
2	Contemplation	Consideration	Support information gathering
3	Action	Trial	Facilitate “purchase” and experimenting
4	Maintenance	Adopting a habit	Encourage to repeat and evangelize

Human beings are driven by complex motivations, and different approaches are required at each stage. Moreover, not every audience comes to a campaign at the same stage of change. In order to optimize a campaign's effectiveness – that is, truly transform behavior – it is necessary to study the phases that the customer needs to pass through. Moving the customer forward to the end goal requires that the campaign be tailored to these stages.

The stages of behavioral change are further discussed in *Part III, PLANNING*.

## **Special Considerations**

### **Negative Demand**

In many campaigns promoting healthful behavior, there is a negative demand – that is, the customer is not asking for or demanding the “product” being “sold” the way he or she would demand a new car or a better laundry detergent. Social marketing campaigns address highly personal issues, invisible benefits, hazards that are difficult to portray, and changes that take a long time. There are many serious challenges to progress, such as culture conflicts, public scrutiny, multiple audiences and limited budgets to overcome.

### **Long-Term Commitment**

In order to ensure the desired results, social marketers must conduct thorough planning and evaluation in the program. A structured program must be developed (one that is realistic about resource allocation and evaluation), is designed to create measurable results, and can sustain its momentum over time. A long-term commitment to a continuously evolving program is necessary. This is quite a different approach from the one taken in a commercial application. Commercial programs are usually driven by short-term profit that causes an organization to move on to another product, another target, and another promotion.

### **Competition**

Most every customer considers alternatives to the campaign's desired behavior, including the alternative of doing nothing. Every action toward behavioral change requires giving up some other action or value. Customers might care a great deal and be highly motivated to accept the message delivered, but at the same time they perceive significant risks or losses. Thus, the social marketer's message competes with other external and internal messages.

Competition may take many forms and is undefined until the customer defines it. The customer's competing alternatives must be understood and addressed to ensure program success. The TBG team made extensive use of prior focus group research to understand the competitive environment for a food thermometer education campaign. Elements of competition tend to vary with stage of behavioral change and the unique characteristics of a specific target audience.

### **Low-Hanging Fruit**

A central tenet to any social marketing effort is to “go after the low-hanging fruit” – that is, concentrate on the most responsive markets first. Since a campaign must show results in order to survive, it is advantageous to begin with the best candidate for demonstrable progress. It is vital to focus on clear goals and objectives and a defined target audience. This requires starting in one place, determining the group with the greatest need, and narrowing the program to suit the initial target. The program plan must recognize the need to address multiple audiences. However, the need to allocate finite resources almost always demands that the effort begin with a single target audience and a program customized for that specific audience. This maximizes the chances of achieving measurable success, which in turn sustains ongoing efforts.

## LISTENING

### The Power of Listening

In the six-steps of social marketing, step one is to listen, listening to FTEC customers.

A social marketing campaign must appeal sincerely to the audience on its terms. The objective is not to make the audience accept the values and beliefs of the organization or industry; customers are only consistently motivated to take action when the message reaches them in a way that makes sense from their own specific perspectives. Listening is the first critical step in any social marketing approach.

A social marketing program should be designed to fit the customer. To achieve this “custom fit,” it is imperative to listen to the target audience and bring them into the decision-making process. The social marketer must be prepared and willing to uncover real customer needs and feelings of discontent. Listening means truly understanding the viewpoint and culture of the target audience so that the program appeals to them via the most effective means.

Listening to an audience reveals distinctions and diversities that may call for multiple segments, and targeting with distinct approaches.

In listening to the program’s audience, TBG made extensive use of previously conducted FTEC focus groups, the results of which are discussed later.

In addition, TBG made extensive use of refined market segmentation analysis to understand the discrete targets and their media consumption patterns. Marketing segmentation techniques address the goals of both the listening and planning steps and are described extensively in this section.

### Listening Techniques

There are numerous techniques to listen to the consumer, each designed with specific marketing needs, and, therefore each with specific and distinct results. Often, techniques are combined to gather both qualitative and quantitative results, and to fill in the gaps that each singular technique will create. Resource restrictions require a careful selection of the optimal listening techniques for a campaign, which will vary depending on the target audience as well as the stage of behavioral change they are in. Common techniques include:

- Telephone surveys
- Mail surveys, including consumer panel studies
- Shopping mall intercept interviews
- Anthropological studies, where consumer actions are witnessed and recorded
- Focus groups

## Analyzing Existing Focus Group Studies

Using a social marketing perspective, The Baldwin Group revisited the existing body of focus group research done for FTEC. To gather information about consumer attitudes, behaviors, and preferences, a total of 24 focus groups for the FTEC were conducted over a 47-month period beginning in November of 1997. All together, nearly 215 voices were heard. The sessions have been documented and evaluated by the firms that administered them, and the videotapes, transcripts, and summary reports were instrumental in providing TBG with new insights for FTEC's social marketing initiative.

The first four focus groups concentrated on barriers that limit consumers' use of food thermometers. Among their key findings were the following:

- Behavioral change is possible;
- Parents of young children should be targeted above all other consumer segments;
- Ordinary meals should be highlighted over special occasion uses in the campaign; and
- Messages about taste are more likely to encourage food thermometer use than messages about safety.

The next four focus groups continued to elicit attitudes and beliefs about food safety issues. These groups also gathered ideas from the participants regarding a tagline for the FTEC along with commentary used to refine sketches of the campaign mascot.

The final 12 focus groups probed reactions to food safety and thermometer literature as well as a 30-second public service announcement (PSA) video featuring the new campaign mascot, Thermy™. After viewing the 30-second spot, participants were asked about various elements of the PSA. Their comments and suggestions for improvements were documented. Some groups were shown a talking Thermy™ doll intended to appeal to children and to create family discussions about food thermometer use.

The final focus group participants were divided into demographic subgroups along age and educational attainment dimensions. However, following the recommendation of the first four focus groups, all participants were parents with children under 10.

The Baldwin Group analyzed the entire series of focus group documents and tapes, deriving additional information to aid in applying social marketing principles and refining the target audience.

This process yielded the following observations used by TBG to further the FTEC social marketing effort:

- Most participants, regardless of age, gender, educational background, or other demographic divisions are largely unaware of the need for food thermometer use; they are initially unconvinced the subject has sufficient priority to warrant discussion or action; they are only vaguely familiar with the causes of foodborne illnesses and confused about techniques they can use to reduce the risk of infections in their household.
- Many participants are aware of the need to wash hands, food preparation surfaces, and tools and have some knowledge about cross-contamination.

- Many participants became interested in the subject matter when information was presented; often, suggestions were made that the information should be incorporated into school curricula for children.
- There is a direct correlation between the educational attainment of the parent, in the parent's attitudes about children's education, and the information children bring home from school.
- Many participants became engaged in the discussions when actual thermometers were displayed; these devices converted the conversation from the abstract to the tangible.
- Overall response to the PSA video was only moderate.
- Overall response to the printed literature indicated moderate interest; it appears those in the higher educational attainment group would prefer even greater amounts of technical information; it appears those in the lower educational attainment group focused on the images within the literature.
- Response to the Thermy™ doll was nearly unanimously favorable.
- Most participants departed the focus group session with a modest enthusiasm for experimenting with food thermometer use.

## **TBG Focus Group Recommendations**

It is TBG's recommendation that additional FTEC focus groups should be conducted, designed to explore primary target(s) in greater depth. The opportunity exists to leverage the current analysis by designing focus group studies to better communicate with specific sub-segment. This will, in turn, contribute even more to the development of on-target campaign implementation.

### **Future FTEC focus groups should:**

1. Design the groups from the beginning to incorporate segmentation analysis to maximize applicable insights
2. Recruit only from those who represent the target sub-segment population
3. Recruit only participants that are the primary target for the current phase of the campaign.
4. Ensure that each participant is a good representative of the segment
5. Ensure that the collection of participants is balanced as much as possible to reflect the diversity *within* the target population
6. Investigate possible distinctions that can be made along the gender dimension
7. Investigate possible distinctions that can be made along the dimension of the age of the parent
8. Seek to discover why people do not currently use food thermometers
9. Seek to elicit from participants to clearly define what they perceive as costs, as well as, benefits
10. Identify what the sub-segment considers to be credible sources of information, and particularly where USDA ranks among these

## PLANNING

*Planning is a core component of the strategic social marketing model. Declaring what the campaign aims to do, how it will do it, and in what time frame, creates focus and accountability in the program and lays the foundation for monitoring, evaluating, and success.*

*During the planning step, it is essential to develop the mission, goals, and objectives of the marketing strategy. TBG worked with the FTEC team to establish a specific mission, several goals, and tentative objectives for FTEC. In keeping with the cyclical nature of the social marketing process, these plans will require modification and refinement each time the monitoring phase is reached. The mission, goals, and objectives are detailed below.*

### Foundation for a Subsequent Successful Evaluation

#### Describing Desired Behaviors

The Food Thermometer Education Campaign was created to encourage the public to adopt the use of food thermometers in home cooking, to ensure safe cooking practices, particularly of meats, poultry and egg dishes. This requires Americans to be willing to adopt a new cooking behavior, i.e., routine use of food thermometers to check doneness.

Americans need to become aware of the hazards of foods cooked to inadequate temperatures as well as the tools and methods available to correct this. They need to:

- Become willing to collect information about the problem and its solution
- Accept fact that it might apply to them and might place their family at risk
- Experiment with methods and tools of the new cooking behavior, and find it useful and pleasing
- Acquire through purchasing or other means food thermometers, and learn to use them appropriately
- Repeat the behaviors and integrate them into their regular cooking habits
- Teach their children and evangelize their peers to do so as well

#### Barriers to Behavioral Change

This daunting list of desired behaviors is made more challenging by the barriers to behavioral change. For many people the risk of foodborne illness is perceived as rare, something that happens to other less fortunate people. Many individuals may not have believed they personally are at risk from this threat. In addition, most people do not like to admit they are wrong or mistaken — they don't want to be told how to do something as personal as cooking. Humans often get attached to incorrect information and hold onto it in order to protect their self-esteem.

Existing beliefs, stemming from family traditions, religion, and sub-culture, held to be unquestionably true, make for strong emotional attachment in existing home cooking behavior. “The way grandma did it” is a powerful competitor. Americans have strong traditions for men around outdoor grilling of meats. With all these conditions it is obvious why bringing about change in personal behavior is a challenging task.

In the Stages of Behavioral change at the beginning of *Part III*, TBG described a step-wise approach to moving multiple distinct audiences through these four stages. Successful campaign planning requires addressing each stage of behavioral change with the appropriate media and message. That means stating clearly the desired outcomes in specific, sequential, achievable, measurable bites. In order to create a working foundation, we establish mission, goals and objectives.

### **Determining Mission, Goals & Objectives for FTEC Social Marketing**

Clear and specific Mission, Goals and Objectives support every aspect of the program. Declaring what the campaign aims to do, how it will do it, and by when, creates a program of focus and accountability that lays the foundation for an effective campaign. The **mission** establishes the purpose of the campaign and the value it provides to the target audience. The **goals** define in brief terms what the campaign seeks to accomplish. **Objectives** are concrete statements of planned and measurable results to be achieved at end of planning period.

TBG assisted FSES in specifying the **Mission** for FTEC. It was determined that:

*“The mission of the Food Thermometer Education Campaign is to increase the use of food thermometers by parents of young children (under age 10) and by seniors to reduce the incidence of foodborne illness.”*

Early research showed that FTEC should focus on the *parents of young children* segment, since resources were not available to reach multiple targets simultaneously.

Nine distinct sub-groups of the campaign were identified, each one focusing on a target population for increasing the awareness of the need for using a food thermometer. Furthermore, the list was broken down into sub-groups:

#### Direct Consumer Targets

1. Parents of young children (under age 10)
2. Children under the age of 10
3. Seniors

#### Influencers of the Direct Consumer Targets

4. Educational professionals who have contact with young children and their parents
5. Related meat/egg retail professionals
6. Food service professionals
7. Health care professionals
8. Public health officials
9. News and entertainment media

The **goals** that were then specified focused only on reaching the primary groups of parents of young children and young children. It was understood that it would benefit the next cycle of the campaign as well as future cycles to consider additional targets in subsequent efforts and to establish appropriate goals for the new groups at that time.

The goals were defined as:

1. Increase the awareness of the need for using food thermometers among parents of young children
2. Increase *intention to use* food thermometers among parents of young children
3. Increase *sales* of food thermometers among parents of young children
4. Increase *trial usage* of food thermometers among parents of young children

5. Increase *continued regular use* of food thermometers among parents of young children
6. Decrease the *incidence* of foodborne illnesses among young children

**Objectives** were then defined to quantify a measurable change in behavior during a specified time period.

It is important to set short-range as well as long-range objectives so as to ensure that succeeding cycles can become increasingly focused on successful outcomes. It is expected that momentum will build and desirable behaviors and outcomes will rise at increasing rates in later cycles.

TBG assisted in establishing these objectives for FTEC:

1. Increase *awareness* of the need for using food thermometers among parents of young children (under age 10):
  - a. By 15% + by 2004
  - b. By 60% by 2010\*
2. Increase *awareness* of the need for using food thermometers among young children:
  - a. By 15% by 2004
  - b. By 60% by 2010
3. Increase *intention* to use food thermometers among parents of young children:
  - a. By 12% by 2004
  - b. By 50% by 2010
4. Increase *sales* of food thermometers among parents of young children:
  - a. By 10% by 2004
  - b. By 40% by 2010
5. Increase *trial usage* of food thermometers among parents of young children:
  - a. By 8% by 2004
  - b. By 33% by 2010
6. Increase *continued regular use* of food thermometers among parents of young children:
  - a. By 6% by 2004
  - b. By 25% by 2010
7. Decrease *the incidence* of foodborne illness among young children:
  - a. By 3% by 2004
  - b. By 12% by 2010

\*The year 2010 was chosen to correlate with the Department of Health and Human Services' Healthy People 2010 campaign.

### **Establishing Critical Baseline Data**

Baseline statistics that measure current rates are absolutely required in order to formulate reasonable objectives, as well as measure progress. The baselines are a crucial component for the ongoing steps in the project cycle. With an absence of baseline statistics, the proposed objectives might be adjusted to reflect the knowledge gathered in the baseline setting process. TBG recommends steps to solidify baseline statistics in a later section on *MONITORING*.

## Audience Segmentation

*In order to show the power of a customer-centered approach, TBG devoted a great deal of time and technique to defining audience segments by using all available data to analyze the customers that FSES needs to reach. This took the form of a refining and narrowing process, which resulted in a much more specific audience type than had previously been defined. This process is described in the following section.*

### Defining & Refining Audience Segments

The task was to effectively deliver a program with measurable results. Therefore, it is necessary to understand the audience in as much detail as possible. Knowing the audience thoroughly and in documented detail makes it possible to design a program that speaks directly to the relevant issues for that group. Using finely-tuned messages and media increases the likelihood of effecting behavioral change. And, it makes it possible to measure whether objectives are being met.

