

On Target:
Minority Outreach Strategies of the *Let's Move!* Campaign

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ABSTRACT

STEPHANIE L. GILLAM: On Target: Minority Outreach Strategies of the
Let's Move! Campaign
(Under the direction of Dr. Dulcie Straughan)

Obesity among adults and children is a growing concern in the United States. Launched in 2010, First Lady Michelle Obama's *Let's Move!* initiative aims to eradicate childhood obesity in a generation. This case study explores the campaign's communication tactics and strategies targeted to minority audiences. Research showed that the primary minority outreach tactics implemented thus far have been multimedia PSAs and the use of minority spokespersons. However, research also uncovered the apparent lack of a coordinated minority communication strategy. Recommendations are offered for the improvement of the campaign's minority outreach strategies going forward.

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Chapter 1

INTRODUCTION

In recent decades, the issue of obesity has escalated in the national consciousness, growing from a recognized concern to a full-blown public health crisis. With overweight and obese individuals at increased risk for chronic health problems such as heart disease and diabetes (CDC, 2009, “Overweight and Obesity: Health Consequences”), the epidemic has far-reaching implications for the nation as a whole, including its economic and health care systems.

An especially alarming facet of the trend is the quickly rising rates of obesity among the nation’s children; nearly one in three American children is now overweight or obese (Let’s Move, n.d., “Learn the Facts,” para. 1). And notably, nearly 40% of African-American and Hispanic children are affected (Let’s Move, 2012, “Learn the Facts,” para. 1). Due to a complex set of factors including health policy, consumption habits and a decline in physical activity, the rates have risen steadily over the past three decades, and continue to balloon out of control (Let’s Move, 2012, “Learn the Facts,” para. 3).

To combat this growing epidemic, First Lady Michelle Obama launched the *Let’s Move!* campaign in February 2010. Defined as a “comprehensive initiative dedicated to solving the challenge of childhood obesity within a generation,” (Let’s Move, 2012, “About Let’s Move,” para. 2), the campaign aims to reach all involved in the issue, including parents, elected government officials, schools, healthcare

professionals, and of course, the children themselves. The campaign does all this, it claims, by “combining comprehensive strategies with common sense” (Let’s Move, 2012, “About Let’s Move,” para. 3).

Now, two years into the campaign, efforts are not slowing down; instead, they continue to ramp up. As First Lady Michelle Obama said at the launch of the campaign, “The physical and emotional health of an entire generation and the economic health and security of our nation is at stake” (The White House, 2010).

With so much on the line, it is of critical importance not only to involve all relevant institutions of society and government to combat this issue, but to engage directly with the groups affected most by the epidemic. As the groups with the largest rates of childhood obesity, African-Americans, Hispanics and American Indians have the most to gain – and the most to lose – from the overall success of the campaign. What is the White House doing to address these groups?

The purpose of my thesis is to uncover the methods *Let’s Move!* has employed in targeting its health messages directly to the minority audiences most heavily affected by childhood obesity: African-Americans, Hispanics and American Indians. Through the case study approach, this research will illuminate the tactics of minority outreach for the campaign, as well as the strategies behind them.

The next section provides a more extensive overview of the establishment, components and initiatives of the *Let’s Move!* campaign.

Background

The first seeds of the *Let’s Move!* campaign were planted – literally – when First Lady Michelle Obama decided to start a White House garden in 2009. Feeling that daughters Malia and Sasha were not getting enough nutritious foods in their

diets, Mrs. Obama decided that planting a garden would give them easy and affordable access to more fruits and vegetables (Black, 2009).

When ground was broken on the garden in March of that year, children from a local elementary school took part in the planting (Black, 2009). The dialogue Mrs. Obama had with the children about the importance of nutrition and healthy eating grew into a national discussion about the health of America's children (Let's Move, n.d.). It was this discussion that laid the foundation for the 'Let's Move' campaign, which was launched a little less than a year later, in February 2010 (White House, 2010). Along with the ambitious goal to end childhood obesity within a generation, the campaign emphasized that its establishment was based on four major pillars:

1. Empowering parents to make healthy choices for their children.
2. Increasing healthy food options in the nation's schools.
3. Ensuring communities have access to healthy, affordable food.
4. Encouraging and increasing physical activity in children.

Later, a fifth pillar – creating a healthy start for the country's youngest children – was added.

Guided by these principles, the campaign aims to attack the problem of childhood obesity from all levels, and to enact changes in government policy and social institutions. The White House has coordinated a vast number of initiatives and partnerships to achieve these goals; it has engaged 12 different federal agencies, as well as schools and childcare centers, faith and community groups, non-profits, cities and towns, and sports associations.

Added to this vast number of partnerships is the very important one with parents, children and families. From the beginning, the campaign has sought to promote its message of better nutrition and increased physical activity to the

everyday people at the heart of the initiative. Multicultural audiences in particular have been a strong focus, with specific efforts directed at the groups with the highest levels of childhood obesity – African-Americans, Hispanics and American Indians.

In order to more effectively reach these audiences, the White House engaged with several national marketing and communications firms. For African-American groups, the campaign engaged the services of Chicago-based Burrell Communications, an award-winning firm well known for its long history of successful, targeted campaigns to the minority group. In order to reach Hispanic audiences, the White House partnered with Casanova Pendrill, a Hispanic advertising and marketing firm headquartered in California. To promote the campaign to American Indian groups, the White House engaged Montana-based firm G&G Advertising.

These groups created targeted multimedia campaigns for their respective audiences. The firms produced public service announcements for radio, television, print, online and outdoor spaces (The Ad Council; 2011a, 2011b). Each campaign was specifically created for one of the three minority groups and contained different elements and emphases.

First Lady Michelle Obama announced the launch of the new PSAs on the first anniversary of the campaign in February 2011 (The White House, 2011a). The campaign has continued to reach out to minority audiences with specific initiatives as well as the rollout of *'Let's Move! Indian Country,'* which focuses its efforts more specifically on reducing obesity in American Indian and Alaskan Native children. With these efforts, the White House has made clear its dedication to reaching minority audiences with its campaign.

The next chapter offers a review of the relevant literature.

Chapter 2

LITERATURE REVIEW

At its heart, 'Let's Move' is both a social and multicultural marketing campaign. As such, this literature review provides insight into these distinct but related concepts. It first explores the evolution and components of social marketing, as well as its specific application to health programs and government-run initiatives. Next, it illuminates both the theoretical bases and the practices of multicultural marketing. Lastly, it provides insight on the convergence of social and multicultural marketing.

The Social Marketing Model

Social marketing has existed as a practice for far longer than it has as a theory. In 1951, psychologist G.D. Wiebe first explored the relationship between selling products and selling ideas. After reviewing campaigns that sought to promote social causes and comparing them with those that sought to sell tangible goods, he noted that efforts to sell social ideas were more likely to be successful if they were modeled after traditional marketing campaigns (Wiebe, 1951). In coming to this conclusion, he set the stage for social marketing's entrance by asking the now-famous question, "Why can't you sell brotherhood and rational thinking like you sell soap?"

The field became formalized years later when scholars further developed Wiebe's initial framework. Researchers drew further parallels between the promotion of products like cigarettes and the promotion of social ideas like safe driving, and "social marketing" was born (Kotler & Zaltman, 1971). Social marketing was officially defined as the design and implementation of programs to influence the acceptability of social ideas; of note was the idea that the beneficiaries of such programs were not the marketers or corporations, but citizens and societies (Kotler & Zaltman, 1971).

It was at this time that one of the foundational concepts of social marketing was advanced: the application of the four P's of traditional marketing (product, price, place and promotion), known as the marketing mix, to this new realm of social marketing. In setting forth the comparison, the authors redefined the marketing pillars in light of this social slant:

Product – The way the social idea is packaged (e.g., safe driving, blood donation or civil rights).

Price – Costs that must be accepted by the buyer to realize the social idea (e.g., money, energy or time).

Place – Arrangement of accessible outlets and ways to translate motivation to action (e.g., signing a petition or visiting a smoker's clinic).

Promotion – Persuasive communication strategies for making the idea familiar, acceptable and desirable to the audience (e.g., advertising or publicity).

The scholars asserted the necessity of including these four concepts in social marketing campaigns. With these criteria met, they endorsed social marketing as "a

promising framework for planning and implementing social change” (Kotler & Zaltman, 1971, pg. 3).

Some have contended that the application of the marketing mix to social marketing has limited usefulness (Wood, 2008; Rayner, 2007). Others have made revisions: Mattson and Basu (2010) have argued that the messaging component embodied within the promotion “p” should play a larger role in a social marketing campaign’s overall strategy and implementation, and have offered a messaging development tool that incorporates aspects of messaging and audience analysis. Overall, however, the concept has gained general acceptance within the scholarly community.

Drawing further on traditional practices of commercial marketing, scholars have added additional parameters to the social marketing model, including market research and audience segmentation (Andreasen, 1995). They also widely acknowledge that, like commercial marketing, social marketing maintains a strong consumer-centered focus (Andreasen, 1995).

Social Marketing in Health Contexts

With social marketing now an established model, many scholars have turned to studying its applications in specific social arenas. One of the most prominent areas of this study lies within the realm of public health; this iteration uses a social marketing platform to influence health behavior and improve health outcomes. Research has shown, however, that information on its own is not usually successful in changing behaviors; communication can be received and understood, but not acted upon (Green & Brock, 2005). Health communicators therefore seek not only to inform, but also to change attitudes, and ultimately, behavior. To achieve this

change, social marketers in the health realm must draw on psychological theories of health behavior change in addition to the concepts of traditional marketing.

Two of the most prominent theories that inform the work of health communicators are the theory of reasoned action and social cognitive theory. The former states that the intention to engage in a certain behavior is dually influenced by the individual's attitudes and perception of subjective norms (Ajzen & Fishbein, 1980). The individual considers his attitude toward the behavior, which is comprised of his beliefs about the outcomes of performing the behavior as well as his feelings about those outcomes. He also considers subjective norms, which involve his belief about what others think he should do as well as his motivation to comply with these perceived norms. Taken together, these factors lead to a behavioral intention, and then to performance of the behavior itself.

Social cognitive theory proposes that an individual's behavior results from a complex interaction of personal and environmental factors (Bandura, 1986). Drawing upon personal experience and environmental input, an individual constructs his own cognitive reality, which he then uses in learning and determining behavior. Subsequently, a key concept of the theory states that individuals learn and model health behaviors based on their observation of others in their environment; for example, a person may choose to adopt a positive health behavior after having personal knowledge and interaction with someone in a similar condition.