Segmented marketing makes it possible to achieve a high level of refinement in program design by identifying and characterizing discrete audiences within the main audience. Such audience segmentation is required when main audience members differ with respect to their needs, level of responsiveness, and cost to reach. Groups within the main audience vary due to openness to information and sources, life-stage, regionality, ethnic background, educational attainment, media exposure, and other factors.

Most campaign designers are familiar with using demography to define their audiences. The US Census has provided a rich set of variables to describe segments of the population. Much can be achieved by studying an audience defined in this fashion. For example, it is clear that the communications styles, needs and preferences of older African American women would differ markedly from those of young Hispanic males from the southwest.

Importantly, there are tools and methods to utilize data beyond mere demographics. These tools have the power to add incredible precision to targeting efforts. By studying data that quantify lifestyle, attitude and behavior, a vivid picture of the campaign's intended audience can be revealed.

### Early segmentation gleaned from prior FTEC studies

FSES understood from prior epidemiological studies that certain sub-populations are particularly prone to foodborne illness: *seniors, young adults, children under age ten and adults with compromised immune systems.*

Initial FTEC focus groups, conducted in 1997 and 1999, were divided along these lines with one exception. Adults with compromised immunity were excluded because it was likely this group was already receiving messages from their health care providers regarding foodborne illness. Indeed, USDA already developed materials for this group.

The first round of FTEC focus groups consisted of a total of six sessions in two east-coast cities and represented only broad demographic categories. Given the small and geographically homogenous nature of the sample, care was taken in drawing conclusions that could be applied to the entire nation. Nevertheless, the initial focus groups revealed significant insights about the divergent nature of the three audience segments.

Strong distinctions between life stage and family type became apparent. The *seniors* segment was much less likely to respond favorably and quickly to a message of behavioral change involving food preparation because this segment tends to be more tradition and experience based. The *young adults* seemed extremely confident in their own knowledge and less concerned about risk, and therefore unlikely to adopt new food preparation behaviors.

In contrast, the *parents of young children* were uniformly eager to undertake measures that would help ensure the safety of their offspring. This finding enabled FSES to select a manageable portion of the US population as the initial target for the next phase of FTEC: *parents with children under ten years of age*.

The next 18 focus groups gathered the voices of over 150 consumers; primarily parents of children under age ten. During this round, FSES conducted focus groups in multiple cities throughout the nation, separating the participants in each location into two separate sessions: one for participants with high school or lower education and another for participants with college education.

In splitting the focus groups according to level of education, FSES was applying a common observation: that educational attainment tends to be highly correlated with attitudes, beliefs, and lifestyles. Level of educational attainment has been seen to be a critical factor when considering the design of information for social marketing campaigns, largely dictating the tone and content required to achieve success with each sub-segment. Thus FSES had reason to suspect that division according to educational attainment would assist them in developing an audience-tuned communications strategy.

The videotaped second-round sessions provided a rich portrait of the participants, confirming that tailoring messages along the lines of educational attainment could help FTEC succeed. Notably, those in the college-educated group were seen to prefer even greater amounts of technical detail than was provided in the information presented to them. Those in the high-school-or-less group focused on the imagery within the literature. The absorption of new subject matter and the willingness to consider new ideas were sharply different for these two subgroups. The two subgroups also contrasted in their attitudes about their children's education and the information that they bring home from school.

The focus group findings reinforced FSES' notion that, in our continuing efforts to identify target sub-segments for the FTEC campaign, TBG should determine how higher and lower levels of educational attainment affect the preferences of the segments.

### **Furthering audience segmentation for FTEC**

For the next step in defining and refining the audience segments for food thermometer education, TBG took the target of *parents with children under age 10* and proceeded to develop detailed sub-segments. TBG's review of the focus group findings confirmed the validity of FSES's initial approach to segmentation, which used only broad demographic categories to identify sub-segments within the target audience. At the same time, it became apparent to TBG that more detailed distinctions would need to be drawn for the campaign to achieve its goal.

To accomplish this task, TBG considered and employed a variety of segmentation analysis techniques and systems.

### **History of segmentation analysis tools and techniques**

Numerous tools for market segmentation have been developed over the last five decades. During the 1950s, postwar expansion helped the marketplace for consumer goods become more national. Corporate

marketers and researchers pursued refinements in demographic segmentation, using the US Census data to understand the American populace. At the same time, corporations offered consumers more varied choices, as competition drove more products to the expanding national marketplace. As computing power grew and competition for consumer dollars and attention intensified, behavioral models were added in the 1960s. Even more sophisticated models were developed in the 1970s that incorporate small-area geographic elements. In the 1980s commercial market segmentation models were developed that combined demography, small area geography, purchase and lifestyle behavior data into richly descriptive statistical models. Essentially these national systems described, even named and depicted, dozens of subcultures of American life. By the late 1990s, markets for corporations, nonprofits and government agencies of all consumer-oriented industries and sectors had a comprehensive and increasingly powerful set of segmentation tools to choose from.

### **Independent segmentation versus market segmentation systems**

A common approach to targeted segmentation is an independent segmentation study. This approach defines project-specific sub-segments, defined by the exact behavior in question. It requires the collection of original data from such instruments as consumer surveys. Utilizing various statistical procedures, such as cluster analysis, this technique provides the deepest possible understanding of an audience for a specific application.

A good example of this approach may be found in a study exploring the education of Americans about healthy eating habits<sup>3</sup>. In this study, the segments were project-specific: each household gatekeeper was classified as a “better eater,” “fair eater” or “poor eater.” The comparisons of attributes between segments – looking at their demographics and lifestyles *after* profiling their eating behaviors – provided a variety of possibilities for crafting accurately tailored communication strategies for each sub-segment. The study did not include any implementation or monitoring.

Another very effective approach is to use a commercially-available market segmentation system. Market segmentation systems use statistical models that combine numerous national surveys of consumer behavior, lifestyle and attitude with annually updated census data. These powerful analysis tools use existing data to provide very acute segmentation and audience descriptions. They may employ geographic-specific implementation of communications strategies, utilizing such identifiers as metro areas, ZIP codes, and even specific billboard locations. This approach is often referred to as geodemographic segmentation. New tools are now emerging which study consumers at the household level. These systems bring even more accuracy to targeting efforts.

A market segmentation system can provide the researcher with very specific media and consumer behavior information. Here’s an example of the type of information that can be derived using a market segmentation system:

Middle class retirees in the northeast and Midwest who purchase a significant amount of baby and child-related products and drive midsize, American-made cars. They reside in older suburbs of rust-belt metro areas and use certain banking and insurance products. On TV, they watch *Murder She Wrote*, but not *Friends* and watch CBS but not FOX. The target audience reads the local paper and clip coupons. They eat frozen chicken pot pies, but not Brie cheese.

These few details begin to paint a rich portrait of grandparents in aging neighborhoods participating in the life of the next generation. The data taken together tells a story of a subculture, Once a target is

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<sup>3</sup> “Profiles of Selected Target Audiences: Promoting the dietary guidelines for Americans,” Family Economics and Nutrition, vol. 13 No.1 2001

identified in one region, it can be located in statistically similar neighborhoods, making this a very powerful device for reaching target audiences across the nation.

Thus a market segmentation system provides an efficient means of consumer audience segmentation, one that can quickly and thoroughly identify and describe sub-segments, and enable the marketer to make highly focused decisions. It provides many insights without the need for expensive project-specific primary research.

### **Comparison of available market segmentation systems**

Four major market segmentation systems are commercially available for the United States. Three of these employ neighborhood-based models, while the fourth is based on household-level data.

All three neighborhood-based models, ACORN, PRIZM and US MOSAIC, utilize the decennial U.S. Census and incorporate complete annual data updates, as well as numerous national lifestyle, behavioral, and attitudinal survey databases to define as many as 62 distinct clusters or segments. The fourth model based on household-level data, is far more advanced although not yet commercially available. It has been tested and used here for FTEC by the TBG team.

The three neighborhood-based models are quite similar and research has shown that they are comparable in their ability to define and reach target audiences. All use a method of defining consumer segments that is geographically based and assigns unique segment names and numbers to various geographies (ZIP Codes, ZIP+4s, census tracts, etc.). A metro area, therefore, would be composed of a distribution of the standard segments. Each person or household in the United States can be linked to these geographies and by association, to a standard segment.

The PRIZM<sup>4</sup> model was the first neighborhood-based model developed for commercial applications. It is now in its third generation, with each new census and advancement in computing capabilities having been used to expand its capabilities and refine the distinct standard segments. ACORN<sup>5</sup> originated in the United Kingdom in the mid-1970s, and was subsequently adapted to the U.S. market. US MOSAIC<sup>6</sup> was developed in the 1990s; it is unique in that the system links 18 country-specific models into a global system, enabling global market applications.

These three neighborhood-based market segmentation systems vary in cost, and also in delivery application. Some are bundled with advanced marketing analysis software; some are widely available through national data processors such as direct mail houses. All require sophisticated data analysis skills to deploy. Given the roughly comparable performance of the models, these considerations are often the deciding factors in selecting a system for a given project.

The household-based model is comparable or superior in performance to the neighborhood-based models. Instead of being constructed from the demographics of small-area geographies, it is constructed with demographics and behavioral statistics from all 100+ million U.S. households. Each household is assigned a standard segment number and name. Small-area and large-area geographies therefore contain distributions of these standard segments.

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<sup>4</sup> © Claritas, Inc.

<sup>5</sup> © CACI, Inc.

<sup>6</sup> Part of an international system of segmentation models developed by Experian and launched in 1997 with assistance from TBG team members from The Stafford Institute.

## Choosing a Segmentation System for the FTEC Social Marketing Program

The US MOSAIC system was selected for the initial creation of sub-segments. This choice was based partly on TBG's previous experience with the model, its affordability, and its easily identifiable cluster "identities." US MOSAIC clusters were used to define and describe the FTEC sub-segments, their lifestyle, behavior and consumer preferences, and their regional locations.

Ideally, addresses of the desired targets – in the case of FTEC, this would be individuals diagnosed with foodborne illness – are processed to identify the important standard MOSAIC segments. As no address or geocode was readily available, TBG opted to derive demographic segmentation from the preliminary research, which included focus groups, thermometer industry data and epidemiological studies. This confirmed the basis for further segmentation of the college- and high school-educated *parents of young children* segments.

Additionally, due to TBG Team's expertise in the field of segmentation, a propriety household-based segmentation model<sup>7</sup> was selected to confirm and augment the geodemographic model's results. This household-based system served as an overlay and further clarification of the targets during the implementation-planning phase, when TBG reviewed the messages and vehicles of communications in light of the target audience.

## Creating the Sub-Segments

In order to create the final FTEC sub-segments, TBG examined all US MOSAIC segments with high concentrations of *parents of young children*; Any US MOSAIC segment that did not demonstrate high indices of households with young children was eliminated from consideration. The remaining 28 of the 62 MOSAIC segments were studied for patterns of lifestyle and geography that could create useful sub-segments, or target groups. Patterns of education, region, urbanization, ethnicity and family type were observed and used to compose preliminary sub-segments. Within the dimension of educational attainment there were noticeable patterns of ethnicity and urbanization.

Several variations of target grouping were examined. TBG began to look at consumer and lifestyle detail to reinforce the emerging sub-segments. In light of diverging patterns of audience culture, some MOSAIC clusters were eliminated and others reconsidered. Having worked with audience segmentation using these techniques in many diverse applications, TBG was able to experiment with patterns and groupings, re-analyze the groups from another data variable, and refine its selections into distinct subcultures.

The four FTEC sub-segments are shown in Figure 3 with the MOSAIC clusters used to construct them.

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<sup>7</sup> A pre-release system created by a major company in the data business. At this time confidentiality agreements prohibit the release of further product information. However, TBG segmentation system experts judged this advanced tool to be an excellent crosschecking tool and enhancement to the previous analysis.

### "BOOMBURBS"



A03 TURBO BOOMERS



A07 HARD CHARGERS



B12 AFTERBOOMERS



C15 SECOND CITY CZARS



C16 SUNBELT SURGE

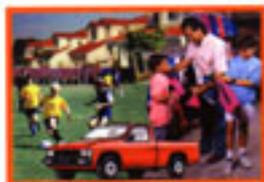


D23 WESTERN HUSTLE



F32 PACIFIC RIM

### "SINGLE MOMS"



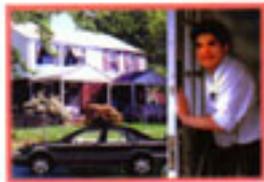
F35 CHICANO BLUES



J49 SOUTHERN COMFORT



J50 SUNBELT SOLOS



J51 LATINO NORTE



J52 ANYTOWN BLUES



J54 HEART OF DIXIE



K55 INNER HARBORS



K57 YOUNG ANGELINOS



K58 NEW SAN JUAN



K59 MOTOWNERS



K60 CITY SERVICES

### "HEARTLANDS"



D21 ROYAL BLUES



D22 TOP MECHANICS



G36 BIBLE BELT



I43 AGRARIANS



I44 SNOW PLOWS



L61 BARRACKS LIFE

### "RURAL TOWNS"



G38 MOBILE COASTERS



I45 HINTERLANDS



I47 COAL & COPPER



J53 NATIVE AMERICA

Clusters are created from a combination of data elements derived from national demographics, consumer and behavioral surveys. In turn TBG pooled the clusters together into FTEC sub-segments. Taken together, these numbers paint a vivid picture of sub-cultures within the universe of *parents of young children*, and the incredible variation within it.

Some parents of young children drive sport utility vehicles, others drive pickup trucks, and yet others inexpensive, imported compact cars. Some cannot afford a car. Some parents of young children shop at upscale gourmet food markets. Some shop with food stamps. Some raise their own food. Some families enjoy ethnic specialties and traditional foods that other families may have never experienced.

Clearly these families are approaching cooking at home with many different sets of values beliefs and behaviors. Taking all of these aspects into account, TBG succeeded in identifying four distinct sub-segments of households with young children that were appropriate for the FTEC program. These are described and named in *Table 2: Sub-Segment Demographics*.

### **Focus Groups Sub-Segment Analysis**

It is very helpful to understand exactly *who* was speaking in the focus groups—as called for in the “Listening” step. TBG carefully studied all of the focus groups already conducted by FSES on food safety issues. TBG used this as background to identify themes for forming the sub-groups. The collective voices of the focus group participants also have contributed to the development of communications strategies for FTEC described in this report in *Part III, PLANNING*.

As noted in Table 3, a total of 214 participants provided a wealth of commentary and ideas regarding food safety matters. While the specific focus of the each batch of groups changed, they all contributed to the key concepts that produced the framework for defining the four sub-segments.

Just under half (46.7%) of all participants were codable<sup>8</sup> with the MOSAIC model to determine in which sub-segment they reside and, therefore, represent. (The remaining percentage—53.3%--was not coded because there was insufficient data<sup>9</sup>.) Almost half (48.0%) of the codable participants resided in areas that are not included in the four FTEC sub-segments; they live in one of the 34 MOSAIC segments considered non-targets due to their low concentrations of children under age 10.

It is interesting that, without specific intent, by far the highest representation among the codable participants in the focus groups was among the Boomburbs sub-segment with nearly one-third (32.0%) of all codable participants having home addresses corresponding with the Boomburbs segment. As a result, it is very likely that a number of the comments and ideas generated by many of these focus groups are at least partially grounded in thinking associated with Boomburbs residents.

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<sup>8</sup> The ZIP+4 codes of the home addresses of the participants were matched with the year 2000 MOSAIC database to identify the MOSAIC segment of the participant, which is then linked to the FTEC-specific sub-segments of Boomburbs, Heartlands, Rural Towns and Single Moms.

<sup>9</sup> Insufficient data include addresses that are not codable for the following reasons: they are too old for coding (over 2 years from the MOSAIC database of year 2000); they contain only a ZIP Code, not a ZIP+4; or they are not found within the MOSAIC database.

**Table 2: Sub-Segment Demographics**

<p><b>Boomburbs</b></p> <p>Upscale, suburban, two-earner Families in newer communities, where the newest technological gadgets are frequently sought.</p>	<p><b>US Population</b> 41,812,057 (15.22%)  <b>US Households</b> 14,322,736 (13.90%)  <b>Predominant Age Ranges</b> 0-9, 35-44  <b>%of this segment 0-9 yrs. &amp; of US population 0-9 yrs.</b> 16.2  17.3  <b>Education</b> 4 or more years of college  <b>Median Household Income</b> \$62,913  <b>Housing Type</b> Single family home owners  <b>Ethnic Diversity</b> White, Asian  <b>Family Type</b> Married couples w/ children</p>
<p><b>Single Moms</b></p> <p>Predominantly African American and Hispanic one-parent families in major metropolitan areas, where incomes are low and the parents are young.</p>	<p><b>US Population</b> 41,740,823 (15.19%)  <b>US Households</b> 14,196,520 (13.78%)  <b>Predominant Age Ranges</b> 0-4, 5-9, 18-24  <b>%of this segment 0-9 yrs. &amp; of US population 0-9 yrs.</b> 17.1  18.1  <b>Education</b> Some high school  <b>Median Household Income</b> \$30,626  <b>Housing Type</b> Apartment renters  <b>Ethnic Diversity</b> African-American, Hispanic  <b>Family Type</b> Single parents</p>
<p><b>Heartlanders</b></p> <p>Middle-class Midwesterners with larger families and traditional lifestyles, stressing recreation and family activities.</p>	<p><b>US Population</b> 25,279,274 (9.20%)  <b>US Households</b> 8,586,680 (8.33%)  <b>Predominant Age Ranges</b> 5-9, &lt;18, 35-54  <b>%of this segment 0-9 yrs. &amp; of US population 0-9 yrs.</b> 14.8  9.8  <b>Education</b> High school graduate  <b>Median Household Income</b> \$41,458  <b>Housing Type</b> Single family home owners  <b>Ethnic Diversity</b> Whites  <b>Family Type</b> Married couples w/ children</p>
<p><b>Rural Towns</b></p> <p>Rural, low-income, less-educated and underemployed families, with limited consumer choices.</p>	<p><b>US Population</b> 16,817,206 (6.12%)  <b>US Households</b> 5,762,810 (5.59%)  <b>Predominant Age Ranges</b> 0-5, 5-9, &lt;18, 18-24  <b>%of this segment 0-9 yrs. &amp; of US population 0-9 yrs.</b> 16.3  7.3  <b>Education</b> Some high school  <b>Median Household Income</b> \$29,089  <b>Housing Type</b> Single family home owners  <b>Ethnic Diversity</b> White, Native American, Hispanic  <b>Family Type</b> Married couples w/ children</p>

Each of the other three sub-segments had less than 10% representation within the codable participants. All together, only 20% of the codable participants are associated with the other sub-segments.

It is also interesting that one group (#15, San Antonio College Level) was composed entirely of Boomburbs participants. This particular group should be reviewed carefully in the development of future focus groups and communications strategies that seek to address this sub-segment.

The interactive fast-paced nature of the FTEC focus groups and the mixing of different sub-segments in most of the groups make it difficult to associate a participant's specific comment to a sub-segment. While no single comment or single person can represent an entire sub-segment's ideals, attitudes, etc., a composite of comments associated with a specific sub-segment from several participants begins to develop themes and concepts that can be used to direct communications strategies. TBG was able to identify broad themes within the existing FTEC-related focus groups that confirm previous understandings that the demographic of educational attainment provides a clear distinguishing factor for sub-segment formation. The focus groups also suggested that Heartlands, Single Moms and Rural Towns were more resistant to change, even with convincing data presented to them.

### **Caution With Small Scale Studies**

In the case of these specific FTEC focus groups, TBG is necessarily cautious in the linking of each participant, via the coding process, directly to the sub-segment with which they are associated. Since geodemographic models describe neighborhoods, some residents may not be ideal representatives of their neighborhood type, especially in small sample studies. Ideally, segmentation information would have been used to recruit participants, adding greatly to the precision of the study.

While Boomburbs had the highest number of codable participants, nearly two-thirds of all codable participants are not representatives of Boomburbs. As with all qualitative research, such as focus groups, it is important to remember that these 32 voices cannot represent the entirety of the Boomburbs lifestyle.

## **Zeroing in on a Primary Target**

### **Why a Primary Target?**

In any given social marketing effort there are constraints on available dollars, time and staff. A central tenet of social marketing is to "go after the low-hanging fruit" and prioritize the targets clearly in the planning process so as to focus the available resources in a manner that yields the highest measurable level of success. This commitment to prioritization ensures progress throughout the balance of the campaign.

### **Choosing a primary target**

TBG evaluated which sub-segment had the best features for a measurable, sustainable and successful campaign launch. In doing so, we gave careful consideration to the character of each sub-segment, from a cultural as well as program resource perspective.

Using the MOSAIC segments to paint a picture of the sub-segments characteristics, TBG examined the sub-segments culturally and discussed their nature and distinctions.

## USDA FSES

### Table 3. FTEC Focus Groups Sub-Segment Analysis

Batch	Group		Date	Time	Age Group	Education Level	# Participants	#		# ZIP+4s Not In Sub-Segments	Sub-Segments				
	#	City						Participants	Participants		# in Boomburbs	# in Heartlands	# in Single Moms	# in Rural Towns	
Barriers Research Prior to Thermy	1	1a	Baltimore	11/03/97 -	N/A	Parents of Young Children	Mixed	10	10	0	DATA TOO OLD FOR PROCESSING				
	2	1b	Baltimore	11/04/97	N/A	Young Adults no Children	Mixed	10	10	0					
	3	1c	Baltimore		N/A	Seniors	Mixed	10	10	0					
	4	2a	Richmond	11/11/97 -	N/A	Parents of Young Children	Mixed	10	10	0					
	5	2b	Richmond	11/12/97	N/A	Young Adults no Children	Mixed	10	10	0					
	6	2c	Richmond		N/A	Seniors	Mixed	10	10	0					
<b>SUBTOTAL</b>							<b>60</b>	<b>60</b>	<b>0</b>						
Thermy Logo/ Naming Research	7	3a	Raleigh	07/19/99	6:00	Young Parents	Mixed	10	6	4	3	0	0	1	0
	8	3b	Raleigh	07/19/99	8:00	General Population	Mixed	10	5	5	3	0	1	1	0
	9	4a	New Orleans	08/04/99	4:00	Seniors	N/A	10	10	0	Seniors Data Not Relevant				
	10	4b	New Orleans	08/04/99	6:00	Young Parents	N/A	10	10	0	Data Not Available				
<b>SUBTOTAL</b>							<b>40</b>	<b>31</b>	<b>9</b>	<b>6</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>0</b>	
HACCP evaluation	11	5a	Raleigh	02/24/00	5:30	20-35	Hi School	8	1	7	1	6	0	0	0
	12	5b	Raleigh	02/24/00	7:30	30-59	College	9	1	8	3	3	2	0	0
	13	6a	Annapolis	03/14/00	4:00	60+	College	8	8	0	Seniors Data Not Relevant				
	14	6b	Annapolis	03/14/00	6:30	20-30	Hi School	7	2	5	4	1	0	0	0
	15	7a	San Antonio	05/01/00	5:30	20-35	College	8	0	8	0	8	0	0	0
	16	7b	San Antonio	05/01/00	7:30	30-59	Hi School	9	0	9	0	4	0	2	3
	17	8a	San Diego	05/02/00	4:00	60+	Hi School	8	8	0	Seniors Data Not Relevant				
	18	8b	San Diego	05/02/00	6:30	20-30	College	8	1	7	6	0	0	1	0
<b>SUBTOTAL</b>							<b>65</b>	<b>21</b>	<b>44</b>	<b>14</b>	<b>22</b>	<b>2</b>	<b>3</b>	<b>3</b>	
Thermy Materials and PSA Testing Research	18	9a	Nashville	07/17/01	5:30	Not specified	Hi School	8	1	7	5	0	1	1	0
	20	9b	Nashville	07/17/01	7:30	Not specified	College	8	0	8	2	5	0	0	1
	21	10a	Minneapolis	08/07/01	5:30	Not specified	Hi School	8	0	8	6	2	0	0	0
	22	10b	Minneapolis	08/07/01	7:30	Not specified	College	8	0	8	4	2	2	0	0
	23	11a*	Portland	10/02/01	5:30	Not specified	College	9	1	8	7	0	0	1	0
	24	11b*	Portland	10/02/01	7:30	Not specified	Hi School	8	0	8	4	1	1	2	0
<b>SUBTOTAL</b>							<b>49</b>	<b>2</b>	<b>47</b>	<b>28</b>	<b>10</b>	<b>4</b>	<b>4</b>	<b>1</b>	
<b>TOTAL:</b>							<b>214</b>	<b>114</b>	<b>100</b>	<b>48</b>	<b>32</b>	<b>7</b>	<b>9</b>	<b>4</b>	
<b>Percent of all Participants:</b>								<b>53.3%</b>	<b>46.7%</b>	<b>22.4%</b>	<b>15.0%</b>	<b>3.3%</b>	<b>4.2%</b>	<b>1.9%</b>	
<b>% of Coded Participants:</b>										<b>48.0%</b>	<b>32.0%</b>	<b>7.0%</b>	<b>9.0%</b>	<b>4.0%</b>	

\*These two groups were conducted after the development of the four sub-segments used in this report.

Participants with no ZIP+4s or ZIP+4s not in the Mosaic database were "Not Coded"

TBG asked nutrition educator Donna Abrahams, RD, for her evaluation of the four sub-segments, as defined by MOSAIC cluster, in light of their likely receptivity to a food thermometer education campaign. Her experience helping adults learn to change food-related behaviors as a clinical dietician and health writer gives her a cogent perspective on the challenge facing FTEC. Her report follows.

### **Which sub-segment makes the best primary target for the Food Thermometer Education Campaign?**

*In considering the four potential target populations, I drew on my experiences with rural and urban clients during my years of clinical practice as a registered dietitian, my knowledge of the audiences that I serve as a health writer, and my experiences as a regulatory specialist in food labeling.*

*My immediate impression was that there were many striking cultural differences among the sub-segments that might affect their receptivity to a food thermometer education project -- including, but certainly not limited to, such diverse considerations as their main sources of entertainment and information, their willingness to experiment, their traditional approach to food and cooking, and their family values.*

#### **BOOMBURBS**

*I would think this group particularly vulnerable to foodborne illness, as they tend to prefer the taste and appearance of a rare cut of meat. These people were raised on rare meat and potatoes. That fact alone might recommend them as targets.*

*On the down side, members of this group may be “tough cookies” in several respects. They may view eating well-cooked meat (“cooking meat to death”) as a sign of lower socio-economic status. Many eat a large proportion of meals outside of the home, and also purchase convenience meals for their family, who may each feed themselves on a busy and divergent timetable. Some see themselves as being above considerations that apply only to the less fortunate, buffered by such attributes as their greater sophistication and material wealth. These suburban families take for granted that government is safeguarding the food supply.*

*On the up side, these people are highly educated and open to well-argued messages. Historically, a large proportion of this group has been willing to alter family eating behaviors once convinced that the result will be a longer, healthier life (e.g., eating less fat and cholesterol). They have the disposable income to spend on temperature sensing devices, and they embrace technology. One can capitalize on their vanity: Acting on information that not everyone has (e.g., food color not being a reliable indicator of doneness) can give them tremendous satisfaction.*

*Probably the greatest measure of success could be achieved with this segment by presenting the food thermometer as a status symbol, and temperature monitoring as an intelligent, upscale behavior.*

#### **HEARTLANDS**

*These parents are more likely to have larger, traditional families. They place high emphasis on protecting their children from perceived dangers and raising them by example. They “do the right thing.” Taking personal responsibility is a core Heartland value. For them, checking for safe temperature of cooked foods could be put on par with*

*looking both ways before you cross the street, even where there is little traffic; the risk of being harmed exists, so you act accordingly. In general, these people are hard working, are not beset by serious financial woes, and have moderate levels of education.*

*Many are only a generation or two removed from an agricultural background; their more intimate historical link with the food supply gives them an appreciation of its strengths and limitations. There is also most likely a positive presence of USDA in their communities, possibly through cooperative extension, 4-H and state fairs. The message that personal action is a part of food safety may resonate as just plain good sense with them. They know that proper food handling and cooking are essential to ensure safety; many of these people consume home-canned produce from their gardens, and eat meat and fish that they have caught, dressed, and cooked.*

*Heartlands love barbecues, cookouts, and church dinners – perfect scenarios for foodborne illness due to undercooking. They are easily reached by TV and radio, and at community-based events.*

*For these reasons Heartlands could be an excellent primary target.*

#### RURAL TOWNS

*Members of this segment are likely to be exposed to PSAs and other mainstream media messages, since they rely largely on television, including daytime and late-night programming, for information and entertainment. USDA already has a significant presence, and probably a credible profile, in most rural areas; these could be leveraged to provide campaign activities.*

*Unfortunately, I would expect several drawbacks in this group. Their lower educational levels and incomes, and possibly a somewhat passive acceptance of their less advantaged lot in life, could result in their being little moved by food safety messages and less likely to take action. In addition, many of these individuals are besieged by far more pressing issues that impact their quality and duration of life, such as the ability to afford heating oil or to obtain medications needed for chronic or acute health problems.*

*Rural Towns appear to be the poorest candidate for the primary campaign.*

#### SINGLE MOMS

*From my experience, these women fall into two categories of particular relevance here: those who aspire toward a better life for their children and would do almost anything possible for them, and those who have little aspiration or motivation.*

*The self-improvers could be excellent beneficiaries of the FTEC campaign. In any family, the mother is typically the gatekeeper for healthcare; in a one-parent family, a motivated mother is even more aware of the need for her personal involvement in maintaining the health of her children. She makes great sacrifices for them, often working more than one job or working a job plus going to school, so that they can have a better life and live up to their potential — and being healthy and safe is an essential component of achieving that dream. Like a Heartlander, she holds the core belief that one is responsible for one's own fate and that you have to engage in the right behaviors if you want the desired result.*

*The down side for any single mother, even the aspiring one, is that she may be less involved in home meal preparation. In fact, she may not even be present at many meals. A care provider or older child may assume the cooker/feeder role in her necessary absence. In addition, she has so much to do, so many concerns, that she may be unwilling to take on the additional burden of being vigilant about food cooking temperatures, especially if foodborne illness is not viewed as a particularly pressing danger. There might also be a strong traditional component here: "My mama did it this way, and us kids all grew up safe and healthy." Another potential barrier: The single mom may not have money for a food thermometer.*

*Those single moms who are caught in a difficult, underclass lifestyle, and who may be exposed on a daily basis to the harsh realities of drugs, poverty and violence, may not be able to rise above their circumstances. They may not even have proper cooking equipment in their homes. Many see themselves as victims, and feel they have little control over the hand fate has dealt them. Such single moms would be exposed to the food safety message, but very unlikely to act on it.*

*What all single moms could have in their favor is their ready accessibility for repeated messages: They rely on mainstream media, and may have regular contact with USDA through such programs as WIC and food stamps.*

*If single moms were to be considered as a primary target, I would advise investigating differences in vulnerability to foodborne illness, ready accessibility and willingness to change along ethnic lines. For example, I would recommend examining the differences between Hispanics and African Americans with respect to the inherent safety of their traditional cooking practices.*

*One or more sub-segments of the Single Moms group has great potential as an FTEC target, but more work would have to be done to identify distinctions within the sub-segment.*

TBG also provided, as a resource, ethnic marketing expert Patricia Gaitán with extensive experience marketing to Hispanics and African-Americans. Ms. Gaitán's efforts, in developing community-based marketing campaigns, respectfully and effectively target specific ethnic audiences. (Examples are described later in the *IMPLEMENTATION* section.)