Another deviation health communication makes from generalized social marketing is in its narrow tailoring of the marketing mix that is the hallmark of social marketing; scholars have modified some of its elements to fall in line more accurately with health contexts. In this setting, the product is defined as health

behaviors or services, while the place is the “environmental and societal context in which health decisions and behaviors occur” (Daniel, Bernhardt & Eroglu, pg. 2120).

While the health focus of social marketing adds these new elements, most scholars agree that the union of social marketing and public health is a promising one (Lilley, 2007; Daniel, Bernhardt & Eroglu, 2009; Hastings & McDermott, 2007). Researchers have reported that many health-focused social marketing programs have seen success (McDermott, 2000); they point to health campaigns around the country and around the world that have had aims from increasing fruit consumption among community college students (Shive & Morris, 2006), to curbing alcohol abuse and drunk driving (Kenyon & Wood, 2011) and advancing antismoking messages (Farrelly, Heaton, Davis, Messeri, Hersey & Haviland, 2002). Some have also begun to propose that social marketing has the potential to reduce health disparities (Williams & Kumanyika, 2002).

Deeper within the health arena, scholars have begun specifically to assess social marketing’s applicability to campaigns related to diet and physical activity. While some have argued that combining diet and physical activity directives in one campaign may decrease its effectiveness (Fridinger & Kirby, 2002), many have asserted that the social marketing model has been, and may continue to be, used effectively in campaigns to combat obesity (Rayner, 2007; Stead, Hastings & McDermott, 2007). In particular, Barlovic (2006) addressed the potential for social marketing to have an impact on the epidemic of childhood obesity, noting that a “healthy lifestyle media campaign” is needed, and that the government should play a role.

Multiculturalism and Identity

There is wide agreement among scholars that segmentation and targeting are crucial components of social marketing. The concept of segmentation involves separating an audience on the basis of such factors as demographics, psychographics and geography in order to more accurately target various groups that share common characteristics. Similar to segmentation theories utilized in marketing, the concept at its core theorizes that people can be categorized into groups based on how they respond to certain stimuli, be they commercial products or communication messages.

Specifically, many scholars have stressed the importance of recognizing cultural aspects in segmenting and targeting (Vega & Roland, 2005; Raval & Subramanian, 2004; Sha, 2006). They are not without good reason; the face of America is truly becoming more multicultural, with 2010 U.S. Census data showing that proportions of diverse populations within the country are growing rapidly. In the 10 years since the last government census, the American population of Asians and Hispanics both grew by 43%, American Indians by 18%, and African-Americans by 12% (U.S. Census Bureau, 2010).

With evidence showing that each racial group responds differently to the same messages (Cowell, Farrelly, Chou & Vallone, 2009), there exists a sound motivation for social marketers to pay close attention to cultural differences. Research has also highlighted a cause for concern: A 2007 study showed that only 25 percent of African-Americans and Hispanics feel that advertising has cultural relevance to them (Target Market News, 2007). These findings highlight the critical importance of effective targeting in social marketing campaigns.

And just as social marketers in the health realm must pay close attention to the theories of health behavior when planning and implementing programs, communicators targeting minorities should recognize the theoretical bases of cultural and minority identity and perception. Two of the most prominent theories underlying multicultural marketing are cultural identity theory and distinctiveness theory.

Cultural identity theory is an outgrowth of social identity theory, which states that an individual determines his perception of self based on his interaction with and membership in differing social groups (Tajfel & Turner, 1986). He categorizes himself into social groups based on this self-perception, and it is those categorizations that give the individual a sense of social identity.

As an extension of this concept, cultural identity theory holds that cultural identity is constructed from a combination of personal characteristics and concepts of ethnic identity (Phinney, 1989). Researchers agree that ethnic identity is a complex and multifaceted construct with components such as ethnic awareness and acceptance (see Phinney, 2007). Research also shows that members of ethnic groups derive positive self-perceptions from belonging to groups that are meaningful to them, and that in the U.S., ethnic minorities report higher levels of ethnic identity than whites (Phinney, 1989).

Distinctiveness theory, set forth by psychologist William McGuire, states that personal characteristics that are rarer in an individual's social sphere will be more salient to that person (McGuire, 1984). McGuire noted that aspects like race or gender became more important to people when they were not as common in a group or population; for example, a lone African-American in a room of whites is more likely to perceive himself in terms of his racial identity than those in the majority group. The

implication of the theory is that, in general, individuals are more likely to emphasize innate minority identities in their perceptions of self.

Multicultural Marketing

It is widely acknowledged that culture exerts a powerful influence over people's perceptions, with research showing its effect on perception of everything from emotion (Matsumoto, 1989) and movement (Allport & Pettigrew, 1957) to social interaction (Forgas & Bond, 1985). And with the previous affirmation that ethnic groups perceive and interpret messages differently (Cowell, Farrelly, Chou & Vallone, 2009), an arm of marketing has emerged that attempts to understand the role of cultural and ethnic identity on marketing processes: multicultural marketing.

The practice of target marketing in the U.S. grows out of the assumption that different cultural and ethnic groups retain their distinctive traits even as they assimilate into the dominant culture (Smith, Evans & Shrestha, 2004). This idea runs counter to the general perception of America as a melting pot, in which the lines between cultures are "stirred" and blurred, and instead falls more in line with the more modern view of the country as a salad bowl, in which groups retain their identities even as they become part of the larger, dominant society.

While the realm of multicultural marketing is still relatively new and has not been fully explored, researchers have begun to advance scholarship in this area. In 1995, Cui set forth many factors of ethnic identity that impact marketing: racial background; language; religion and customs; ethnicity and acculturation; and values, attitudes and perception. Further research has tested concepts such as these with experiments in minority marketing and advertising. Research has found that ethnic identity can be primed in individuals, causing them to be more receptive to ethnic-

focused advertisements (Forehand & Deshpande, 2001). It has also shown that ethnic message recipients who feel a sense of similarity with the message source (i.e., spokespersons of the viewer's own ethnicity) respond more favorably to the advertisement (Aaker, Brumbaugh & Grier, 1999).

Research has also been done that applies distinctiveness theory in advertising contexts. Deshpande and Stayman (1994) found that, as the theory postulates, minorities are more likely than majority groups to identify themselves based on their ethnic identity. More importantly, they found that ethnic minorities who were exposed to ad spokespersons of their same ethnic group saw them as more trustworthy, and had more positive feelings overall toward the product being advertised. This research lends further support to the importance of reflecting minority groups in persuasive communications that target them.

Beyond uncovering these general best practices for multicultural marketing, researchers have sought to identify the methods that are most effective for each distinct minority group (e.g., African-Americans or Hispanics). Research on black consumer behavior, for example, suggests that sensitivity to historical and social concerns of the black community has an effect on the purchasing habits of older, more affluent blacks (Smith, Evans & Shrestha, 2004). One study on Hispanic consumer behavior highlights the substantial influence of an individual's friends and family on his buying habits (Donthu & Cherian, 1994). And with each of these groups, scholars have noted that it is usually not sufficient to make the entire racial or ethnic group the target audience; targeting *within* the target group is often necessary (Porter, 1995; Palumbo & Teich, 2005). For example, Ueltschy proposed that Mexican-Americans be further segmented based on their level of acculturation in American society (2001).

The Convergence of Social and Multicultural Marketing

As social marketing campaigns tend to involve changing the attitudes and behaviors of an entire society or population, they often, by necessity, contain elements of multicultural targeting. More specifically, as many social marketing programs seek to address complex and systemic social issues that affect minority populations, the multicultural aspect of social marketing becomes more salient.

Many studies have examined the convergence of social and multicultural marketing, uncovering efforts that lead to successful outcomes. In general, researchers have found that for minority groups, race-specific communication stimulates motivation to change behavior to a greater extent than generic appeals (Sanders, 2008). Appeals to unique cultural values are also beneficial, such as emphasizing the role of family and community in messages targeted to African-Americans (Sanders, 2008).

Research has also generated insights based on less successful efforts in multicultural social marketing. Webster (2003) pointed out that many social marketing campaigns aimed at Latinos tend to use colloquialisms that fail to resonate with the audience, and to make language mistakes when translating campaigns from English to Spanish.

Other research echoes findings from the multicultural advertising realm. Wang and Arpan (2008) found that African-Americans' responses to HIV public service announcements were more favorable when black spokespersons, rather than white ones, were used. Evaluation of a social marketing campaign to promote the use of folic acid to Hispanic women showed that the target audience identified with the message of the marketing materials (Quinn, Hauser, Bell-Ellison, Rodriguez & Frias, 2006).

Beyond social marketing health campaigns that target a specific minority group, there have been campaigns that, like 'Let's Move,' have sought to target a number of different minority groups within one program. Implemented by the Centers for Disease Control and Prevention (CDC), the VERB campaign targeted multicultural American youth with messages promoting physical activity (Huhman, Berkowitz, Wong, Prosper, Gray, Prince & Yuen, 2008). The campaign employed specific segmentation and targeting strategies to reach African-Americans, Hispanics, Asian Americans and American Indians. The message for the general audience of the campaign was adapted and tailored with each of these specific audiences in mind. The authors note that this targeting was a contributing factor to the campaign's overall success.

With *Let's Move!*, another social marketing campaign with multicultural components has entered the scene. In addition, this campaign seems to occupy a more prominent place in the national consciousness. As research has not yet been conducted on the multicultural marketing element of the campaign, the proposed research will address this gap in the literature and contribute to the body of knowledge on social and multicultural marketing.

Chapter 3

RESEARCH QUESTIONS, METHODS AND LIMITATIONS

Let's Move! is a broad and far-reaching social marketing campaign that aims to address a complex health issue using multiple avenues. And while it is necessary and admirable that the campaign seeks to alleviate the deeply entrenched social causes of the childhood obesity epidemic, it is equally important to communicate the importance of practicing obesity-reducing health behaviors. What has the campaign done to communicate this message to those at the very heart of the problem of childhood obesity? This inquiry stands as the central element of investigation of this study.

However, this central question has a more precise focus. Because a diverse range of groups is affected by childhood obesity, the *Let's Move!* campaign inherently contains a strong multicultural component. This study sought to ascertain the extent to which the campaign has recognized and acted on this component by examining the ways in which it has addressed certain minority groups with its central message. To this end, this study posed the following research questions:

- 1. What tactics, including its targeted multimedia efforts, has the 'Let's Move' campaign employed to target its health messages to African-American, Hispanic and American Indian audiences?**

2. What strategies did the campaign and its affiliated agencies draw upon in conceiving its targeted multimedia campaigns?