### **The Allocations Matrix**

To bring this cultural understanding into a more systematic and quantifiable approach, TBG used a decision matrix, named in Table 4 as the *Allocations Matrix*. This Allocations matrix was an exercise that TBG conducted for the FSES staff. As a team we listed the four sub-segments and six critical issues of resource and program facilitation. Then we ranked the segments and issues in importance. The Allocations Matrix displays the factors used in making a selection.

This process made it possible to quantify and rank multiple deciding factors, including features of the targets and resources and constraints of the program design and delivery team and to determine the sub-segment best positioned to make progress and lead off the FTEC effort. Using a numerical tool to select a

primary target helps nail down the decision process and quantify and weigh some of the decision factors. The sub-segments were prioritized with a modified version of the “Evaluation of Possible Segments.”<sup>10</sup>

As a result of this exercise, one sub-segment was chosen as the beneficiary of the vast majority of FTEC resources during the program’s next cycle: Boomburbs.

As can be seen above, Boomburbs achieved the highest score. This result caused some concern, as this category included many of the most advantaged and well-educated American families.

The “Stages of Behavioral change” concept played a significant role in making a final decision. With only three percent of Americans indicating regular use of food thermometers, TBG considered the entire U.S. population as being at the same stage, pre-contemplation. However, Boomburbs were recognized as being most likely to advance rapidly through the Pre-contemplation stage and possibly moving quickly through the Contemplation and Action stages.

Boomburbs gained extra points for their propensity for acquiring and utilizing new information, as well as, their tendency to be early adopters of technologies and trends. Given FSES’ need to achieve measurable results in a short amount a time, the Boomburbs emerged as the best primary target for the next phase of FTEC.

An extra benefit of targeting the Boomburbs is we can capitalize on their role as major influencers of mass culture. They are the doctors, lawyers, writers, teachers, advertisers, and managers in our society. Having Boomburbs lead the way will benefit the other FTEC sub-segments. Furthermore, the USDA does not traditionally target this segment of the population in its messages and programs.

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<sup>10</sup> Andreasen, p. 189.

Results from Oct. 11, 2001  SEGMENTS/ CRITERIA	<b>Table 4. Allocation Matrix</b>										
	PURPOSE for DECISION: <b>To Raise Awareness</b> <sup>11</sup>					FSES CONSIDERATIONS					
	SOCIAL MARKETING CONSIDERATIONS										
					SCORE					SCORE	TOT
Criteria:	1. Ease of access  1-5 high	2. Risk of illness <sup>12</sup>  1-5 high	3. # households with young children  1-5 high	4. # children in segment  1-5 high		101. Budget needed to reach segment 1-5 no additional need	102. Ease of moving "target" within defined period 1-5 quick	103. Need more people, equipment, costumes to service 1-5 yes	104. There are existing partners involved 1-5 lots		
	5. Consequences, impact on life 1-5 high	6. Receptiveness to change 1-5 high				105. Potential for new partners 1-5 high					
Boomburbs	4 / 1	5 / 5	5	4	<b>24</b>	4 / 4	5	3	5	<b>21</b>	<b>45</b>
Heartlanders	4 / 3	5 / 3	3	3	<b>21</b>	5 / 4	3	3	5	<b>20</b>	<b>41</b>
Solo moms	2 / 5	2 / 4	3	3	<b>19</b>	3 / 4	4	2	3	<b>16</b>	<b>35</b>
Rural towns	3 / 5	2 / 1	1	2	<b>14</b>	2 / 4	2	4	3	<b>15</b>	<b>29</b>

<sup>11</sup> In families with children under age 10

<sup>12</sup> Because a) eat more meat b) under cook meat c) source, or access of quality food d) socioeconomics

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## **The Implications Wheel™: A Pre-Planning Tool**

### **Using Implications Wheel to enhance the Decision-Making Process**

*When making a planning decision of this magnitude, it is good to apply a whole different process and or viewpoint to rethink the decision, and make sure the course we are setting is truly the best one for the program. An excellent technique for exploring the results of any given decision or choice is the Implications Wheel™. The process is described below, and the detailed charts of the FSES sessions can be found in the Appendix.*

#### **Introduction**

One important thing a team leader can do is to help her/his team see the environment in which they are working more clearly. In today's environment, where we are so interconnected, an important question should be, "What are the implications of the actions we take?"

TBG has introduced a powerful process tool to FSES that helps in describing the potential implications of actions taken that aid decision-making in subsequent planning stages. This tool, the Implications Wheel™ (I-Wheel), generates information that enhances and supports strategic thinking and planning. It is a tool that helps search for potential opportunities and problems before they occur. It is a tool that helps leadership teams anticipate the future of unintended consequences. In the FTEC, the I-Wheel was used to help validate the decision to select Boomburbs as the ideal pilot group to increase thermometer use in cooking food.

#### **Concept**

The fundamental premise of the I-Wheel is that when one takes an action there many possible implications emanating from that single action. The I-Wheel process (Figure 4) starts with a 'center statement' of an action taken. Just as the ripples produced when a stone is dropped into a quiet pond, concentric circles of implications are created from the center action. This graphic shows three concentric rings, i.e., three orders of implications.

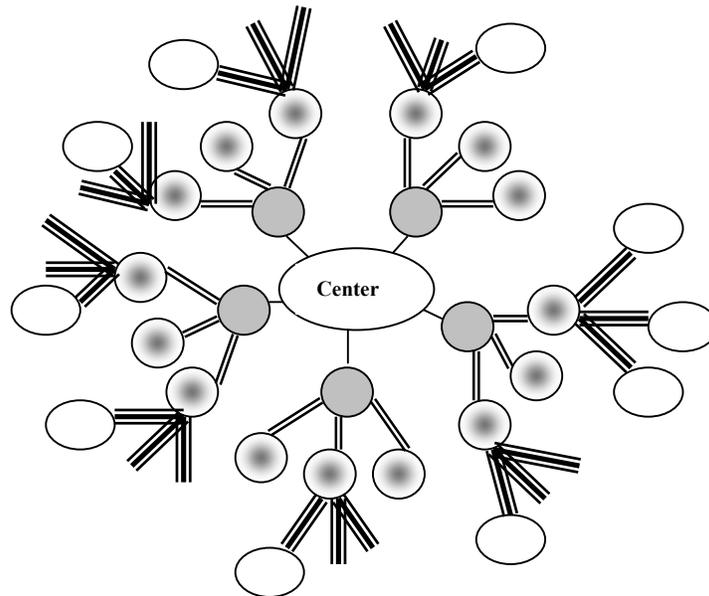
The Implications Wheel™ provides a structured and disciplined process through which nonlinear thinking can occur to identify many of those implications. It is a powerful strategic exploration group process. With the I-Wheel, one explores, identifies, and evaluates both positive and negative implications that could impact the group's decisions and even the organization's future.

The I-Wheel is a unique, three-dimensional decision-enhancing tool. It is not like brainstorming because it does not automatically provide groups of input around a theme/topic. It is unlike mind mapping for the same reasons. It is nonlinear, allowing ideas to grow in multiple directions, unlike outlining or a decision tree. The nonlinear aspect creates opportunity for discovering factors that would remain hidden using a linear approach.

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™ 1985-2001. ILI (developed by Joel Barker)

**Figure 4. Implications Wheel™**



TBG introduced the I-Wheel to the FSES leadership team to consider the implications in the FTEC when the “Boomburbs are targeted.” A half-day I-Wheel session was conducted. As a group process, it is important to include diverse stakeholders in each group of 6-10 participants. This latter session included people from the communications, nutrition, cooking, retail food sales, help desk, marketing, finance, and administration sides. A total of 12 participants were divided into two work teams. The center statement for one team was, “Boomburbs is target.” The other team used, “FSES will NOT target Boomburbs,” as the center statement.

**Results**

The process produces two key sets of data points. First, the I-Wheel captures all the positive and negative implications of the ‘center statement.’ Second, the I-Wheel offers a simple means to compute an index for both positive and negative implications.

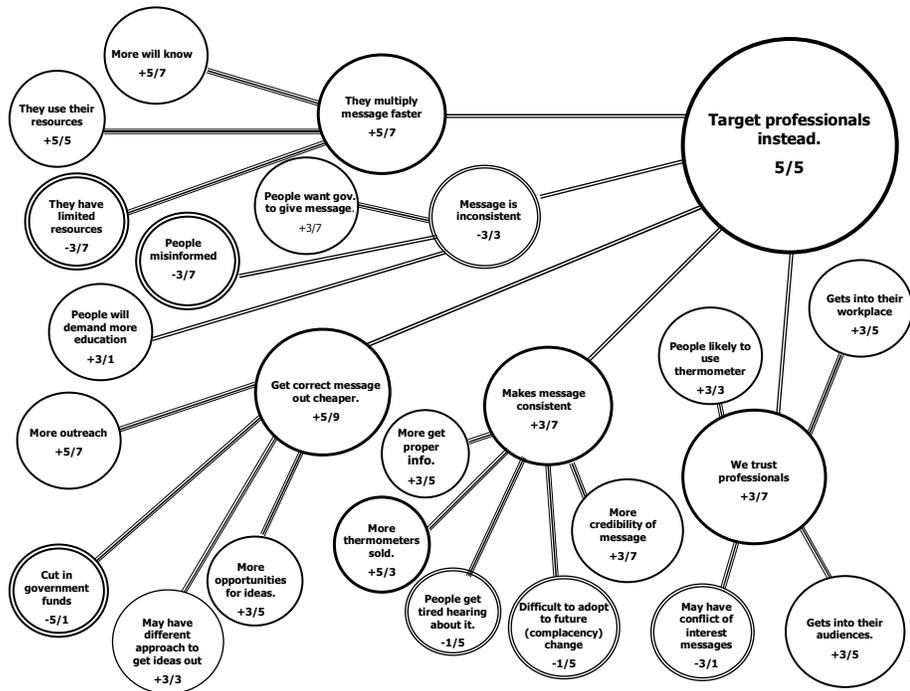
The complete results of the I-Wheels from both teams are presented in Appendix B and C. In Figure 5, the sample results from a portion of an I-Wheel produced by the team with the center statement, “FSES will NOT target Boomburbs,” are shown. Notice the numerical values associated with the implications. The top numbers denote the ‘desirability’ of the implication as scored from the point-of-view of FSES. The denominators refer to the team’s best estimate as to the ‘likelihood’ of the implication occurring. The larger numbers represent higher desirability or likelihood, and the smaller numbers or negative numbers represent less desirability or likelihood.

In Figure 5, starting at the ‘two o-clock’ position of a clock, we read the implication to “target professionals instead.” Thus, if FSES does not target the Boomburbs (the center statement for this team), they have the option to target professionals (doctors, lawyers, etc.). As the score indicates, the team felt this was very desirable and highly likely. If FSES targeted professionals instead, then there is the possibility that the “message is inconsistent.” Alternatively, the targeting may have the outcome: “makes message consistent.” If one looks at the likelihood numbers for these two implications, the consistent message is more likely. Another positive possibility is that targeting professionals will help “get correct message out cheaper” since professionals are donating their postage, time, and resources. One negative

implication that results from the cost savings is that there might be a “cut in government funds.” This is clearly undesirable, but is also less likely to occur.

The I-Wheel is a very useful tool to generate great ideas that may not be obvious. For example, there are times when the first order implication is highly undesirable. Yet if the undesirable action takes place, the

Figure 5. Sample Result from I-Wheel, “FSES will NOT target Boomburbs”



second order implication is highly desirable. A classic example is the reorganization of a company to become more responsive to customers.

The first order implication of “must change the procedures” would be undesirable for most people. For that reason, there might be great resistance to move forward. However, the second order implication following the procedural changes might be more satisfied customers, more sales, increased reputation, etc., all of which are very desirable. Once it is clear which implications are potentially of greatest impact to the organization, then barriers can be considered to minimize undesirable events, while bridges can be designed to reach those positive implications that the organization values.

Notice that developing the negative counterpart to the positive center statement, “Boomburbs is target,” has led to a new set of implications. For example, the implication to target professionals doesn’t even surface in the positive center I-Wheel. Does this suggest that targeting Boomburbs *professionals* would gain an even higher acceptance? Possibility?

A review of the I-Wheel results reveals the impressive number of implications generated by both teams. In a two-hour period, with twelve people in two groups, over 175 implications were articulated.

A second work session was convened to complete scoring of all the implications. The key positive and negative implications have been collected in Appendix D (Tables 1 and 2). As mentioned above, the types of implications elicited by the two opposite center statements reveal similarities, but also great differences and useful implications. The implications reflect benefits and proactive strategies, while others highlight danger signs and negative behaviors. In some cases, the results are somewhat intriguing or puzzling and really suggest the need to obtain more information. The results could be used also as a means to determine the perceptions of key stakeholders to these same implications. This is accomplished by having them score the results from their respective points-of-view.

### **Next Steps**

The purpose of the Implication Wheel™ is to generate large numbers of potentialities as an aid in decision-making. By considering the implications that are highly desirable and those that are not, a plan could be designed that optimizes successes by offsetting roadblocks.

There are three key uses of the information generated on the I-Wheel graphics. First, the results should make clear whether the original decision being evaluated, “We will target Boomburbs,” is validated. Second, the results should reveal strategies to help implement the decision. And third, the results should point out potential difficulties that need to be addressed as the implementation plan proceeds.

*Validation.* On the basis of the positive implications, especially the one, “Get correct message out cheaper” (with a likelihood score of 9), the I-Wheel exercise validates and reinforces the selection of the Boomburbs as the optimal first target in this next phase of the Food Thermometer Education Campaign. Other positive implications provide added weight to this decision, such as the “willingness to change.” Other high-scoring results that help reinforce the decision can be seen in *Appendix D, Table 1. “Boomburbs is Target.”* Focusing on a consumer audience was found to be a positive, as was the high achievement orientation of Boomburbs. Their intense motivation where children are concerned also ranked high.