In answering these research questions, I hope to provide a comprehensive description and explanation of the campaign's minority outreach initiatives and efforts.

Methods and Limitations

I sought to answer my research questions using the case study method. The method is defined as “an empirical inquiry that investigates a contemporary phenomenon in depth and within its real-life context” (Yin, 2009). I believe that there are three key components of this definition that highlight the method's appropriate application to my research endeavors. First, the *Let's Move!* campaign is certainly a contemporary phenomenon with a clear and recent starting point; in fact, it is currently still in the midst of its execution. Secondly, I intend to investigate this phenomenon in depth, providing great detail on a specific aspect of its execution. Lastly, my examination will take place within the confines of the event's real-life context. Unlike other methods such as experiments, which remove a phenomenon from its context, the case study method seeks to investigate the event as it exists and occurs naturally.

Yin proposes that the case study method is best employed when the researcher seeks to answer questions of *how* and *why* as opposed to other interrogatives. While questions of *who* and *what* tend to lend themselves to other methods such as surveys, case studies are more appropriate when asking questions that seek to explain and describe. When boiling down the research questions of this project to their most critical points, they are essentially asking questions appropriate

for a case study: *How* has the campaign targeted minority audiences in its communications tactics? *How* were the multimedia PSA campaigns crafted and executed? These questions indicate that the case study method provides the best method for undertaking this research.

More specifically, it is specifically the descriptive case study that I sought to execute. While the exploratory case study uses data gathering as a starting point to commence further research, and the explanatory case study seeks to uncover issues of causation, the descriptive case study organizes and presents information on a specific topic (Yin, 2009). In essence, it describes in depth what has happened in a particular situation. Since I sought to provide a detailed description of the minority outreach tactics of the *Let's Move!* campaign, I felt that the descriptive case study was most appropriate for my research.

The case study method has been utilized to present information on a variety of phenomena. Within the realm of health communication and marketing, it has been used to describe the activities of many health promotion programs. For example, Apperstein et al. (2008) used the method to describe the implementation of a children's health promotion program in Sydney, Australia. By analyzing documents and conducting in-depth interviews, the researchers' case study provided an in-depth description of the multifaceted social initiative.

The case study method has also been used to describe health interventions aimed at diverse audiences. In the case study of Nyika et al. (2010), the authors describe the various outreach strategies aimed at enrolling various African populations in clinical trials for malarial vaccines. Through the case study method, the authors highlight the various community engagement strategies of the vaccination program. As the case study method has been used effectively to present

information similar to that of my proposed research, I am confident that the method provides an appropriate framework for my study.

Having established the case study as my selected method, I now turn to the design of my intended method. Yin's definition of the case study method notes that it relies on multiple sources of evidence, and as such, I have used multiple sources to gather my information. More specifically, I have answered my research questions through a combination of document analysis and in-depth interviews. To answer the first research question, I conducted a thorough assessment of the campaign's activities thus far using document analysis. I conducted this analysis by looking at communications materials from and about the campaign, including news releases, news articles, and information from the official *Let's Move!* website. I located news releases through Internet searches, and through searches of the web sites of "Let's Move!" and other federal agencies. I located relevant news articles through Internet searches and databases of newspaper articles such as America's News and LexisNexis News. Finally, I also researched all communications materials found on the official *Let's Move!* website, including all fact sheets, blog entries, and other website copy. My focus in this research was on any campaign tactics directed at African-American, Hispanic and American Indian audiences.

To answer the second research question, I conducted in-depth interviews with the account teams responsible for the targeted multimedia campaigns of 'Let's Move.' These interviews were conducted with Burrell Communications in Chicago, Illinois, Casanova Pendrill in Costa Mesa, California and G&G Advertising in Billings, Montana. I conducted these interviews in person and with those directly responsible for crafting the multimedia campaigns. I recorded, transcribed and analyzed the content of these interviews, which uncovered the strategy behind the initiatives.

Preliminary research showed that the campaign relies on a vast number of partnerships with businesses, associations and federal agencies at the local, regional and national levels in order to achieve its goals. As such, information and materials of the campaign are located in many places; while the official *Let's Move!* website is the repository for all information that comes directly from the *Let's Move!* campaign team, it may not contain information on initiatives that are implemented by partners that are not federal agencies, such as Black Entertainment Television or the National Association of Broadcasters. Because of this, it may not be possible to determine if every minority outreach initiative has been discovered.

The campaign seeks to address every angle of the issue of childhood obesity. For example, it seeks to eliminate “food deserts,” to increase healthy options in school lunches, and to increase opportunities for physical activity in childcare settings. Many, if not all of these initiatives, seek to affect health outcomes for minorities. However, these initiatives were not addressed in this study. Instead, this study focused only on those tactics that directly address minority members of the American public through mass communication of the health messages of the campaign. It shed light on what the campaign is doing to directly target the families and children involved. For example, this study does not detail the campaign’s efforts to address limited access to healthy foods in urban, minority areas. It does, however, detail the campaign’s efforts to communicate directly with minority audiences through advertising, marketing and public relations efforts. In addition, this study specifically focuses on the minority groups of African-Americans, Hispanics and American Indians. It does not address the tactics the campaign has used to reach Caucasian or other mainstream audiences. These groups have received the focus because of their disproportionate rates of childhood obesity in the United States.

As mentioned, it is apparent that minority initiatives are implemented by a network of organizations and agencies beyond the core 'Let's Move' team. As a result, this study did not seek to uncover the strategy behind all minority outreach initiatives; to do so would require personal communication with a large number of disparate organizations. Instead, this study focuses on the strategy behind the targeted multimedia campaigns, which were uncovered through in-depth interviews with the account teams at the multicultural marketing organizations responsible for the multimedia campaigns.

Chapter Breakdown

My research questions sought to illuminate the communication tactics and strategies the campaign has used in its targeting of three distinct minority groups: African-Americans, Hispanics and American Indians. With these categories in mind, I have divided the gathered information into chapters using this framework. I devote one chapter to each minority group, and within that chapter, expound on the tactics the campaign has used to reach that group, as well as the strategy behind the multimedia campaign targeted to that group.

For example, in the chapter devoted to Hispanic outreach, I outline each of the various outreach initiatives, including the dedicated Hispanic multimedia campaign, that 'Let's Move' has employed in targeting this group. It also includes detailed information about the dedicated Hispanic multimedia campaign. In addition, I provide a thorough overview of the strategy behind the Hispanic multimedia campaign through research with Hispanic marketing agency Casanova Pendrill.

I have structured the chapters on American Indians and African-Americans in a similar fashion. In this way, I present my gathered information in a format and

structure that logically flows from my research questions and subsequent findings. I hope to leave readers with a clear understanding of minority outreach strategies of the *Let's Move!* campaign.

Chapter 4

OVERVIEW OF CAMPAIGN ORGANIZATION AND MANAGEMENT

The *Let's Move!* campaign is coordinated and administered through The White House Office of Public Engagement, launched in May 2009 by President Obama to serve as the “front door” of The White House and the avenue by which ordinary citizens can get involved with the President’s work (The White House, 2009). Through this office, First Lady Michelle Obama works with a team of White House senior advisors to oversee the policies and initiatives of the campaign.

While the First Lady acts as the most prominent public face of the campaign, several other individuals are involved in the campaign’s overall direction on a high-profile level. Sam Kass, who acts as the personal chef for the White House and for the Obama Family, has a prominent role as the campaign’s Senior Policy Advisor for Healthy Food Initiatives (The White House, 2012, “White House Profile,” para. 1). As of March 2012, the campaign is currently without an Executive Director; communications executive Robin Schepper and pediatrician Dr. Judith Palfrey previously served separate terms in the role. Palfrey departed in December 2011. Both cited reasons of wanting to spend more time with family (Sweet, 2012).

Upon the launch of *Let's Move!* in February 2010, President Obama established the White House Task Force on Childhood Obesity, which was charged with developing a strategic action plan by which the campaign could move forward. (Let's Move, 2012, “About Let's Move,” para. 4). The report established the five

major pillars of the campaign, mentioned previously, as: creating a healthy start for the country’s youngest children; empowering parents to make healthy choices for their children; increasing healthy food options in the nation’s schools; ensuring communities have access to healthy, affordable food; and encouraging and increasing physical activity in children. In addition, it offered a list of key recommendations for the successful achievement of each of these objectives (White House Task Force on Childhood Obesity, 2010). These recommendations suggested actions to be taken by either the government (federal, state or local) or the private sector, and form the foundation for the major political, social, and public health components of the campaign.

Outside of these initiatives, the campaign also seeks to communicate with the general public about the tenets of the initiative. To this end, the official campaign website lists seven groups as target audiences for campaign messages and directives (Let’s Move, 2012, “Take Action”). These groups, as well as the key messages for each (per the official website), are outlined below.

Target Audience	Key Message
Parents	<i>“Get on the right track to eat well and stay fit.”</i>
Schools	<i>“Add healthy living to the lesson plan.”</i>
Community Leaders	<i>“Empower families and communities to make healthy decisions.”</i>
Chefs	<i>“Create healthy dishes to teach about food and nutrition.”</i>
Kids	<i>“Have fun being active and eating healthy.”</i>
Elected Officials	<i>“Take action in cities and towns.”</i>
Healthcare Providers	<i>“Educate and support your patients in living healthier.”</i>

Table 4.1. Audience Segmentation and Messages for Let’s Move! campaign.

It is evident from this list that the campaign chose to officially segment its target audience based on the role each group plays in reducing obesity. As the issue of childhood obesity is complex and multi-faceted, this is certainly an effective way to segment the campaign's publics. However, when one takes into account the disproportionate rates of childhood obesity on Hispanic, American Indian and African-American populations, it seems necessary to further segment certain groups - namely, parents and kids – along these racial and ethnic lines. It does appear that the campaign has undertaken tactics to communicate with these audiences in separate and tailored efforts.

The following chapters provide an overview of the tactics that the campaign has used to communicate with Hispanic, American Indian and African-American groups.

Chapter 5

HISPANIC OUTREACH

From the start, the campaign made Hispanic audiences a focus of its communication efforts. At the same time that it released a general fact sheet for the campaign, *Let's Move!* released a separate fact sheet specifically for Hispanics (as well as American Indian/Alaska Natives and African-Americans.) This action made clear that even as Hispanics were not made an “official” segment or audience of the campaign, in practice, they were receiving additional attention from the campaign.