*Implementation Strategies.* When one evaluates the results to seek insights into effective strategies, it is important to return to the original I-Wheel, and not rely only on the summary tables. While the summary tables serve the purpose of capturing the results and the planning actions, the graphics offer the context and perspective needed to make planning decisions. For example if a negative implication occurs in series with a subsequent desired positive implication, a strategy to minimize, eliminate, or by-pass the negative would allow the positive result to occur.

For FSES, one unique possibility that surfaced is to target the professionals among the Boomburbs to optimize results. In the event that professionals are targeted, one potential negative implication is that the message could be inconsistent. The remedy is to coach the professionals on how best to ‘deliver’ messages to their customers. Until one settles on a strategy, the negative implications are of no consequence. After a strategy is chosen, then the question is asked “does the negative implication need attention?” And, if so, “what can be done to minimize the negative impact?”

The understanding gained from the I-Wheel is only part of the information necessary to decide on the strategies used in the campaign, but the process gives access to ideas that would usually remain undiscovered, and is a great help in evaluating intended and unintended consequences of campaign choices. The process is a deliberate and systematic one, taking spontaneous and qualitative information and putting it into numerical perspective.

Using the Implications Wheel process helped FSES determine that it would choose the Boomburbs subsegment as a primary target, with confidence that this was a well-reasoned decision.

## PLANNING THE IMPLEMENTATION OF THE CAMPAIGN

### **The Task: Educating Boomburbs**

*Following the principles of social marketing, TBG has listened to the customers, defined and refined target audiences, and prioritized them, resulting in a primary target, the Boomburbs. Now it is possible to apply what was discovered in the previous listening and planning steps to the design of the campaign.*

*Often, a campaign's implementation plan is designed based only on the experience and good intentions of the professionals responsible for the campaign. When the social marketing approach is adopted, opportunities are created to take a more scientific approach in understanding target audiences. Then the challenge is to design the campaign to appeal directly to those targets in their own familiar and relevant styles of communication. This demands the right message, delivered to the right people, in the right place, at the right time. Also, the campaign must be designed for meaningful evaluation, in order to insure its longevity. These challenges require the discipline of the step-wise and planned social marketing approach in order to succeed.*

*In this section, some of the segmentation-based data for Boomburbs is reviewed, and TBG explores how this knowledge can become a powerful aid to navigating among the barriers and bridges to those targets.*

### **Developing a Targeted Campaign Strategy**

Tailoring communications to each sub segment is a core principle of social marketing. The more that can be understood about any segment, the more effective the communications can be with that audience. The more that the message can be designed especially for a distinct and defined audience, the greater the potential to reach and motivate the target, and inspire the desired behavioral change.

It is easy to assume that an audience that is self-motivated and concerned with exercise and good nutrition will find a message about the risks of not using food thermometer motivating. This is what Andresean refers to as “the educator’s trap,” attempting to provide an audience with persuasive “important information” and overwhelming them with “everything they ought to know” in order to convince them to adopt the desired behavior. This amounts to trying to change the values of the target audience, something that research has proven time and again to be ineffective in social marketing campaigns.

A better approach is to craft the message around what is important to the audience, taking into account the audience’s misperceptions, prejudices and fears, sub-segment by sub-segment, stage-of-change by stage-of-change. The communications strategy should tell the audience what *they* want to hear. Speak to them where they live, mentally, culturally as well as geographically. This approach focuses on the campaign elements that are most likely to influence behavior and move consumers from stage to stage.

## How Segmentation Research Supports Developing Campaign Strategies Such As Setting, Timing and Delivery

### Interpreting lifestyle data

One of the most powerful aspects of commercial marketing segmentation systems is that they link the target customer to detailed surveys of media usage and consumer behavior. These data can inform the developers of the campaign on such matters as where to place ads and how to promote with partnerships and public relations.

Beyond the specific details of what magazines the targets read, the wealth of lifestyle, behavior, and attitudinal data can be examined as a whole, to arrive at a more comprehensive cultural understanding of the targets as a subculture.

In the *LISTENING* section, TBG and FSES chose the Boomburbs sub-segment as the primary target. The Boomburbs households exhibit traits that make them potentially the best of candidates. Their combination of propensity for taking in new information, affinity for technological solutions and their role as influencers in the culture at-large weighed heavily in the selection of Boomburbs as the primary target sub-segment. They are also vulnerable to foodborne illness in that they tend to prefer the taste and appearance of meat cooked “rare.” Notably, these well-educated suburbanites may be one of the most under-served audiences of USDA, who has traditionally developed programs for the less advantaged and for agricultural (rural) communities.

Market segmentation techniques give us data that paints a vivid portrait of the complex lifestyle of a target. This data can point to specific opportunities for marketing, as in what magazines they read and what TV programs they watch more often, where outdoor billboard or bus shelter ads might be located, if they are even appropriate for the target given such factors as commuting patterns.

But the most powerful application of this abundance of detail about what a target buys, listens to, eats, believes and does on vacation is to enable a consideration of the target in its entirety. By reviewing the lifestyle details, a gestalt view can emerge about who these people are, what are they thinking about, what motivates them. That greatly enhances the ability of the marketer to capture the attention of the target consumer,

In the lifestyle reports in Appendix G, we review lists of items available from the multiple databases consolidated into segmentation systems. They fall into the categories of:

<ul style="list-style-type: none"> <li>• Basic demographics</li> <li>• Consumer purchases             <ul style="list-style-type: none"> <li>○ Home-related</li> <li>○ Food and drink</li> <li>○ Other</li> </ul> </li> <li>• Opinions</li> </ul>	<ul style="list-style-type: none"> <li>• Automotive purchases</li> <li>• Financial behaviors</li> <li>• Media consumption             <ul style="list-style-type: none"> <li>○ TV</li> <li>○ Radio</li> <li>○ Newspapers</li> <li>○ Magazines</li> </ul> </li> </ul>
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In order to get the most out of this information it is necessary to understand what can and cannot be derived from the data. TBG started by reviewing the target's profiles of behavior captured in national surveys

Profiles allow for the comparison of a sub-segment's behaviors against national norms. A product that nearly every household purchases is not likely to appear in a profile, as it is unable to make clear distinctions among sub-segments. However, most products and opinions gathered in surveys or purchase behaviors are not universally popular. This enables a sorting out among the sub-segments. A collage of profiles then paints the picture of the sub-segment's lifestyle and culture—what is popular and what is unpopular in this community of shared interests.

## **Boomburbs Media and Lifestyle Behavior Summaries**

### **Basic Demographics**

Representing 13.9 percent of American households and nearly 18% of children under 10, Boomburbs are predominantly white homeowners with a median household income of approximately \$63,000, nearly twice the national average. They are most often married couples with one or more children under age ten. They reside in the newer suburbs of major metro areas and the booming smaller cities in the south and west. Asian-Pacific Islanders and Hispanics are present in above average concentrations in this sub-segment.

### **Lifestyle & purchase behavior**

In the realm of consumer purchasing, shopping for kids clothing, sporting gear, toys, portable music and outdoor recreation items indicate an active family that is both on the go and has enough cash to keep their kids both well-outfitted and amused. Children's and infants furniture, laundry equipment and do-it-yourself home improvement items are popular. This indicates lots of time and attention is lavished on the nest. The purchase of items like faucets, vanities and lighting fixtures indicate a preoccupation with sumptuous elements of style that can be easily acquired and installed to the great satisfaction of the Boomburbs homeowner.

Grocery purchases stress convenience and timesaving foods, gourmet items like Cornish game hens, fresh bagels, Brie cheese and alcoholic beverages. Shopping at Costco also ranks high. Here again is a picture of a busy family spending money to save time and get the best luxuries, but in a cost-conscious way.

### **Opinion data**

Radio and newspaper news is cited as a significant authority. Cable TV, sports and exercise are considered priorities. Perhaps most significant: residents in Boomburbs describe themselves as demanding, authoritative and headstrong. Their attitudes can seem contradictory: "I enjoy taking risks" and "I prefer to stay home with my family." This may help explain the popularity of Volvo's, which stress go most-anywhere luxury and safety, an image that Volvo fosters with its new emphasis on these qualities in product design as well as advertising.

### **Automobiles**

Automobile purchase patterns show SUVs, Saturns and minivans prominent, as well as luxury imports like Volvo, Acura and BMW. Boomburbs buy expensive brands of tires. They are more likely to own 4 or more cars compared to U.S. norms.

These people want luxury, value and safety and are willing to pay for it. They are toting around children and lots of stuff, so they need roomy vehicles. Their frequent tire purchases indicate a commitment to improve safety and handling, themes emphasized in glossy advertisements from the major brands like Michelin.

## Recreation

Boomburbs are active and sports-oriented with above average participant in golf, soccer, basketball and hockey. They join country and activity clubs, go to rock and pop concerts and attend professional sports events.

## Financial

Even with high incomes Boomburbs residents have plenty of debt. The financial product data shows a significant number of mortgages and home equity loans in the Boomburbs. Residents are well insured, and invest in stocks and retirement accounts regularly. Boomburbs residents are well-educated investors with material and achievement goals for themselves and their kids.

## Media

The media patterns in Boomburbs show not only the types of media that are ideal for placing stories, ads and PSAs, but also, in composite, they paint a portrait of the lifestyles, attitudes and beliefs of those who live in the Boomburbs.

Active radio listeners, Boomburbs residents tune in during AM and PM drive times, most likely while commuting to their well-paying jobs. They listen to sports, talk, rock in its classic-, soft- and alternative- flavors, jazz, National Public Radio and classical stations.

Magazines include all the major newsweeklies, top financial and business publications, and special interests like *PC Magazine*, *Golf Digest*, *Car & Driver*, *Road & Track*, and *Sports Illustrated*. In addition, upscale lifestyle culture can be seen in the above average readership of *Gourmet*, *Martha Stewart Living*, *Conde Nast Traveler*, and *Bon Appetit*. Newspapers preferences include *The Wall Street Journal* and *USA Today*. (Note that this data is derived from national surveys, it does *not* measure or imply any behavior patterns for the Boomburbs with local newspapers.)

Boomburbs love cable TV because there are specialty channels for their own interests, including sports, money and news. ESPN, Comedy Central, CNN all feed their hunger for news and information, and their passionate pursuit of sports and entertainment.

This audience is news-hungry, and consumes news in many forms. Radio, TV, print and most likely the worldwide web are regular sources of news. These families want information about politics, the world, sports and their finances. These targets are interested in new information, and thrive on the factual nature of news programming.

TBG cautions that traditional advertising by itself may not be the best approach to communicating with this audience. The news media is used in the Boomburbs as an important source of authoritative information. Therefore, it would be advantageous for news stories and features in these media to cite FSES in a positive light when reporting on food safety stories,

## What's in the Boomburbs Media Universe?

Examine the advertising in magazines such as *Fortune*, *Gourmet* and *Money* for the style and tone of communications reveals luxurious finishes and sensuous surfaces like wood, leather, granite, copper and polished steel. There are images representing sumptuous comfort and strong family security, with an emphasis on creating an environment that fosters their children's Ivy-League-bound lives. Also prominent in advertising aimed at this group are many abstract concepts, particularly when selling cars, technology and business solutions. These styles would not appeal to other sub-segments.

The following is a complete list of the advertisements during a November 2001 episode of *The West Wing*, an NBC prime time TV program that has strong appeal to the Boomburbs audience:

- Hallmark (Christmas holiday oriented)
- JC Penney
- Oceans Eleven (movie)
- Microsoft Windows XP
- Lowes
- Amazon.com
- WalMart
- Fuji film (digital picture emphasis)
- Behind Enemy Lines (movie)
- Sonicare toothbrush
- Hecht's (focus on house wares)
- Infiniti Q45
- Chrysler Concorde
- A Beautiful Mind (movie)
- Hoover Steamvac
- Quaker Oatmeal Cinnamon Bun flavor
- CompUSA
- Pacific Life Insurance
- Gap
- The Majestic (movie)
- Progresso soups
- Earthlink Internet
- Lexus
- Mercedes Benz
- Chevy trucks
- Riesen chocolates
- A Diamond is Forever
- Microsoft Windows XP
- Chili's Restaurant
- Target

Marketers for these companies and producers have spent millions to not only produce these ads but to research their customers in order to craft relevant ads and place them on television shows that research shows their target audiences watch. It is possible to profile a television program's audience with tools such as MOSAIC. TBG has not expended resources to acquire such data for this analysis. However, our extensive experience in this discipline enables us to expect that the Boomburbs audience will rank *The West Wing* among one of its most-watched programs. A similar exercise can be performed on other Boomburbs-oriented media, such as magazines and newspapers. This process can take advantage of the millions of dollars already spent by marketers to help form communications that appeal to the Boomburbs.

Several themes develop from the group of advertisements in this one *West Wing* broadcast. No singular theme unites all of the ads, and this is almost always the case with a television program that ranks in the top 20 or so in the national ratings, because as an audience becomes larger and appeals to more people, it has the likelihood of a wider variety of demographics. The vast majority of these ads appeal to upper-middle scale households, with an emphasis on quality of life products and imagery. Most ads feel expensive in production values and are sophisticated or elegantly simple in construction.

Technology was a theme across several advertisers: Microsoft Windows XP, Amazon.com, Fujifilm, Sonicare toothbrushes, Hoover SteamVac, CompUSA and Earthlink stress the benefits of computers and high-tech developments making life simpler, more enjoyable, and cutting-edge, all appealing elements in a Boomburbs lifestyle.

The protection of children was the obvious theme in the Pacific Life ad, which showed kids swimming with a whale in a smooth, dreamy ad that aimed to inspire thinking about the future. Chevy trucks also placed the safety of children as the key message of its ad showing the protection offered by solid sport utilities, while still showing the luxurious touches and rugged capabilities of the go-almost-anywhere vehicles, a desirable message to the limitless possibilities that Boomburbs people desire.

Luxury abounds among many of the ads. Infiniti Q45, Chrysler Concorde, Lexus, Mercedes Benz, and "A Diamond is Forever" all focused on acquiring the sumptuous comforts and prestige. The Lexus ad, for instance, shows a hand caressing the leather-wrapped steering wheel and seats, with the polished wood dash insets glistening.

Reassuring comfort and simplicity are the core messages of several ads, particularly those of Quaker Oatmeal, Gap, Progresso soups, Riesen chocolates and Chili's. These advertisers offer quick, easy, inexpensive ways to enjoy life's everyday events. Many of the ads were slightly blurry, intended to add a dreamy quality to them, as the products aim to offer comfort and coziness.

From high-tech to high-touch, these ads aim to arrest the attention of the Boomburbs audience. The ads balance the need to stand out among all other ads (offering newness or uniqueness) while still stressing the core strengths of the product in their perceptions among the target audiences. Ads for the same products often have different constructions for different audiences. It is not appropriate to take a feature or benefit not relevant to the product and attempt to reposition the product in that light. For example, the Hoover vacuum featured in this ad had a high-tech appearance and function; the sophisticated audience would dismiss a more traditional machine using the same ad format). More importantly, the wants, needs, attitudes, beliefs, etc. of the intended target audience should shape the tone and theme of the ad. The reason cited by many buying sport utility vehicles is the perception of safety they offer families, thus, this perceived product benefit becomes a cornerstone of the advertising strategy.