The Hispanic fact sheet, which was produced in both English and Spanish, highlights the statistics particularly salient for the Hispanic community: that nearly two in five Hispanic children are overweight or obese; that preschool-aged Hispanics have a higher obesity rate than both their white and black peers; and that obesity rates among Hispanic children are growing faster than all other groups (Let's Move, n.d.). It also provides general recommendations for turning things around, among them preparing healthier meals for children, taking them to the doctor for a check-up, and getting involved in a community garden or playground.

This was the first step in mass communication efforts directed at Hispanic audiences. The remainder of this chapter explores the other communications tactics used by the campaign to target Hispanics. In addition, it provides specific insight and detail about the strategy behind one of these tactics: the “T-Shirts” campaign.

Maya & Miguel

On February 9, 2010, the same day that the *Let's Move!* campaign officially kicked off, the first set of PSAs were launched to go along with it (The Ad Council, 2010). One of these PSAs, produced by Scholastic Media, featured the popular animated characters of the PBS Kids GO! television show Maya & Miguel.

Scholastic's website describes the pair and their show (Scholastic, Inc., 2012):

“Lively and colorful, the series chronicles the adventures, and sometimes misadventures, of 10 year-old siblings Maya & Miguel Santos and features their family, relatives and a richly diverse neighborhood of friends. This never-a-dull moment situation comedy revolves around Maya's well-intended meddling in her family and friend's lives, ultimately leading her to create new quandaries to fix. While every episode will take humorous twists and turns, the underlying message is the importance of doing good for the family and community, and the philosophy that shared happiness is greater than personal gain.”

With an eye toward its appeal to Hispanic audiences, the PSA campaign, “Take the Maya & Miguel Challenge,” included English and Spanish-language versions of television, print and radio ads, as well as an online repository of games, activities, quizzes and recipes to get kids moving and eating healthy (The Ad Council, 2010). The challenge was hosted on the official *Let's Move!* website.

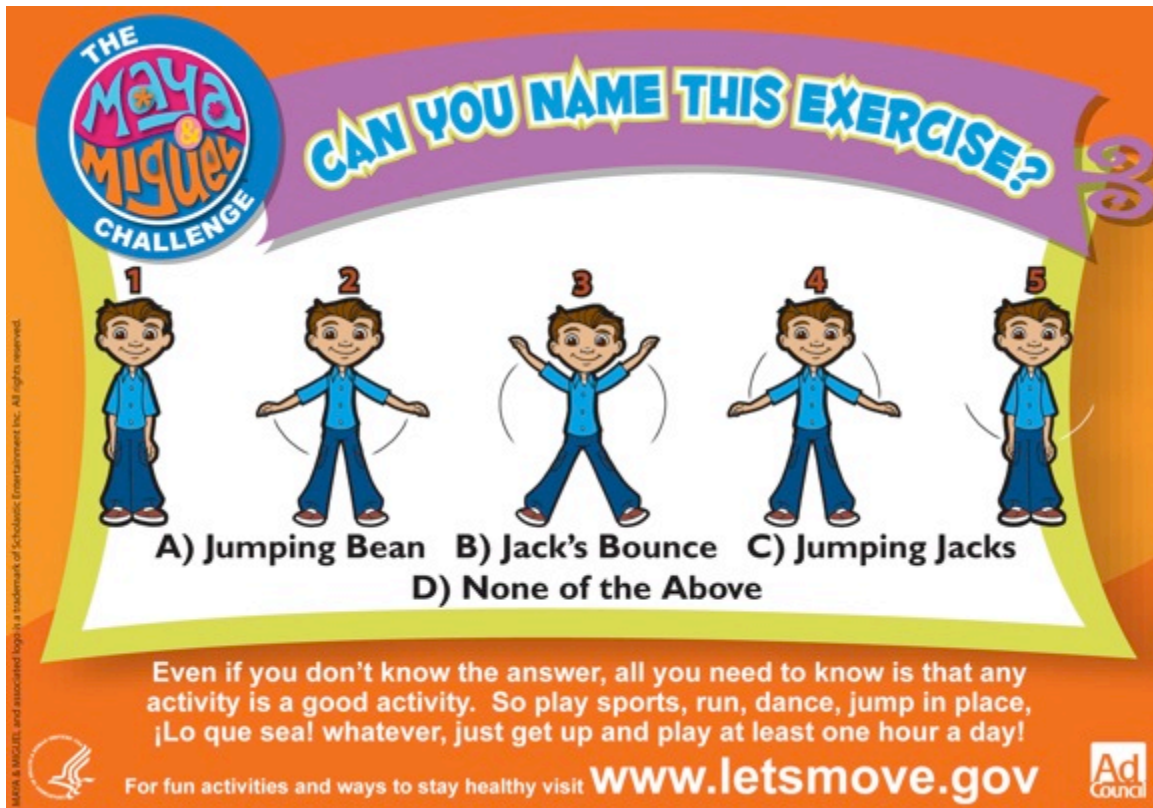


Figure 5.1. Print ad for “The Maya & Miguel Challenge” multimedia PSA campaign.

As official “spokeskids” of the campaign, Maya & Miguel were involved in another Let’s Move initiative later in 2010. From September 20-28, the pair appeared in a series of special episodes of their television show for “Move It!” week (McLean, 2010). Each episode centered on an element of physical activity or nutrition, emphasizing the fun of getting active. A dedicated page on the PBS Kids Go! Website (PBS Kids, n.d.) highlighted this special initiative, stating “*Maya & Miguel – our twin-tastic spitfires – can’t wait to energize kids everywhere to start eating and playing healthy.*”

The episodes for “Move It!” week included the pair getting involved in many high-energy activities, from playing soccer and helping neighbors to decorating and planning parties (McClean, 2010).

T-Shirts

In February 2011, Michelle Obama announced the launch of two new multimedia PSAs to coincide with the first anniversary of the *Let's Move!* campaign (The Ad Council, 2011a). To produce these PSAs, which were specifically intended for Hispanic and African-American audiences, the White House engaged the services of the Ad Council, a nonprofit organization that partners with national advertising agencies to produce pro bono work in the public interest.

For the targeted Hispanic multimedia PSA campaign, the Ad Council chose California-based Hispanic advertising firm Casanova Pendrill to produce the advertisements (The Ad Council, 2011a). The agency previously worked with the Ad Council on a campaign encouraging regular health screenings for the U.S. Department of Health and Human Services (Agency for Healthcare Research and Quality, 2008). Casanova has also previously worked on campaigns in the social marketing realm; the agency took part in the multi-city "Tap Project" campaign that brought attention to the scarcity of clean drinking water in many parts of the world. The campaign was done for UNICEF, also under the direction of the Ad Council, and Casanova Pendrill was charged with producing ads directed at Hispanic audiences (Elliott, 2009).

Casanova is known for its deep understanding of the U.S. Hispanic market, particularly Hispanic moms (R. Valadez, personal communication, February 6, 2012). In addition, a substantial portion of the agency's accounts lies in the realm of consumer food and beverage, including such high-profile brands as General Mills, Nestle, Betty Crocker and Stouffer's (Casanova Pendrill, 2012, "Clients"). The agency, therefore, has a unique and nuanced expertise in the Hispanic family's perception and relationship with food.

The Ad Council approached Casanova on behalf of *Let's Move!* to develop and execute a set of ads targeted to the Hispanic community. The agency ultimately produced a set of advertisements for television, radio, print and digital, called "T-Shirts."

At its core, the multimedia campaign focuses on the importance of parents knowing their children's Body Mass Index, or BMI. This measure, calculated from a person's weight and height, is advanced by the Centers for Disease Control and Prevention as a reliable indicator of body fatness in most children (2011, "About BMI for Children and Teens"). (Children's BMI is calculated using not only weight and height, but also age and gender.) The resulting BMI number places individuals in either the underweight, healthy weight, overweight or obese category, and is primarily regarded as a way to assess corresponding levels of risk for health problems (CDC, 2011).

In the television PSA, a young boy who looks to be overweight wears a troubled expression and a t-shirt imprinted with the number '38.' As he removes his shirt, more t-shirts are revealed underneath, showing increasingly lower numbers as well as actions such as reducing portions and playing for an hour each day. It soon becomes clear that the numbers represent the child's declining BMI, and the actions represent the steps taken to achieve this goal. As the boy reveals a final t-shirt bearing the number '21,' he smiles, and a narrator explains that viewers can visit Let's Move's website for tips to reach a healthier BMI (Casanova Pendrill, 2011a).

The same story is illustrated by the print advertisement, as well as the digital banner advertisements for display on the Internet. The radio PSAs maintain the importance of BMI, but take a slightly different tone (Casanova Pendrill; 2011b, 2011c).

This is a caring message for the woman known as “mama,” from your friends at letsmove.gov.

As a mother, you always take care of your children. You know where they go and who they play with, and you always keep them fed. But are you watching their Body Mass Index? Do you know about BMI? Well, now is a good time to learn, because knowing your child’s BMI is the first step in finding out if they are healthy, overweight, or obese. It’s important to know, because childhood obesity can lead to problems like diabetes and heart disease – it can even affect your child’s self-esteem. All it takes is some simple advice, like motivating them to play an hour a day, and to eat more fruits and vegetables. You can help your child avoid obesity and its serious consequences.

Visit letsmove.gov today. That’s let’s move dot G-O-V. A message from the USDA, HHS, and the Ad Council.

When the Ad Council first approached Casanova Pendrill to produce the campaign, the agency proceeded in the same way it does with most new accounts. Ramon Valadez, Senior Strategic Planner for Casanova, explained the process. “We always start off by becoming experts in whatever that field or business is,” he said of new accounts (personal communication, February 6, 2012). “We go in and learn the ins and outs. And then we usually go in and supplement with extra research.” Valadez says that focus groups, carried out by third parties, are usually part of this additional research.

In the case of this campaign, the Ad Council was on a very limited budget, which prohibited the agency from undertaking research as extensive in scope as it usually does. However, Casanova was able to rely on the broad knowledge it already had of the sector it was trying to reach.

“We are sort of the biggest CPG [consumer packaged goods] agency for Hispanics, certainly with food, if you look at all the brands we touch. So we understood food very well and the behaviors of moms very well,” Valadez said. With

this deep body of knowledge as a solid foundation, Casanova already had a clear psychographic portrait of the group.

“The most traditional wisdom, I don’t know if it’s stereotypical, that you always hear is, oh, Hispanic parents think that “a little bit chubby” is a good thing. And chubby babies, and all of that. And that’s not true of just Hispanics, that tends to be a very “developing nation” kind of idea. And, oh, you must be healthy because you’re eating and you have enough...And there is some truth to that, the way they perceive it.

But at the same time, Hispanic parents in the U.S. and Latin America really feel under assault. They hear the statistics. They see it all around them. There isn’t a Hispanic family in the U.S. that doesn’t know somebody with diabetes, or obesity, or all the other lifestyle chronic killers that come along with it. The problem is when everybody has it, then everybody has it. Which means that “Well, my aunt has diabetes, but she’s not dying tomorrow.” Or “Yeah, my sister’s overweight, but she’s doing okay.” And yeah, these things may happen, but they’re not happening today. And they’re not happening right now. And sure, my kid is chubby, but that’s just the way things go. And then you start blaming other outside factors, but never yourself. That’s very much the top-level way to look at it.

...But there are some bigger issues that happen with Hispanics. As they go through the U.S., and with time, parents realize their kids may not speak Spanish as perfectly as they would like them to, and the holidays start to merge, that food is one thing that they can control. And it’s one of the last things to acculturate. It’s a control mechanism of who they are and their identity. And you will hear Hispanics say, “We may not speak Spanish, but we’re still eating beans, we still have Abuelita hot chocolate.” And they equate food as to really keeping them going. That component, through culture and through food, kind of goes along with it.

There’s also a component of mom in the home. She can’t control a whole lot, but she can control love through food. Because she’s making sure that you’re fed. And since the food’s coming from her, there’s a very strong emotional attachment there. And then it’s very hard to tell her, “Hey, all that sour cream is bad,” when her mom gave it to her, and she’s just trying to hold on to something. They’re completely irrational propositions heading up against very scientific data that a doctor tells you. These two things kind of clash in them, and emotion tends to win out.

So when they talk to us, they’ll say fast food isn’t evil, that it’s a reward. “We took them to McDonald’s because they did well in school.” Or, “How can it be bad when it’s cooked at home? I know what went into it.” They’ll cook soup – now they used MSG, they used bouillon, but they cooked it at home. “How can something be bad that came from what I did?”

Ayúdalos a alcanzar un Índice de Masa Corporal saludable.

La obesidad infantil puede ser resultado de la inactividad física y los malos hábitos alimenticios. En letsmove.gov aprenderás sobre la importancia de conocer cuál es el Índice de Masa Corporal (BMI) de tus hijos— el primer paso para determinar si están obesos, sobrepeso o saludables, porque la obesidad infantil podría causarles enfermedades como la diabetes y problemas del corazón, además de afectarles su autoestima. Te ayudaremos a asegurarte de que estén tan saludables como debe ser.

Ad Council | USDA | Infórmate en letsmove.gov

Figure 5.2. Print ad for the T-Shirts Multimedia PSA campaign.

Knowing it needed to overcome these barriers, the strategy team sought an approach that wouldn't seem like another assault on Hispanic moms' culture, parenting skills or cooking techniques. Even more importantly, it sought an approach that wouldn't simply go in one ear and out the other, but would ultimately drive people to action.

"Getting people to know something is bad - that's not the point," says Valadez. "The point is, how do you get somebody to act because of it?"

Realizing this call to action was perhaps the most critical component of the message, the team thought of ways to appeal to mothers' motivation to act on their children's behalf. What it hit on was the mothers' protective instinct.

"... Every mom in this world, every animal mom and every human mom, wants to take care of her young...And no mom will do anything that will put her child in danger," Valadez says.

"So what we came up with was instead of loading her down with statistics about diet and obesity, we said, if you tell her there's a problem, she will act. And every mom, if you tell her her child is sick, she will do everything in her power to remove it."

To find the proper "problem" to present, Casanova turned to qualitative focus groups. With the Ad Council's limited research budget, Casanova was unable to go in for multiple rounds of research and message testing. Instead, it went in with an exploratory mindset, but with some ideas and positioning statements already in mind. One of those ideas was the concept of BMI. When the agency tested the concept in focus groups, it immediately leaped out as a strong contender.

"So we said, well listen, your child may be chubby, but do you know what their BMI is? They said no. 'Did you know there's an actual metric that will tell you if

they're chubby, healthy or unhealthy?' And once you told them, that actually it's not healthy, they were much more likely to act," recalled Valadez.

The strategy team soon realized that the BMI concept could achieve its goals of avoiding the usual negative messages and motivating moms to act. "They already knew that diet and exercise will get you there. But the BMI part gave them motivation," said Valadez of Hispanic moms and audiences. So when the strategy team passed the torch to the creative department for execution, it had one main directive. "We went in and said, 'BMI – get them to ask,'" Valadez said.

"Now, we could never explain BMI in 30 seconds," said Valadez. "Our only goal was to raise awareness that BMI existed, and that you should ask about it. Because we figured that once she found out what her child's BMI was, then she would act on it. There's a whole other world taking care of informing her about diabetes and obesity and everything. All we had to do was get her to stop and act. And think about it. And if we did that, then all the other wheels would get set in motion."

Chapter 6

AMERICAN INDIAN OUTREACH

The statistics for childhood obesity in the Native American and Alaska Native community are troubling; data show that these groups have a higher rate of childhood obesity than any other racial or ethnic group in the United States (Let's Move, n.d.). Because of this, it seems obvious and imperative that the *Let's Move!* campaign would make a concerted effort to focus communication initiatives toward this group.

The White House chose to address American Indians with two primary mass communication efforts: the Let's Move in Indian Country initiative and the multimedia PSA campaign called "Remember." The remainder of this chapter explores the implementation of these tactics, and provides an in-depth look at the strategy behind the "Remember" campaign.

Let's Move in Indian Country

On May 25, 2011, 15 months after the launch of "Let's Move!," the White House introduced a new component of the initiative: Let's Move! in Indian Country (The White House, 2011b). The effort, known as LMIC, aims to support American Indian and Alaska Native tribes and communities as they work to improve the health of their children.

At its launch on Wisconsin's Menonimee Reservation, First Lady Michelle Obama highlighted the goals of the initiative: "Through *Let's Move! in Indian Country* we have an opportunity to engage Native communities, schools, tribes, the private sector, and non-profits to work together to tackle this issue head on," she said (The White House, 2011b).

LMIC's methods mirror those of the broader Let's Move! initiative; the program relies on partnerships with federal agencies, nonprofits, communities and faith-based organizations, and corporations to achieve its goals. Notably, the effort is run not out of the White House Office of Public Engagement, as is the larger campaign. Instead, the U.S. Department of the Interior spearheads the initiative, maintaining a separate website that houses LMIC's materials, information and resources.

While Hispanics and Africans-Americans also suffer from disproportionately high rates of childhood obesity, the White House explains why American Indians were chosen for a more systematic, targeted campaign:

"American Indian and Alaska Native (AI/AN) children are twice as likely to be overweight than the general population. These children make up the only racial or ethnic group whose obesity rates increased between 2003 and 2008. The acute nature of this problem in Indian Country warrants a targeted initiative like LMIC to support culturally proficient strategies for ensuring access to healthy food and prenatal services, implementing nutrition and physical education programs, and engaging Native youth, parents, and communities in active, healthy lifestyle choices." (The White House, 2011b)

As part of the initiative, LMIC has engaged celebrity spokespersons from the Native community, mainly athletes, to act as ambassadors for the program at events and in PSAs. NFL player Levi Horn of the Chicago Bears and Olympic runner Alvina Begay participate in various LMIC events and promote the initiative publicly. Native actor Chaske Spencer, who appeared in the famed Twilight series, also acts as a spokesperson, speaking at events such as LMIC's launch and the 2011 United National Indian Tribal Youth (UNITY) conference (The White House, 2011b).

The two most prominent spokespersons, however, have been Native professional athletes Sam Bradford and Tahnee Robinson. Bradford, whose heritage is Cherokee Nation, is an NFL quarterback for the St. Louis Rams. Tahnee Robinson, from the Northern Cheyenne tribe, is the first female full-blooded American Indian to be drafted into the WNBA. As spokespersons, Bradford and Robinson shot video PSAs to coincide with the launch of LMIC. Both were disseminated exclusively online (The White House, 2011b).

In his PSA, Sam Bradford is shown traveling through Washington, D.C. to meet a group of young children. He goes on to run and play football with them in the grass beneath the Washington Monument. In a voiceover, viewers can hear his words:

"Growing up in a state deeply rooted in Native American culture and traditions, I know we have a long and rich history to live up to: a history of leaders, heroes, innovators, doctors, athletes. What will the books our children read say about us? What beliefs will they hold? We have to tell them the truth: that everything is possible through hard work and determination. Today, childhood obesity affects American Indian and Alaska Native youth more than any other race. To change this, together we must eat healthy, be active and empower our youth to transform their lives and their communities. That's why I've joined the First Lady to launch Let's Move in Indian Country. Let's write a story together where all of us do everything possible to improve the health and lives of Native American youth. Visit Let's Move in Indian Country to find out more."

WNBA player Tahnee Robinson's PSA shows her stretching and practicing basketball alone on the court, as a sports announcer is heard faintly in the background. She is soon joined by young children, whom she plays and exercises



Figure 6.1. Native NFL quarterback Sam Bradford appears in a PSA promoting the launch of Let's Move in Indian Country.

with on the court before getting active outdoors. In a similar fashion to Bradford's PSA, viewers hear her words in a voiceover as the action unfolds:

"Where I come from, community comes first. We celebrate our history, our traditions, and our future. With our community on the line, it's time to concentrate and commit to being first again. I'm concerned that childhood obesity affects American Indian and Alaska Native youth more than any other race in the U.S. today. That's why I've joined the First Lady's Let's Move in Indian Country initiative. Together we can eat healthy, be more active and show our youth how to transform their lives and communities. Be the first in your community to take that first step to change the lives of the next generation. Visit Let's Move in Indian Country to find out more."



Figure 6.2. Native WNBA player Tahnee Robinson appears in a PSA promoting the launch of Let's Move in Indian Country.

“Remember”

The targeted multimedia campaign for American Indians was not ordered by the White House at the same time as those for Hispanics and African-Americans. Whereas those campaigns were launched along with other general-market PSA offerings on the first anniversary of “Let’s Move!,” the American Indian-focused campaign was not produced or announced until the fall of 2011, behind the launch of Let’s Move in Indian Country in May (The Ad Council, 2011b)

As before, the Ad Council acted as the liaison for the White House’s efforts, contracting the services of an advertising agency to produce the work. The Ad Council chose Billings, Montana-based G&G Advertising, an agency focusing on American Indian audiences. Much like Casanova Pendrill, G&G had previously produced work for the Ad Council (M. Gray, personal communication, February 8, 2012). Additionally, G&G had extensive experience with social marketing campaigns, including those focused on smoking, drugs, alcohol, mental health, and physical activity. In its physical activity work, G&G was responsible for American Indian outreach in the CDC’s VERB campaign, which promoted physical activity to tweens and young teens.