In order to be taken seriously by this audience, the FTEC will need to include elements that can compete at this level of sophistication, and that will require adequate research and creativity in developing the target-specific communications strategy.

## **Competition**

Competition in social marketing is often overlooked because it is not the obvious Pepsi vs. Coke or McDonald's vs. Burger King head-to-head scenario. Competition in this context means that other ideas, beliefs and values conflict with the beliefs necessary to move through the stages of behavioral change and adopt new procedures. Thus competitive factors often are hidden.

What competes with food thermometer use in Boomburbs? Very likely, the pervasive belief that safe temperature requires "cooking to death" is a major barrier for this audience. Overcooking is something Boomburbs avoid, considering it the ruination of expensive quality meats. They would rather risk the chance of foodborne illness, (which they perceive as miniscule,) than use a method they are convinced will yield a poor quality result. Boomburbs-type individuals in the focus groups appear to believe that raising meat's internal temperature to the level required to destroy bacteria will guarantee they will have a product they perceive as "overdone." This is perhaps the most significant barrier to the adoption of the desired behavior.

Educating Boomburbs about time/temperature and more sophisticated techniques may prove a good approach to this barrier. Other approaches need to be considered and pretested.

Boomburbs love of gadgets, designer styles and finishes and sophisticated technology, in combination with their emphasis on quality over safety creates another competitive situation. An inexpensive food thermometer might seem entirely inadequate device for guaranteeing the quality result when cooking expensive foods. Possible bridges over this barrier include working with manufacturers on more options and sophisticated styles and features in their products.

Impatience with the time required to locate and use a food thermometer properly may be another barrier with this group, particularly around the outdoor grill. Bridges will need to address the culture of barbecue as a male cooking domain.

Another possible source of competition is the microwave and prepackaged foods. With busy Boomburb families fixing their own meals on the run, and the assumption that these items are perfectly safe, thermometer use may seem irrelevant and a waste of time. Further exploration of Boomburbs specific attitudes and behaviors will yield additional detail.

### **Encouraging Changes in Home Cooking Behavior**

Adopting a behavior such as *using a food thermometer for everyday cooking* is considered a High Involvement Decision, a term for a behavior choice that is personal and “close to home.” The target consumers perceive these as individual choices that are often linked to beliefs and culture more strongly than to rational thinking. Asking consumers to change home cooking and eating behavior will require allowing them some time and providing appropriate resources to consider information to evaluate their relationship with a very personal subject.

However, there are ways to influence a target’s attachment to old ideas affecting their High Involvement Decisions. In the Pre-contemplation stage of behavioral change, the benefits of the proposed behavioral change that are specific to the target should be stressed and promoted. Contrary to initial marketing instincts, research has shown that messages of risk and danger will almost always be discarded as irrelevant, no matter how much excellent reasoning or expensive marketing is behind the campaign.

In order to affect behavior, the target needs to accept some relevance to their situation, and negative messages do not encourage this. Without a personal tie to gained benefits, there is little reason for the target to move forward toward new behavior.

Benefits of adopting the desired behavior vary widely by target. Understanding the benefits that will appeal directly to the chosen target is a powerful tool to encourage movement through the stages of behavioral change. In order to overcome resistance, the target must accept information about the benefit of behavioral change, they must believe there might be a *personal* risk, and see other people he or she respects modeling the behavior.

### **Behavioral change and the Primary Target**

*In order to design the next wave of the FTEC campaign to reach the specific target audience, it is necessary to revisit the Stages of Behavioral Change model, and let the stages and the target inform the decisions made about message, timing, delivery and tone.*

### **Moving Boomburbs Through the Stages of Behavioral Change**

It is critical in campaign development to zero in on the most likely behavioral stage of the target audience, and speak to them where they are in this process. Since only 3% of U.S. population surveyed claims to regularly use food thermometer, TBG and FSES have concluded that most Americans are all in the Pre-contemplation stage. Without further research on the Boomburbs audience, we must assume this is true for this sub-segment as well. This means that the first task is raising awareness, and creating contemplation.

Boomburbs are early adopters of technology and they love gadgets. This suggests that they might move from Pre-contemplation into Contemplation with less delay, particularly compared to the other three sub-segments. Because they are voracious information consumers, Boomburbs has the potential to become interested in new facts regarding food safety, research it thoroughly and experiment with the behavior.

They might be expected to rapidly move through these stages, and potentially may go towards Maintenance and even evangelize the behavior to all their family and friends. Additionally, since many are employed in many influencer-type positions (members of school boards, PTAs, doctors, media/PR-related jobs), Boomburbs could lead by example; they are often on the cutting edge and help to create popular trends.

Note that Boomburbs is not the traditional audience for USDA consumer education programs. Existing consumer programs serving urban and rural populations will continue to reach consumers outside of the booming suburbs. But Boomburbs represent a significant and growing population in the U.S. and are in fact, underserved. Without special consideration of their media and learning needs, this audience will not be reached by the current FTEC approach. Boomburbs are more likely to be familiar with USDA as professionals in the media, meat industry or education, rather than as a source of consumer information. Millions of at-risk Americans are going to miss this important message if these advantaged households are not addressed.

### **Stage One PRECONTEMPLATION: From ignorance to awareness**

In this stage people are largely unaware of the details of an issue; the topic does not seem relevant to them in their lives. They may have heard of the risk, but deem it unimportant to them personally. They are not likely to take any action toward changing behavior at this stage, other than to possibly become curious, and consider gathering more information. Thus, the appropriate communications approach at this stage is to become a readily available, credible presence associated with the issue.

When the goal is raising awareness, a campaign needs to consider its overall positioning in the information and media universe of the target's culture. With variations in target educational attainment, culture and mindset, the perceived authorities for a given issue can vary widely. It is critical to understand the target's receptiveness and resistance to different information sources. For one audience, Oprah Winfrey is a credible source of information. For another, they might look to the family elders, their doctor, or the National Institutes of Health.

It is important to consider the visible presence of FTEC in the information universe of each sub-segment and uncover what could be done to improve positive impressions and reduce actions that have a negative impact.

In deciding what to do for raising awareness in the Boomburbs, TBG started by considering where the FTEC is currently positioned. The residents of Boomburbs are professional go-getters with great ambitions for their children. They are information savvy and use the worldwide web extensively at work and at home. They use the news and consumer-specific shopping media to gather the information they use to make decisions.

#### **USDA and cooking temperatures in the news**

TBG strongly recommends that public relations (PR) resources be employed to position USDA's role in food safety more prominently to the Boomburbs audience. TBG is concerned that USDA and FSIS may not be favorably positioned to this particular audience. For example, in November 2001 an article in the Washington Post appears to be a subtle, but pervasive discounting of USDA as an important authority on cooking. Timed for the holidays, "170 Degrees of Confusion"<sup>13</sup> was a lead article in the Washington Post Food section that discussed the correct temperature for cooking turkeys. While it is important to have

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<sup>13</sup> "170 Degrees of Confusion," by Judith Weintraub, The Washington Post, Nov. 7, 2001, page F-1.

such prominent press attention on this issue, TBG is concerned that USDA was positioned as out of date and even *a risk* to a quality result: “the USDA’s golden rules about temperature are a little tarnished...those government guidelines ensure safety but risk overcooking.”

Additionally, a sidebar to the article that cites advice from expert sources fails to mention any government food safety source, citing instead celebrity chefs of upscale restaurants and cookbook authors. This unfortunately makes the subtle suggestion to the well-educated “foodie” that the government is not the best authority when it comes to temperature and cooking. A good many of these readers are in the Boomburbs, and they invest time and expensive quality ingredients in order to impress family and guests with trendy dishes.

TBG is concerned that this may be indicative of other articles that appear throughout the upscale, well-educated media universe. This could undermine the position that FSIS seeks to establish. TBG recommends that FSES give careful consideration to the way USDA and its role in food safety are portrayed in the news media so avidly consumed by the Boomburbs audience, and strive for messages that will strongly appeal to this educated audience. [Note: A map of Boomburbs by media market is in Appendix F; the complementary media and lifestyle lists are in Appendix G.]

### **Who do Boomburbs Recognize as Authority sources?**

It is important to identify the expert sources that those living in the Boomburbs look to for food handling information and advice. If the wrong entity is delivering the message, it has minimal or negative impact. It is important to consider who the credible sources of authority are in the sub-segment’s field of perception. Some sub-segments search for more information in magazines commonly relied upon for kitchen advice. In one household it may be *Redbook*, in another sub-segment household it may be *Weight Watchers*. Upscale targets like Boomburbs will consult *Gourmet* and *Martha Stewart Living* magazines.

Possible authorities for Boomburbs:

- Upscale food stores
- Upscale gadget retailers and catalogs
- *Gourmet*, *Bon Appetit* and similar magazines
- Cooking-related cable TV shows
- Celebrity chefs
- Internet food sites
- News media stories on safety
- Adult-education such as cooking classes

### **Stage Two CONTEMPLATION: From awareness to curiosity**

In this stage people begin evaluating recommended behaviors, at first believing that the risk is significant for others but not for themselves. There is a detached curiosity at this stage, while the target explores what the issue might mean to them. They now seek information.

For Boomburbs, their high level of educational and career attainment comes with a hunger for detailed, reliable, factual information. Of the four FTEC sub-segments, Boomburbs are the most welcoming of technical detail. They are very likely to turn to the internet for research and action on all types of issues from comparing cars and major appliances, investigating travel and vacation opportunities, online investing and banking, and shopping for books, music and gadgets.

### **Web-savvy Boomburbs seek details on the Internet**

FSES can expect this audience to quickly turn to the worldwide web for cooking advice as well. In searching for information, they are more likely to be interested in information that can help them improve or ensure quality than they are to look for safety-related information. A scientific, methodical discussion of safety-related information will, however, likely be well reviewed by this audience and should be incorporated with the quality-related information.

TBG recommends that FSES review its Internet presence and develop Boomburbs-related “front end” and content along with the appropriate promotions to elicit easier access. To find USDA’s excellent detailed food safety information, the user needs to know it already exists. Currently, finding it is not an easy process.

This is not the way Boomburbs will approach their search. As a technically oriented segment actively looking for information, Boomburbs residents will go to the web for information on achieving *excellent quality* of home cooked food. They are very unlikely to search on *food safety*, since they do not believe they are at risk. Sites like [eatchicken.com](http://eatchicken.com) and [porkcouncil.org](http://porkcouncil.org) addressed thermometer use to achieve safe and tasty results, but no obvious or readily useful links led to Thermy™ or other USDA food safety information. Other sites for recipes made little or no mention of thermometers as a tool to achieve excellent results.

It is important that industry partners help USDA get the message out. More efforts to cooperate with meat, poultry, grocer and media partners is necessary to get the powerful tool of the internet working toward FSES goals.

### **Emphasizing Benefits**

In early stages of behavioral change communications, it is important to stress the benefits of the desired change. For this audience, potential benefits include:

1. Better tasting meat
2. Insuring a perfect quality result when cooking
3. Satisfaction from predictability in the cooking process
4. Increased confidence in the cooking process
5. Enjoyment of using a new technology gadget
6. Satisfaction from pursuing a healthier cooking practice that stresses the safety in caring for their children

It is advisable to explore these ideas further in focus groups designed specifically to understand the residents of Boomburbs.

Dealing with risk and fear, while tempting, is a big turn-off in early stages of behavioral change. However, many indicators imply that Boomburbs residents place a high value on preparing for safety. This is apparent in the automobiles they buy (Volvo is a popular choice) and the high rankings of tire purchases as well. In later stages, risk may play a role in inspiring behavioral change, after the target customer has decided that the issue is relevant to them directly. Also, “safety from danger” might be positioned as a benefit.

### **Stage Three TRIAL: From curiosity to experimentation**

In this stage people begin to acknowledge personal susceptibility and experiment with the behavior. They are practicing what it might take to integrate the behavior into their lifestyle. They will require tools and information that facilitate experimentation, and encourage persistence. Repeated messaging about

benefits continues to be important, but now increased emphasis on the costs (both financial and perceptual) will have a more potent effect.

Until this time, the issue most likely was filed under “not my problem,” and no amount of grim warnings would make much of an impression on a customer who doesn’t feel at all at-risk. Now, with some personal investment in the issue, negative messages about risks and danger can get a foothold in the targets thinking, and help encourage trial behavior.

The Boomburbs residents are known to be interested in technical gadgets, and they will want to search and compare equipment options. While another sub-segment may be put off by the cost of a thermometer, the opposite will be true with this group. They are looking for quality, refinement and sophistication. In other purchase behavior they exhibit great interest in materials and surfaces like wood, leather, stone, textures and patinas. Also, they expect accuracy and precision. They expect to pay for these upscale qualities. An inexpensive or mass-merchandised device will not be as appealing to this group. Choices in features, functions and finishes will, and so will an upscale price tag. They very much believe in the phrase “you get what you pay for” and seek opportunities to demonstrate to peers their sophistication and “good taste.”

In TBG’s brief search of Internet shopping options for food thermometers, none of the meat advice sites led readily to thermometer purchasing opportunities. **Amazon.com**, a very likely place for Boomburbs to shop, was found to carry only one meat thermometer, with the George Foreman label and billed as “for grilling.” (This product apparently features a “very rare” setting for 110 degrees!) A Website called **comforthouse.com** carried color-coded cutting boards to help address safety from cross-contamination, but only a few cooking thermometers. Clearly the Internet is greatly underutilized as a channel to invite Boomburbs to enthusiastically adopt food thermometers for regular home cooking.

## **Stage Four MAINTENANCE: Making new behavior routine**

By this stage, targets have now “bought into” the philosophy and made it their own. They have adopted practices that address the issue, are committed to it as a significant aspect of their lives, and are less likely to return to old behaviors. At this stage they require support, reward and reinforcement, which can include reminders of risk and consequence. In the Trial stage they have developed ownership of the issue and now believe they have the power to affect outcomes. Keeping the issue alive for targets will require regular contact and reminders of the seriousness of the issue. Finding ways to make targets feel successful and rewarded for their wise choices is important in this stage. Of course, it must be pitched to the target audience.

For Boomburbs, an ideal situation here would be to have food thermometer use embraced by the upscale “foodie” culture, and appearing in media food stories and personalities as a common way to assure excellent quality. *Martha Stewart, Gourmet magazine* and the *Washington Post Food* section should all be publishing pro-thermometer content. Food TV shows should be demonstrating correct technique routinely. Upscale grocers with cooking demonstrations in store could be commonplace. In this stage, the goal is make the desired behavior *de rigueur*, everywhere the Boomburbs home cook turns for information. This is a tall order, but with creativity, a long-range view, embracing of the stepwise discipline and vigorously pursued cooperative co-marketing with partners it can be achieved.