G&G put its experience to use in its “Remember” campaign for Let’s Move, which includes multiple print and radio ads (G&G Advertising; 2011a, 2011b). The print campaign features four inanimate objects – a basketball, a bicycle, a skateboard, and an untended garden – encouraging the owners who have abandoned them to give them attention once again. The basketball longs to have

some new air put in it so the kids can bounce it around, the bicycle begs to be dusted off and taken for a ride, the skateboard hankers to hit the pavement once again, and the garden aches for some fresh dirt and seeds.

The radio campaign takes two of these objects, the basketball and the bike, and gives them a literal voice, as they interact with parents and convince them to have their children give them another chance. After the objects make their plea, Native music plays as a second announcer describes the LMIC initiative.

Ball: *Pssst! Hey! Over here!*

Mom: *Um...what?*

Ball: *Right here. On the side of the house?*

Mom: *Who said that?*

Ball: *Look down. I'm right at your feet!*

Mom: *Wait...the basketball?*

Ball: *Yes! The basketball. Right down here where the kids left me a long time ago.*

Man, you know how lonely it is being a ball and not being able to bounce or roll?

Mom: *Excuse me?*

Ball: *Remember when you got me for the kids? You said, "Now kids, you have no excuse not to go outside and play."*

Mom: *Uh-huh.*

Ball: *Wow..I miss flying through the air and hearing the shouts of joy while I swish through the basket. What do you say? Could you give me a little air and remind the kids of how fun I still am?*

Mom: *Okay. Oh, wow...you **are** flat!*

Ball: *Easy, I'm ticklish! Let's get bouncing.*

Announcer: *As Native American parents and caregivers, our encouragement to healthy lifestyles for our kids is helping them get outside and play. Get ideas. Get involved. Get going at letsmove.gov/indiancountry. Brought to you by USDA, HHS and the Ad Council.*

Bike: *Psst! Over here!*

Dad: *What?*

Bike: *Right here in the back!*

Dad: *Where?*

Bike: *Over by the fence!*

Dad: *You? The bike?*

Bike: *Yeah, the bike! Right in the grass where the kids left me a while ago. You know how lonely it is being left day after day, not being able to cruise the reservation?*

Dad: *Pardon me?*

Bike: *Remember when you got me for the kids? You told them, "Now you kids go have fun. Enjoy the outdoors and be careful!"*

Dad: *Umm....yeah?*

Bike: *I really miss it! Especially when they put that playing card in my spokes, and I made a really cool sound the faster we went!*

Dad: *Um...*

Bike: *Well, could you get my tires a little air, dust off my seat and remind the kids how fun I still am!*

Dad: *Okay. Oh, you **are** dusty!*

Bike: *Yeah, and I may need a couple of bolts tightened, too. Now let's go!*

Announcer: *As Native American parents and caregivers, our encouragement to healthy lifestyles for our kids is helping them get outside and play. Get ideas. Get involved. Get going at letsmove.gov/indiancountry. Brought to you by USDA, HHS and the Ad Council.*

Michael Gray, CEO of G&G Advertising, oversaw both the strategic and creative processes behind his agency's campaign. Similar to Casanova, G&G relied on the extensive research it had done for previous campaigns in formulating this new effort. For its work on the VERB campaign, Gray says his team talked to parents and youth about their feelings and perceptions on physical activity (personal communication, February 8, 2012). In this way, the firm was able to build a wealth of knowledge on Native families' relationship to healthy lifestyles.

"We were part of VERB for 5 years. We did a lot of testing, asking people, where does that [activity] fit on your scale...so for us to get involved with Let's Move was pretty simple," Gray said.

Because of G&G's previous research, the agency went into the strategic planning phase of the campaign with insights into the Native mindset. It also had a clear idea of one of the biggest challenges it needed to overcome, as Gray explained:

"It's the only minority group that could care less about assimilation. They were conquered; they were forced in certain areas. They're not trying to be American. So the biggest thing we learned in talking to American Indians was, they don't want to be told what to do by the federal government. And especially that you're going to come into my home and tell me my kids are fat, or that I'm fat, or that I'm doing something wrong?"

Gray and his team also realized that, even *within* the American Indian audience they were trying to reach, they were dealing with a diverse group of people:

REMEMBER

WHEN THE KIDS FIRST GOT ME ?

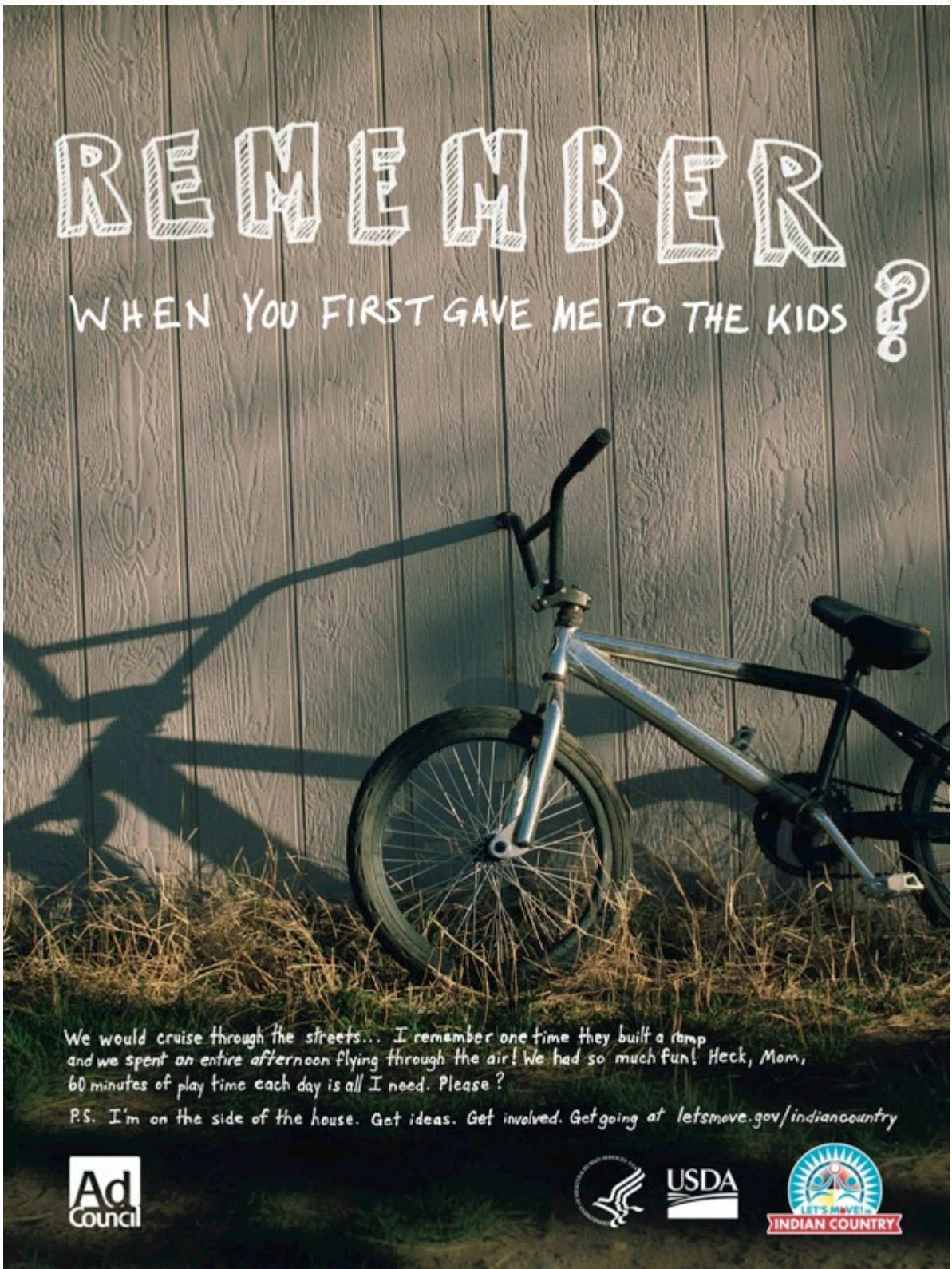
I'd fly through the air, they'd bounce me all the way from the house to the school, I would hear their shouts of joy as they played with the other kids. Sometimes we would all play together at the courts!! I miss that... Heck, Dad, all I need is a little air for 60 minutes of play each day. Please ?? I heard basketball is BIG in Indian Country.



P.S. Get ideas. Get involved. Get going at letsmove.gov/indiancountry.



Figure 6.3. "Basketball" print advertisement of the "Remember" campaign.



REMEMBER

WHEN YOU FIRST GAVE ME TO THE KIDS ?

We would cruise through the streets... I remember one time they built a ramp and we spent an entire afternoon flying through the air! We had so much fun! Heck, Mom, 60 minutes of play time each day is all I need. Please ?

P.S. I'm on the side of the house. Get ideas. Get involved. Get going at letsmove.gov/indiancountry




  

Figure 6.4. "Bicycle" print advertisement of the "Remember" campaign.

REMEMBER

WHEN YOU FIRST DUG THE DIRT FOR ME ?

We'd spend afternoons together with the kids, outside. You'd get the satisfaction of planting each seed, watching us grow, then making us into something the whole family would enjoy. I miss that. I just need some fresh seeds and a little care... Please? Teaching kids to plant is fun and healthy!

P.S. I heard planting a garden is coming back in Indian Country. Get ideas. Get involved. Get going at letsmove.gov/indiancountry

Ad Council

USDA

LET'S MOVE! INDIAN COUNTRY

Figure 6.5. "Garden" print advertisement of the "Remember" campaign.



REMEMBER

WHEN YOU FIRST GAVE ME TO THE KIDS ?

We would hit the sidewalk, going faster and faster, listening to the concrete pass under my wheels. Remember the hours we spent at the skate park, hitting ramps and flying through the air! We had so much fun! Heck, Dad, 60 minutes of play time each day is all I need. Please?

P.S. I'm still laying here where they left me.

Get ideas. Get involved. Get going at letsmove.gov/indiancountry.

Ad Council

USDA

LET'S MOVE! INDIAN COUNTRY

Figure 6.6. "Skateboard" print advertisement of the "Remember" campaign.

“We knew we were going to be talking to various audiences within American Indian...[T]here’s no way we could say we just need to talk to this low-income, isolated, reservation-based group, which probably has the highest obesity. We had to think...we don’t know where these ads are going, we don’t know who’s going to give you media time, so we have to be more wide and as Pan-Indian as possible to be effective.”

With these challenges in mind, G&G knew it needed to produce a campaign that spoke to a majority of American Indians with a message that didn’t appear to come from the U.S. government. “We had to really figure out a way to make the message look... almost like [it was] coming from within, rather than without,” Gray said. “Like a reminder.”

Out of these circumstances, an idea was born: to use objects instead of people, and to use the tone of a reminder in all messaging. These techniques served the unique and strategic purpose of making the message appear to come not from the U.S. government, but from within the Native community.

“We took information that we know about the audiences...part of where we went with it, was we took a tour. We went out and looked at reservation homes, and it was pretty obvious to see busted up bikes, swing sets that didn’t have swings anymore, attempts at gardens that are neglected now. And it was like oh my gosh, I think we’ve got an idea. We just really have to remind this group that it’s already there, and all you’ve got to do is put air in it or dust it off.”

G&G also knew its idea was practical for the everyday Native family. “You’re looking at people who can’t just run to Wal-Mart and buy a new bike. But [they] can take an old beat up bike that’s been sitting outside for a while, and dust it off, and it’s brand new to them,” said Gray.

Chapter 7

AFRICAN-AMERICAN OUTREACH

Like Hispanics, African-Americans emerged early on as a targeted segment of the *Let's Move!* campaign. As the White House disseminated a general fact sheet about childhood obesity and the initiative's goals upon its launch, it released a fact sheet specifically for African-American audiences, in which it highlighted the statistics relevant to the group. It indicated that nearly 40 percent of black children are overweight and obese, and pointed to the especially alarming fact that African-American girls between the ages of 12 and 19 suffer from the highest rates of obesity of any group, regardless of race, ethnicity or gender (Let's Move, n.d.)

After laying this groundwork, the White House implemented a number of other tactics to reach African-American audiences. The current chapter explores these tactics, and in particular provides information on the strategy behind one of these tactics: the "On The Daily" multimedia PSA campaign.

Mo'Nique PSA

At the start of the campaign In February 2010, BET (Black Entertainment Television) announced that it was partnering with Let's Move to promote its message of healthy eating and exercise (BET Networks, 2010a). Through special health-

focused episodes of some its most popular shows, such as the Mo’Nique Show and music countdown show 106 & Park, BET’s programming reflected this newfound commitment.

As a special part of the efforts, comedian, actress and talk-show host Mo’Nique recorded a PSA especially for BET’s viewers. Shot on the set of her talk show, Mo’Nique discussed the importance of fighting an epidemic so harmful to the black community, as well as her partnership with the new initiative (BET Networks, 2010b):

“Leading healthier, more active lives is so important for our communities, our families and our kids. Which is why BET and I are so proud to support our First Lady Michelle Obama on her new health and wellness initiative, Let’s Move. Together, let’s move forward. Get involved and active today at www.letsmove.gov.”

The spot, which launched on the same day Let’s Move! was announced, was aired on the BET network, as well as uploaded to the official Let’s Move YouTube site.

“Move Your Body” Flash Workout

At 1:42 p.m. EST on Tuesday, May 3, 2011, participating middle schools across the country interrupted their regularly scheduled day to participate in a flash workout (National Association of Broadcasters Education Foundation, 2011a). The flash workout was modeled on the phenomenon of the flash mob, in which people suddenly and simultaneously begin performing choreographed dance moves, usually in public places. In this case, however, the activity was more than just dancing – it was exercise.

At the designated time, middle school students around the country danced along to a video and song made especially for the occasion by pop superstar

Beyoncé. The Grammy award-winning entertainer reworked her hit “Get Me Bodied” into a new song, “Move Your Body,” that encouraged kids to dance along with her to a variety of popular current and “old-school’ dance moves, and to work up a sweat in the process. From Latin and Caribbean-inspired moves to hip-hop dance steps – and with versions in both English and Spanish - the video carried wide appeal for many children (National Association of Broadcasters Education Foundation, 2011b).



Figure 7.1. Beyoncé dances with school children in the viral video hit “Move Your Body.”

Leading up to the flash workout, an instructional video was released to teach participants the combination of dance moves that would be used in the new song (National Association of Broadcasters Education Foundation, 2011c). And on the big day, more than 600 schools participated in the event, moving along to an onscreen video that showed Beyoncé dancing in a cafeteria with a group of school children. The singer even made a surprise visit to a middle school in Harlem to dance along with one lucky class of youngsters.

*Mission 1, Let me see you run,
Put your knees up in the sky,
'Cause we just begun, Hey! Hey!*

*Mission 2, This is how we do,
Jump a couple to the right,
To the left, let's move! Hey! Hey!*

*Mission 3, Can you dougie with me?
Throw your own lil swag
on this swizzy beat, Hey! Hey!*

*Mission 4, If you're ready for more,
Jump up, jump up,
Lift your feet off the floor, Hey! Hey!*

*I ain't worried doing me tonight,
A little sweat ain't never hurt nobody,
Don't just stand there on the wall,
Everybody just move your body,*

*Move your body, Move your body,
Move your body, Move your body,
Everybody, Won't you move your body?
Everybody, Won't you move your body?
Hey!*

*Get me bodied, I wanna be myself tonight,
Can you get me bodied,
I wanna be myself tonight,
Wanna move my body,
I wanna let it out tonight,
Gonna party, gonna dance,
gonna be myself tonight, Hey!*

*Mission 5, Cumbia, let's go,
Time to move your little hips,
Vamonos, Vamonos, Hey! Hey!*

*Mission 6, Bring it back real quick,
Do the running man and then you turn
around like this, Hey! Hey!*

*Mission 7, Time to break it down,
Step and touch
to the dancehall sounds, Hey! Hey!*

*Mission 8, Feel that heart beat race,
Snap your fingers, tap your feet,
Just keep up with the pace, Hey! Hey!*

*Fellas on the floor,
All my ladies on the floor,
Get me bodied, get ready to move,*

*Baby all I want is to let it go,
Ain't no worries, oh,
We can dance all night,
Move your body,
That means come closer to me,
While we dance to the beat,
Move your body,*

*Now run to the left, to the left, to the left,
Now run to the left, to the left,
Now run to the right, to the right, to the right,
Come back to the right, to the right,*

*Now run to the left, to the left, to the left,
Now run to the left, to the left,
Now run to the right, to the right, to the right,
Come back to the right, to the right,*

*Wave the American flag,
Wave the American flag,
Wave the American flag,
Wave the American flag,
Hey! HEY!*

Figure 7.2. "Move Your Body" Flash Workout song lyrics.

With Beyonce's star power and the workout's catchy lyrics and infectious dance moves, the video quickly became a sensation. Within one week of the video's release on YouTube, it had already garnered more than three million views. To date, the total number of views exceeds 18 million (<http://www.youtube.com/watch?v=m>

YP4MgxDV2U).

Perhaps the most prominent and widely recognized communication strategy of the campaign, the Move Your Body flash workout was neither conceived nor implemented by the White House “Let’s Move” team. Instead, the idea came from one of the effort’s partner organizations, the National Association of Broadcasters Education Foundation, who decided to produce the video in a display of support for the campaign. NABEF engaged the talents of Beyoncé, who agreed to rewrite and re-record her hit song with more dance and movement-friendly lyrics (National Association of Broadcasters Education Foundation, 2011a).

While the initiative was not specifically intended to target African-American audiences, it nonetheless held a specific appeal for the group. Many of the featured dance moves, like the dougie and the running man, were culled from black culture. Further, the very face of the initiative was an African-American celebrity. Many children were undoubtedly able to identify with the ethnicity and culture of the performer as well as the theme of popular dances from urban communities.

“On The Daily”

On the same day that the Hispanic PSA series was announced, Michelle Obama introduced the African-American multimedia PSA campaign (The Ad Council, 2011a). The effort was again produced under the direction of the Ad Council, which engaged Chicago-based African-American advertising firm Burrell Communications to produce the work. The agency had previously worked with the Ad Council to raise awareness of stroke symptoms among African-Americans.

Burrell Communications, a leading national agency focusing on the African-American consumer, boasts such high-profile clients as McDonald’s, Proctor &

Gamble and General Mills (Burrell Communications, 2012, “Clients”). In addition, Burrell has developed a particularly keen understanding of the African-American mom – her fears, motivations, perceptions and preferences (S. French, personal communication, February 14, 2012). This knowledge, combined with extensive experience in the food industry, makes Burrell a sought-after expert on the relationship between black moms and food.

For its multimedia campaign, Burrell developed a set of PSAs for television, print, radio, digital and outdoor (The Ad Council 2011a). Called “On The Daily,” the campaign emphasizes the easy, everyday steps that can add up to a big impact on health. To do this, campaign materials centered on a central theme of memorable, alliterative directives for each day of the week, such as ‘Let’s Move Monday’, ‘Freeze tag Friday’ and ‘Salad on Saturday.’ The daily tips feature prominently in the print and digital advertisements, while the television and radio spots incorporate the steps into a catchy, upbeat tune (Burrell Communications; 2011a, 2011b, 2011c).

Burrell produced seven print ads for the campaign, using calendar-like visuals to highlight easy steps toward health for each day of the week. The television ad, “Park Day,” features a multicultural group of children playing in a local park as the campaign song, half-rapped and half-sung, plays in the background. The radio piece uses the same audio as the television spot, playing less like an ad and more like a normal song that listeners would expect to hear over the airwaves.

The song’s lyrics reinforce the importance of activity and nutrition while providing a memorable reinforcement of the campaign’s daily steps:

*Today is Saturday,
Today is Saturday*

*Salad on Saturday,
Fruit on Friday,
Throw a ball Thursday,
Water water Wednesday,
Touch your toes Tuesday,
Let's move Monday,
Swap a snack Sunday*

*All the healthy children
eat well and move a lot,
and move a lot, and move a lot,
eat well and move a lot*

*Skip a rope Saturday,
Freeze tag Friday,
Tap dance Thursday,
Whole grains Wednesday,
Try a veggie Tuesday,
Let's move Monday,
Skip the sweets Sunday*

*Eat well and move a lot
Today is Saturday,
Today is Saturday
All the healthy children,
all the healthy children*

Figure 7.3. Lyrics to "Park Day," the original song used in television and radio spots for Burrell's "On the Daily" campaign.



Figure 7.4. Scenes from television ad "Park Day," part of Burrell's "On the Daily" campaign.