## Next Steps for Promoting FTEC to Boomburbs

In light of themes identified for developing a communications strategy for the Boomburbs sub-segment, TBG recommends the following actions:

- Conduct focus groups with only Boomburbs and with questions focusing on the barriers to using a food thermometer; identify distinctions that might be made on the age of the parents as well as gender; question the participants about how they receive information from their children, and how they involve the children in cooking at home to understand how effective distribution of educational materials in schools would be in reaching this audience; identify authorities respected by the sub-segment;
- Develop a media/PR plan based on the Boomburbs-specific focus groups; tap the power of the information media to build awareness and encourage contemplation and trial; review past and current media coverage of this topic to better understand its positioning in Boomburbs media outlets.
- Develop new support materials that will appeal to this audience with careful choices of colors, fonts, information-imagery ratios, etc.;
- Leverage the Internet to this web-savvy audience; Invest resources to make it easy to find information and buy thermometers online;
  - ❖ Create “front end” web presence aimed at Boomburbs audience, and insure its searchability
  - ❖ Establish links among food-related Websites that appeal to residents of Boomburbs (e.g., the current pork campaign is likely to trigger this audience to seek information on their Website)
  - ❖ Establish a program of regular testing of these links to ensure they remain active
  - ❖ Establish a plan that places new material on the Websites regularly, e.g., along seasonal lines
    - Offer new/updated scientific information or interesting cooking tips
    - Highlight or provide special articles
  - ❖ Coordinate information with meat industry campaign cycles
- Consider encouraging thermometer manufacturers to develop high-tech thermometers to appeal to this audience on such dimensions as look, feel, packaging and price; compare with the finishes on the dashboards in the cars they drive and with the high-end appliances and gadgets they purchase;
- Consider evolving the Thermy™ character to have a more scientific flavor to make him more compatible with the technology focus of most of the toys and games that appeal to the children in this sub-segment; the Buzz Lightyear character in the film *Toy Story* offers a good example of a character that feels contemporary and relevant to this audience; changes in his color and his character voice might achieve much of this evolution; pretest changes on the children the character aims to appeal to;
- Consider tapping the desire of this audience to be informed and to have the latest skills and gadgets by establishing environments for them to learn about the use of cooking thermometers; possibilities include local events with high-end grocers and cooking schools; and
- Plan to develop campaign elements that reach Boomburbs parents through their kids. Boomburbs participate in PTA events and other elementary school functions. More investigation of Boomburbs children could lead to additional opportunities in media, activities and partnerships to motivate kids. Consider children’s Websites and school science curricula.

## STRUCTURING

### **The Third Step in the Social Marketing Cycle**

Marketing campaigns can be organized around three different central foci: the tasks, the campaign, and the customer. Creating an ideal social marketing program demands as much customer-centered focus at every level as is humanly possible. Clearly, restructuring entire agencies and departments is not to be undertaken lightly; therefore, we present this discussion as food for thought and as a challenge to include the most “customer-centric” structure that can be designed given the constraints facing the FSES team.

Many organizations take a “by function” approach, whereby the tasks of designing and packaging the product, designing and placing advertising, and developing public relations are carried out by a specialists in each area. This approach has certain built-in dangers. The organization may overemphasize the specialized skills of one function, thereby leading the campaign astray. There is a danger that the functional specialists will not take certain desirable actions or completely overlook important customer groups that do not interest them. Additionally, there is the risk of finger pointing between functions: “It wasn’t the radio ads that were at fault, it was the lousy packaging.” While the functional approach may tap the best talents of specialized functions, the marketing campaign needs to be masterfully coordinated to minimize the inherent pitfalls.

Increasingly common is a “by program” approach, which places one person in the role of chief coordinator. An advantage of this approach is that the chief coordinator has a broad perspective of the many individual campaign elements – that is, can see and understand how all program elements connect and can interact with customers, competition, and changing conditions. In this approach, senior management often selects a campaign manager according to the manager’s knowledge of the campaign’s *technical content*, rather than his/her expertise with the specific *target audiences*.

A third emerging approach to organizing staff for marketing campaigns is the “customer-centered organization.” With this approach, a manager’s focus is not of function or campaign, but a set of customers, such as “seniors” or “health care providers.” The manager becomes increasingly expert in educating and marketing to that audience.

Whichever approach is taken, the marketing of the campaign must be carefully incorporated within the whole organization, from the immediate campaign managers, to the front lines of customer care, and to the very top of the organizational chart. Andreasen observes, “To be fully effective, organizations whose mission is to influence behavior must make sure that everyone who touches upon a target audience is infused with the proper marketing mindset.<sup>14</sup>” A disconnected campaign that is not tied to other organizational operations is more likely to struggle in the quest to reach its goals. A campaign that is well coordinated and aligned with the internal and external audiences can more easily build momentum and support, and thereby have a greater chance of reaching its objectives.

One key staff person in a program-centered organization has managed the Food Thermometer Education Campaign. The point person has coordinated all of the many functions of the campaign (advertising, packaging, promotion, testing, etc.). The role of that person is, not only to coordinate and execute many campaign elements, but also to communicate the program’s progress to others in the organization and keep an eye on the dynamics of the marketplace.

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<sup>14</sup> Andreasen, p. 90.

By applying a more rigorous social marketing approach, we intend to challenge FSES to adopt a “customer” centered program, where the needs and characteristics of the target audience determine the priorities and methods of the program. A customer-centered program enhances the current management activity by focusing efforts around the customer’s point of view.

## **PRE-TESTING**

### **The Fourth Step in the Social Marketing Cycle**

After careful listening to the customer and creative planning and design of campaign activities, it is important to bring the proposed messages to the target audience in order to test their effectiveness. To prevent a potentially wasteful approach, testing must be done prior to wide-scale field implementation. It may be necessary to conduct several rounds of planning and pre-testing in order to fine-tune the campaign. Resources invested at these earlier steps are, in effect, a form of insurance against an off-message campaign rollout where massive amounts of resources can be wasted.

This project builds upon the pre-testing previously performed in focus groups as discussed in the *LISTENING* section above.

## **IMPLEMENTING**

### **The Fifth Step in the Social Marketing Cycle**

At the implementation stage, tasks need to be delegated with clear definition, including timeframes. Clear documentation of activities lays the groundwork for the next and final step in a cycle: monitoring. Implementing must proceed with built-in expectations of program change. The competition will likely change, and societal trends are likely to affect the campaign’s progress. From the beginning, the campaign should expect that the target audience might not behave as anticipated. The key to success in the implementing step is to remain flexible and responsive to the campaign’s actual impact on the target audience as measured in the monitoring stage. The more quickly progress can be measured, the faster changes can be made. The more quickly changes are made, the more successful the campaign is likely to be.

TBG plans specific implementations for the primary target as described in the *PLANNING* section.

## Examples of campaigns delivered to distinct audience segments

*Patricia Gaitán, a member of the TBG Team, made a presentation to the USDA/FSES team regarding communication tools and the endless possibilities in creating strategically-targeted distribution plans. The presentation consisted of the following examples of approaches.*

### Targeted Mass Media for Giant Food, Inc.

The goal was to improve Giant Food’s visibility in the Hispanic and African American communities and to increase sales volume in 65 targeted stores in the Washington, D.C. and Baltimore market. The overall objective was to build awareness among Hispanic food shoppers by introducing Giant Food’s new Latino product displays using an assortment of trusted brands. The first step was to adapt the client’s general market slogan into Spanish. Secondly, we produced and placed culturally relevant, television, radio, print and outdoor advertising in order to position Giant as the leader of grocery food chains in the Mid-Atlantic region. An extensive grassroots promotions campaign familiarized the Hispanic and African-American communities with the Giant brand by its participation in six, well-known community events and festivals. The idea was to bring the Giant brand directly to customers.



### Integrated Grass-roots promotional campaign for AARP

The purpose of this dynamic and unique approach was to increase the membership levels among Hispanics over the age of fifty. Research indicated that information (especially in Spanish) designed for the senior in mind was in great demand and that the mature adult needed opportunities for social interaction. Hence, we created a strategically organized grassroots outreach campaign, Tarde de Oro. This event was produced in key Latino markets throughout the country. The campaign included a comprehensive strategic approach using traditional public relations vehicles such as interviews, and press conferences, along with an aggressive three-week promotion using print, TV and radio.

Partnerships with the business community were also created to leverage the AARP’s presence in the community. They used the event as an effective communications and grass-roots approach to creating alliances for other year-round local initiatives.



### PSA Television for the U.S. Department of Education

A Public Service Announcement was created for television specifically geared to adults and the business community to promote leadership and volunteerism among our Nation’s school communities. The spot was distributed nationally on network and cable access television as a public service announcement during the back to school period. What made this campaign different among other national television PSA campaigns was a creative and practical approach in reaching the target audience, by establishing a partnership between the U.S. Department of Education and U.S. Airways. These thirty-second PSAs ran on all national business class and express shuttle routes featuring on-flight entertainment packages. The campaign ran for approximately two months in the fall during back-to-school.



### PSA Print Campaign for the U.S. Department of Transportation NHTSA

A series of English and Spanish Public Service Announcements was created for a strategically targeted group of adults on the importance of driving safely and the consequences of aggressive driving behavior. The campaign featured print and radio PSAs and a community-based planner. After national focus tests were conducted to measure the effectiveness of the creative message, distribution was designed according to the audiences’ reading habits. A ‘comic strip’ created on this serious matter drew much attention. The follow-on targeted placement of Ads in daily newspapers, (i.e., sports section, food section, local/metro news section etc.) focused on getting the message to the right people.



## MONITORING

*This section outlines the appropriate actions for “Step #6: Monitor” in the six-step Strategies for Social Marketing process as outlined by Alan Andreasen<sup>15</sup>. During this step, listening to the “customer” continues to be the guiding force.*

It is an unfortunate fact that proper monitoring is often excluded from marketing campaigns. Masquerading as a resource-conserving measure, cuts in monitoring are often justified by viewing monitoring as nothing more than a phase tacked onto the end of a campaign. A better approach is to view monitoring as the beginning of the next cycle; this emphasizes ongoing monitoring as an indispensable step that enables the organization to amplify successful campaign elements and to adjust or eliminate ineffective elements. Proper monitoring can be done with regularly scheduled telephone or mall-intercept surveys, periodic focus groups discussions, one-on-one conversations, or anthropological studies with target audience members.

<sup>15</sup> Alan Andreasen, Marketing Social Change, 1995.

The monitoring step must be used to provide timely and relevant feedback so that meaningful course corrections can be made. Ideally, when corrective actions are indicated, they should be planned and pre-tested prior to public rollout.

A detailed monitoring procedure is outlined below.

## **Define the Purpose of Evaluation**

The process of establishing an evaluation procedure for measuring a campaign's effectiveness should be undertaken with great care. Periodic evaluation reports are excellent opportunities to "take the temperature" of a campaign's progress and then take action according to the results. Evaluation reports clearly document the progress made towards the campaign's mission, goals and objectives. The entire design of the data gathering and reporting procedure is drawn from the "objectives."

Evaluation reports can also leverage investments made in other data-gathering tools. Additionally, they can enable the expansion of successes as well as redirect resources where inefficiencies have been identified. A solid evaluation program should be developed well before a campaign is launched to ensure that the best possible data-gathering procedures are in place.

## **Design the Evaluation Report**

An evaluation process begins with a return to the campaign's stated objectives. This process often overlaps with the next step, identifying data sources. Objectives are the quantifiable measures of success for a campaign and they define very specific timeframes, data points and measures of progress. As such, they indicate a very specific amount of growth (or decline) in selected measures. Therefore, baseline statistics must be gathered prior to launching a campaign in order for changes from these baselines to be measured and evaluated.

A sketch of a proposed evaluation report should then be drawn. This must be reviewed by an evaluation team, composed of people including:

- Those who will gather and process the data
- Those who will write the report, and, most importantly
- Those who will read the report and use it to take appropriate action

The sketch is then revised according to the comments gathered from the team. This process ensures that the evaluations produced are insightful and actionable, and not measures of irrelevant or non-actionable insights.

## **Identify Data Sources**

Both baseline and interim measures can come from a variety of data sources. In some cases the actual objectives (and therefore baseline and interim measures) are defined by the currently available data-gathering mechanisms.

An inventory of existing data sources that could be connected to the FTEC campaign reveals several relevant data sources. The data sources can be broken down into two areas: 1) measures of reductions in

foodborne illnesses, and 2) measures in progress in moving the target population through the Stages of Behavioral change.

### **Measures of Reduction in Foodborne Illnesses**

For measuring progress towards reductions in foodborne illnesses, FoodNet appears to provide an accurate representative sample of illnesses with three devices: the Active Laboratory-based Surveillance process, the Survey of the Population, and the Epidemiological Studies process. Each of these devices contains an individual case report or record of a specific survey participant. In order to evaluate the exposure of the defined FTEC targets to the risk and measure any changes in incidence rates, the address of the laboratory case or survey respondent will need to be gathered and analyzed. Presently, such address data is not readily available. Such data is highly desirable and the possibility of obtaining this information should be vigorously pursued. Privacy issues play a large role in these efforts and will dictate the ultimate viability of gathering such data.

This data source informs the campaign about who is most at risk of food borne-illness beyond the demographic and other measures currently in place, and in light of the current FTEC sub-segments. As such, it provides critical evaluation information for *all* sub-segments at the same cost as providing results for only one sub-segment. This specific task then will not need to be repeated when the campaign begins to focus on additional sub-segments.

The importance of this portion of the data cannot be underestimated. The ultimate goal of the FTEC is to reduce foodborne illnesses and deaths, and these data sources will be the ultimate measure of progress towards this goal.

## **Measures in Progress in Moving the Target Population Through the Stages of Behavioral change**

Three existing data-gathering devices are currently in place that could provide measures of awareness of the need to use a food thermometer among members of the target population: 1) The Consumer Food Safety Surveys (FSS) by the U.S. Food and Drug Administration and FSIS; 2) The USDA's Continuing Survey of Food Intakes by Individuals (CSFII); and 3) The Hamburger and Egg Consumption Diary (HECD) with the sub-component of the Hamburger Preparation Quiz (HPQ). Each of these data sources, at the time of conducting the surveys, contains individual records of a specific survey participant. In order to evaluate the status of each participant's progress within the Stages of Behavioral change, the address of the survey respondents will need to be gathered and analyzed. Presently, such address data is not readily available for these surveys. Such data is highly desirable and the possibility of obtaining this information should be vigorously pursued. Once again, privacy issues play a large role in these efforts and will dictate the ultimate viability of gathering such data.

The Stages of Behavioral change model suggests how important it is to understand what portions of each sub-segment are in each of the four stages. The objectives currently defined for the FTEC focus on increasing the number of people in the first two stages. However, the design of the data gathering and reporting process is easily extended to the gathering of parallel data for additional stages and all sub-segments.

### **Gather Data**

In both measures discussed above, there exists the possibility of modifying the data-gathering processes to include additional data points (additional questions) that can enable future data analysis beyond what the existing devices enable. It is recognized that these existing data sources often involve non-FSIS entities, so any such modifications may take considerable time in cases where they are even feasible. However, they should be seriously considered as the means to acquire the necessary data at a lower cost than the final alternative, which is to construct all-new data sources. Even with data from existing data sources, it may be desirable to augment the existing data sources with additional data-gathering devices such as surveys.

Often it is worthwhile to consider an all-new stand alone data source for these measures. At the very least, a sketch of this would more thoroughly inform the process of extracting data from or adding questions to the existing data sources. A newly-commissioned data source has distinct advantages of being more complete in gathering informative data points for the specific needs of this campaign and not compromise the integrity of tools designed to collect data of *other* campaigns.

### **Perform Data Analysis and Produce Evaluation Report**

With the right data source(s) in place, the task of analyzing and reporting on progress is a simple one. In essence, the data tables that accompany the report are largely pre-designed by the process of sketching them as outlined above. Emphasis on this stage then is on finding the standout statistics that indicate where progress is (or is not) being made towards the objectives.

### **Evaluation Process Framework**

Underlying the current FTEC segment formation process is a data approach that recognizes the statistical correlation of consumer behaviors, lifestyles, attitudes and beliefs with their place of residence. It

provides an efficient model of interpreting patterns in almost every phenomenon, as well as enabling a forecasting of the rates for undocumented phenomena based on existing data. By design, the model incorporates the depth of data contained within many national surveys and databases, while protecting the privacy of individuals.

This model, whether it be geodemographically-based or household-based (or an appropriate combination of models) establishes a core requirement of all data gathering for the FTEC. All data sources *must* contain the addresses of each “unit record.” In the case of the “active laboratory-based surveillance” data source within FoodNet, for example, each sample would need to be associated with the residential address of the patient who gave the stool sample. Similarly, for each HPQ survey respondent there must be a link between the respondent’s residential address and each of the responses to the survey’s questions. Although there have been challenges to this method on privacy, social marketers observe strict codes of ethics that prohibits misuse of research data.

It is statistically possible to construct a “market composition” approach to data analysis. This is a lengthier data analysis process, and produces results that can be considered “general indications” as opposed to the more specific indications afforded by the address-based process.

A significant portion of the evaluation procedures and tools are influenced by the choices made regarding advertising, promotion and public relations actions taken to reach the target audiences. Questions in surveys may be written to specifically evaluate the effectiveness of these various efforts. As such, it is important to consider the media purchases, public relations actions, community outreach programs, etc. that are planned for implementation in designing the evaluation tools. For instance, it may be helpful to know whether people have “learned” a tagline for the campaign as a result of implementation steps in order to evaluate the effectiveness of that element of the campaign.

Finally, the steps in this task are to be considered overlapping. After performing some tasks, it may be necessary to adjust the work on previous steps. In particular, the process of investigating and designing data sources may necessitate an editing of the overall goals and objective.

### **FTEC Evaluation Recommendations**

1. Design a sketch for an Evaluation Report based on the existing objectives
2. Explore existing data sources for possible immediate analysis
3. Explore existing data sources for possible modifications to enable data gathering
4. Consider possible new data sources and procedures
5. Reevaluate existing FTEC goals and objectives

## PART IV. RECOMMENDATIONS

*With survey results indicating that perhaps 3% of Americans use food thermometers on a regular basis, a very large task of moving 97% of the diverse American population through the four stages of behavioral change lies ahead. While it may be beyond the scope of any one cycle of activity to accomplish this goal, the social marketing approach provides many structures and procedures to move efficiently and measurable towards this goal.*

The purpose of this project can be stated as three-fold: 1) is to lay a foundation of social marketing practices that enable long-range campaign progress; 2) is to use the research tools of social marketing to segment the consumer market into sub-segments for unique and focused attention; and, 3) is to identify communications strategies for the sub-segments.

In pursuit of these three purposes, the research and analysis presented here have produced numerous recommendations for future FTEC activities. Not all recommendations can, or should, be pursued immediately, due to the long-range nature of this broad, national campaign to educate and motivate as many Americans as possible in a high-involvement decision. We have organized this section in the form of a timeline, stating the recommendations in the order in which they should be carried out. This takes into consideration both the needs of producing measurable results for the FTEC as quickly as possible while also recognizing the gaps in information and the tremendous opportunities that have already been discovered.

### **Time Period: December 2001-June 2002**

#### *1. Develop and Install a Tracking and Evaluation Process*

The data captured in this process is crucial to the success of the FTEC. It establishes the baseline data necessary to define realistic campaign objectives and provides a comprehensive tool that provides a periodic analysis of the campaign's progress, enabling the reemphasis of successful activities as well as the redirection of resources assigned to unsuccessful activities. The overall process must be designed to enable the system to track progress throughout the next decade as well as enable it to be expanded to monitor progress on other consumer-based segments.

The specific tasks for this function should include:

- Conduct a thorough investigation of existing data sources that could provide information for the FTEC
- Design a tracking and evaluation process to gather the best possible data
- Design and oversee the initiation of new data gathering devices
- Distill all relevant data into measures of progress towards the FTEC objectives

#### *2. Modify the FTEC Objectives*

The establishment of realistic objectives is essential to the success of a social marketing campaign. The data captured in the some of the initial activities of the tracking and evaluation process provides the "baseline" data that is then used to confirm or modify the objectives specified in this report.

The specific tasks for this function should include:

- Gather relevant tracking and evaluation data
- Analyze data and establish "baseline" measures for use in defining the campaign objectives
- Modify and/or confirm the objectives stated in this report

3. *Identify and Analyze Boomburbs Barriers to Food Thermometer Use*

Understanding the attitudes, beliefs and behaviors of a defined consumer target is vital to the development of relevant and effective communications that encourage behavior modification. There are a number of tools that can be used to gather such information, such as surveys, interviews and focus groups. While focus groups cannot provide quantifiable measures, they are an economical means of intently listening to the target audience and involving them in the development of the communications that aims to reach and motivate their peers. The atmosphere of the focus group can spawn creativity during the sessions as well as in subsequent analysis. With the ultra-focus on one sub-segment, Boomburbs, and the clearly defined need to understand and overcome barriers to awareness, contemplation, and, to a lesser extent, trial, these focus groups will carefully recruit optimal participants to provide a rich source of highly relevant concepts for the development of efficient and productive communications actions. The environments also provide an excellent opportunities for pre-testing communications prior to launch, reducing the possibility of misdirected resources. The focus on the Boomburbs audience and the nature of the FTEC inspires specific focus group design elements that are unique and will produce insights that would likely not be found in other situations.

The specific tasks for this function should include:

- Design and develop a focus group moderator guide and support kit
- Secure focus group facilities
- Select and prepare moderator for the focus groups
- Design focus group participant selection process
- Implement focus group participant selection process to recruit and schedule participants
- Conduct focus groups
- Analyze focus groups to produce specific recommendations for effective, motivating communications with the Boomburbs sub-segment, including any concepts identified during the focus groups or inspired by them

4. *Design and Produce Communications for Boomburbs*

Any communication that seeks to inform and motivate a target must be relevant to the target. The social marketing process captures the needs, opinions and ideas of target audiences to enable the production of on-target communications strategies, including specific communications devices such as public relations activities or public service announcements (PSAs). In addressing the Boomburbs audience, it is very important to design communications that are compatible with the communications activities of the many organizations that are seeking their attention, yet somehow distinguishes itself in a memorable way. Many organizations have the advantage of achieving this share-of-mind through frequent placements. In effect the message is made memorable by repetition. Other organizations also take advantage of extensive resources to develop highly sophisticated campaigns that rely in part on very expensive production techniques and/or media placements. It is in this environment that the FTEC will compete for attention with

the Boomburbs audience, which heightens the importance and value in the research performed to inform the development of the communications activities.

The specific tasks for this function should include:

- Evaluate the findings of the Boomburbs-specific research (focus groups)
- Develop a communications strategy to address the Boomburbs audience
- Design and produce relevant advertising-oriented communications to build awareness of the need for the regular use of food thermometers in the Boomburbs audience in accordance with the Boomburbs-specific communications strategy
- Deliver distribution-quality communications for pre-testing
- Produce recommendations for additional options for Boomburbs-specific Communications

5. *Design and Administer Pre-Testing of Boomburbs-specific Communications*

Prior to a wide-scale launch of Boomburbs-specific communications activities, any advertising-oriented communications must be pre-tested to ensure that it is well received by the target audience. Without pre-testing, the subsequent communications activities may be misdirected. With limited resources and many long-range goals, the FTEC cannot afford to spend on inefficient actions. A common method pre-testing communications device such as advertisements and literature is focus groups. The focus group process is a structured approach with an environment that captures feedback on specific elements that are tested as well as fostering an informal discussion, which can produce unexpected insights, and even ideas that can adjust misguided elements of the communications activities.

The specific tasks for this function should include:

- Design and develop a focus group moderator guide and support kit
- Secure focus group facilities
- Select and prepare moderator for the focus groups
- Design focus group participant selection process
- Implement focus group participant selection process to recruit and schedule participants
- Conduct focus groups
- Analyze focus groups to produce specific recommendations for making modifications to the communications designed for the Boomburbs sub-segment

6. *Modify Boomburbs-specific Communications (if necessary)*

With the details provided by the pre-testing, the Boomburbs-specific communications can be fine-tuned to heighten their power and increase the likelihood that they will be successful building awareness, may inspire Contemplation or even Trial in the Boomburbs audience.

The specific tasks for this function should include:

- Evaluate the findings of the Boomburbs-specific pre-testing research (focus groups)
- Modify the advertising-oriented communications designed to build awareness of the need for the regular use of food thermometers in the Boomburbs audience in accordance with the Boomburbs-specific communications strategy
- Deliver distribution-ready communications

**Time Period: July 2002-September 2002***7. Develop FTEC Annual Plan for 2003*

Based on the overall FTEC communications strategy, a plan for one year's activities should be developed in order to advance progress towards the campaigns objectives and retain the productive focus of audience-specific activities. It may be desirable to consider simultaneously continuing Boomburbs-specific activities while launching efforts to reach a second consumer audience, such as Heartlands or Single Moms. The plan must take into consideration the resources available for the FTEC activities and the options provided by partners and other USDA programs to stretch the resources and expand the awareness of the FTEC among key proponents. The annual plan should highlight progress made towards the objectives. The development and release of the annual campaign plan is an ideal opportunity to generate enthusiasm and momentum for the campaign and those who are involved with it. The specific tasks for developing an annual campaign depend upon the resources available for the overall campaign as well as the task of the plan itself. The first year's plan is an investment that can be beneficial for years to come as it serves as a formula for subsequent annual plans, which reduces their production costs.

*8. Provide Maintenance and Analysis of Tracking and Evaluation Process*

Depending upon the specifics of the tracking and evaluation system, periodic maintenance of the system will enable analysis of the progress towards campaign objectives. Ideally, this maintenance will be timed to inform the annual campaign plans. They can provide interim measures that can serve to inform and motivate those who are responsible for the campaign's success.

*9. Design, Produce and Launch Children of Boomburbs Kids Activities*

As stated in the mission, goals and objectives of this campaign, the school-age children are a key element in the success of the campaign. Each sub-segment's children offer unique opportunities for building awareness, fostering contemplation and motivating trial. The Boomburbs children are likely to be an exceptionally appropriate audience for the FTEC. Following the examples of their parents, these students are often voracious consumers of media, are information-oriented, highly responsive to messages centering on scientific discovery, and are accustomed to polished, sophisticated media. While many school districts are complex compositions of the four FTEC sub-segments, it is possible to continue to address this sub-segment in highly targeted activities. A specific plan for reaching the children of Boomburbs should be a high priority and should be produced and implemented as soon as feasible.

**Time Period: October 2002-September 2003**

Being nearly 10 months away on the timeline from the production date of this report, details about these tasks will need specification at a time closer to their development and implementation. However, social marketing, as an iterative and continuous process, suggests that a broader plan be scoped out in advance in order to facilitate resource allocation forecasting and to incorporate external influences.

As suggested above, the 2003 fiscal year may expand the scope of the FTEC to include an additional target audience, which must be selected carefully. While this report includes an allocations matrix that

ranks the priority for the sub-segments, it does so in the context of the state of affairs in the Summer of fiscal year 2001, and the Fall of fiscal year 2002. It is recommended that the allocations matrix be revisited. The sub-segment selected for priority treatment should be considered carefully with a tool such as the Implications Wheel to magnify the opportunity for success.

*10. Implement Plan for Fiscal Year 2003:*

- Carry Out Tasks Specific to the Boomburbs Audience
- Select an Additional Target Audience
- Modify FTEC Objectives to Include the Additional Target
- Identify and Analyze New Target's Barriers to Food Thermometer Use
- Design and Produce Communications for New Target
- Produce Recommendations for Additional Options for New Target

*11. Possible Plan Content:*

- Develop activities to reach other sub-segments, including the children in the sub-segments
- Develop activities to reach seniors
- Develop activities to reach health care providers
- Develop activities to reach health policy professionals
- Develop activities to reach the media

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## PART V. GLOSSARY

<b>Anthropological Studies</b>	Observing behavior in the natural environment, where the consumer actions are observed and recorded.
<b>Audience</b>	A group of people that are to receive a message
<b>Cluster</b>	A group of people that share demographic and/or geographic and/or psychographic and/or behavioral traits
<b>Cluster Analysis</b>	A statistical process to identify clusters by analyzing demographic and/or geographic and/or psychographic and/or behavioral traits and finding similarities
<b>Customer</b>	A person who purchases a product or service; also used to represent someone who adopts a social behavior promoted in a campaign
<b>Cycle</b>	A complete set of events designed to achieve objectives and be repeated
<b>Foodie</b>	Slang for a person who loves fancy foods and gourmet cooking; a gourmand; an epicure
<b>Geocode</b>	A numeric code added to an address based on its geography, such as a ZIP Code or a Census Tract Code
<b>Geodemographic</b>	A combination of geographic and demographic data to produce a more insightful analysis based on the juxtaposition of such data
<b>Group</b>	A collection of Clusters that share demographic and/or geographic and/or psychographic and/or behavioral traits
<b>High Involvement Decision</b>	surrounds a choice of behavior that is very personal for which there is not likely to be a “impulse” decision to change
<b>Independent Segmentation Study</b>	An analysis of demographics and/or geographic data and or psychographics and/or behaviors without the aid of other studies or models, the results of which are then specific to the study
<b>Market Segmentation System</b>	A model that incorporates multiple databases to add precision and depth to the definition of their clusters
<b>Marketer</b>	A person who is attempting to sell a product, service or idea
<b>Psychographics</b>	An analysis of people’s opinions, attitudes, beliefs and ideals
<b>Segment</b>	A portion of a population that is defined by demographics and/or geographic data and or psychographics and/or behaviors; usually a broader definition than a “cluster”

<b>Segmentation</b>	A process of dividing up an audience into smaller groups, or segments
<b>Social Marketing</b>	The application of proven marketing techniques and models used by the corporate sector to create change in behavior, whereby the concepts of product or service are replaced by an idea or action, while many of the other marketing principles and processes remain unchanged
<b>Stage</b>	In the context of changing behavior, a Stage is a period of time during which a particular set of beliefs, opinions and concerns are predominant within the minds of those in an audience
<b>Step</b>	A task, event or process, or groups of such, that are distinct and specific to addressing a defined set of functions in a campaign
<b>Sub-segment</b>	A portion of a segment that is defined by demographics and/or geographic data and or psychographics and/or behaviors
<b>Target</b>	A group, segment or sub-segment that receives focused attention
<b>Targeting</b>	The process of defining and pursuing a Target
<b>Target Group</b>	A Group that has been chosen as a Target