Figure 7.5a. Print ads for "On the Daily" campaign.



Figure 7.5b. Print ads for "On the Daily" campaign.

Strategy for the campaign was overseen by strategic planning vice presidents Stephen French and Nikki Davis-Crump. The agency was an obvious choice for the work because of their deep knowledge of African-American (whom Burrell calls “AA”) mothers. “We have a lot of expertise in that area...one of our specialties is African American moms. Because we have clients like P&G who really target moms all the time for all their brands,” said French (personal communication, February 14, 2012).

As with the other campaigns, the Ad Council had only a small budget for Burrell to develop its work. Because of this, Burrell also relied on the previous research it had done on African-American moms and their perceptions of food and health. “[We] mined a lot of the data we already had,” French said. The agency was able, however, to supplement this existing knowledge with some new primary research such as interviews.

Through a combination of its extensive past research, as well as newly collected data on African-American moms and food, Burrell had a vivid picture of the typical African-American (AA) mom it was trying to reach:

“She doesn’t like to exercise, but she loves to move. She’ll walk the mall, she’ll dance, she’ll be out and about and she’s on the go, but if you label it as exercise, it might not get anywhere with her. She’s heavy, she’s having her own weight issues, but she feels beautiful, and she feels very proud of how she looks. We see that a lot with AA – they have a higher opinion of their body image than other segments who feel constantly like they’re never going to be thin enough.

And in the community, bad food is readily available and it’s affordable and it’s fast and it’s easy. In terms of exercise, she doesn’t necessarily have her kids playing outside, because they’re not safe there. So you want to keep them in the home, and a lot of what you’re doing with them is passive activity – sitting in front of screens, watching TV or looking at the computer, those sorts of things. Her kids spend time inside the home, but at least she knows they’re safe. She doesn’t worry about extra weight, she worries about how her kids feel. She opts for convenience, but she does it so she has more time to do things with her family. She serves too much food, but she does it out of love. She doesn’t want her kids being hungry, so she keeps feeding them. She makes meals like her mom made for her, because she wants to provide good

meals, but those might have been unhealthy. So she's traditional and maybe uses a lot of older ingredients – a lot of sugar, a lot of lard, those types of things.

And while she's single, she's not alone. Because people like to fixate on single moms, but there are other people in the [mom's] presence. She isn't necessarily the only caregiver, so with her, we had to think about those other caregivers. What's grandma doing? What's the aunt doing? The daycare provider – she's more likely to be part of the family, a sister or a cousin or someone she knows who's taking care of her child in the day.”

With these circumstances, perceptions and challenges in mind, the team was able to develop a strategy to address the reality of its research findings. In the end, it came down to one primary goal: to emphasize how simple changes can make a big impact in improving children's health. Focusing on small, everyday steps allowed the team to break the enormity of the problem down into an easy, actionable solution. “Just by making these small changes, you can really make a difference,” French said.

The team also placed an emphasis on the aspect of the whole family getting fit, not just the children. Since research showed that many AA moms were also experiencing weight issues, the team decided to include them in the action. “We really wanted to focus on a strategy around making family time healthy time,” said French.

With these goals in mind, creative took over the project. Spearheaded by creative director Lisa McConnell, the creative team was charged with turning the idea of simple, easy steps into a compelling multimedia campaign.

“It started with, how can we provide these tips in a fun and interesting way?” said McConnell. She and the creative team quickly settled on the idea of providing one tip per day, and sought a way to communicate the tips in a memorable way. Recalling a song she had grown up hearing in her New York City neighborhood— “Sunday, Sunday, rice and peas,” she sang – McConnell felt a song would be the

best way to make the idea unforgettable. “Songs are memorable. Kids will remember it, parents will remember it,” McConnell said.

The team quickly got to work on the song, choosing a young man to rap and sing the song while children chanted the daily tips along with him. “We certainly wanted to be authentic and real to the spot, to the target, and you think about all of those things, age appropriateness and all that. And the music guy sounds young and youthful because we wanted to have the kids perk up and listen to him,” said McConnell.

With the song complete, the other materials quickly fell into place around it. The team knew that the song would be a great fit for radio, especially, and for television as well. In tackling the visuals for the TV spot, the team sought to find the right fit for the concept. “We were thinking, where do you find kids? Where are they the happiest? Where are they the healthiest? Where are they having fun? In a park,” said McConnell. “And not knowing they’re exercising. It’s organic.”

After completing the remainder of the materials, the team conducted focus groups to test reception to the print ads and the “Park Day” spot. The team made a few tweaks – “Small plate Sunday” was rejected as something that would never work, as large Sunday meals were seen as a cultural tradition – and met with positive feedback. “People loved the song, so it was great,” French said. “They loved the overall campaign; they took away the right message, because that’s the big thing. They liked it and they got the message that it’s easy to make a change and do these simple things.”

Chapter 8

DISCUSSION

This study sought to answer the following questions: What tactics, including its targeted multimedia efforts, has the 'Let's Move' campaign employed to target its health messages to African-American, Hispanic and American Indian audiences? What strategies did the campaign and its affiliated agencies draw upon in conceiving its targeted multimedia campaigns?

Research shows that, in addition to the targeted multimedia PSAs, the campaign has utilized a number of minority outreach tactics. These tactics mainly include the use of minority spokespersons in PSAs, videos and official events. In the case of American Indian audiences, Let's Move! launched a dedicated campaign targeted to the Native community, with tailored goals, resources and tactics.

Research has also uncovered the varied strategies behind the targeted multimedia campaigns. Each agency drew upon extensive data they previously collected on the target groups, and added new research to create profiles of the intended audiences. Using this research, the agencies created creative materials promoting a key message. The wide range of variety in the campaigns serves as a testament to the distinct perceptions and experiences of the different minority groups.

I believe these questions regarding the campaign's communication tactics and strategies are important to answer as not only is childhood obesity a growing

and pernicious problem in the country, but it affects these minority groups at proportions that are alarmingly high. As a result, it is critical to examine the actions the government is taking to alleviate the issue, including in its communication tactics.

It is evident that the Let's Move! campaign has given dedicated attention to Hispanic, American Indian and African-American audiences in its communication tactics. By comparison, minority groups who do not have disproportionately high levels of childhood obesity, such as Asian-Americans, have not been a focus in targeted campaign materials. The campaign's decision of whom to target, then, is an accurate reflection of which groups have the most to gain, and to lose, from the effort's success.

By some accounts, the minority outreach tactics and strategies of the campaign could be deemed a success. Multiple PSAs targeted to the minority groups featured spokespersons relatable to the racial and ethnic groups. Strategic planning on the part of multicultural agencies resulted in materials that resonated with their target audiences. Print and television coverage was garnered for each effort, helping to disseminate the message to the intended recipients.

However, concerns arise upon scratching the surface. Firstly, research suggests that, while minority outreach tactics have been implemented, there may be no truly coordinated strategy for reaching these groups. In fact, there may be no coordinated communication strategy for the campaign at all. While the core White House *Let's Move!* team consists of First Lady Michelle Obama, an executive director, and advisors related to food and health policy, there is no indication that the campaign has a dedicated overseer of communication strategy. Kristina Schaaque acts as the communications director for the First Lady and speaks about many of the

effort's initiatives, but there does not seem to be anyone in the role of devising and implementing the communication initiatives of the campaign itself.

As a result, it appears that many of the most prominent minority outreach tactics may have been a product of chance rather than intention. Perhaps the most popular outreach tactic of the campaign, the idea for Beyonce's "Move your Body" flash workout did not originate with the Let's Move team, but with a partner organization. And in the case of the multimedia PSA campaigns, perhaps the most concerted minority communication strategy of the campaign, multiple agencies have indicated that it was the Ad Council, and not the White House, that decided to segment audiences into groups by race. If this is indeed the case, one could deduce that the White House may have never even intended to produce campaigns targeted specifically to Hispanic and African-American audiences. It may be that the Let's Move in Indian Country initiative stands as the only intentional targeting of a minority group.

The White House's commitment to minority outreach may be further questioned when one looks at the resources and follow-up dedicated to its targeted communication strategies. With low budgets for production, many agencies felt that their best possible work could not be achieved. Further, every minority agency emphasized that there were no resources, or apparent interest, devoted to measuring the impact or success of their targeted campaigns. Casanova indicated that beyond awareness metrics – using telephone and other surveys to find out whether or not people are aware of having seen the ad – the Ad Council did nothing to measure either the reception to the ads, or the amount of attitude or behavior change achieved as a result of them. Burrell shared that while it thought there would be measurement, ultimately it only received information about media impressions –

how much the spot had been aired and viewed. The agency said there was no tracking or measurement to determine if the campaign was changing any behavior. G&G explained that, in terms of follow-up, the Ad Council asked only for recommendations for media placement for the spots, and nothing more. “That’s all, and then we won’t hear any more about it. It’s kind of sad...but we don’t hear from Ad Council on any of our work. If there’s no measurement or any return on the investment, then why’d you do it?” said G&G CEO Michael Gray.

Finally, when one examines the minority outreach tactics used, it quickly becomes apparent that the campaign relied heavily on public service announcements for the majority of its efforts. While PSAs are certainly admirable and have the potential to be greatly successful, one wonders why a wider variety of communication tactics were not used. For example, beyond posting many of the PSA videos onto its official YouTube and Facebook pages, the campaign has done very little in the way of social media outreach when it comes to minority outreach.

I have kept these issues in mind to propose some recommendations on improving the minority outreach tactics and strategies of the campaign. First and foremost, I propose that in addition to the core White Team responsible for Let’s Move, a communications director join the team to oversee all communication and outreach strategies of the campaign. This would ensure that a wider set of goals are set forth and achieved in communicating with the various publics of the campaign, and that disparate efforts of partnering agencies produce cohesive results. I would also implement a dedicated minority outreach strategy as opposed to relying on organizations such as the Ad Council or other partners (such as NABEF) to originate and develop strategies and tactics for minority audience outreach. While it is certainly acceptable for the White House to take advantage of the resources of these

groups to produce the materials, I believe the White House should be responsible for developing the tactics to begin with.

I would also suggest that, no matter which party is responsible for implementing and producing tactics, there be an overall plan in place to measure the results of the campaign's communication efforts. While the campaign has been able to point to some policy successes, beneficial pledges from partner organizations and achievements in other realms, it should also be committed to evaluating results and successes in its communications. This could be achieved by moving beyond evaluating the achievement of informational objectives using media impressions and awareness metrics, to analyzing the outcomes of attitudinal and behavioral objectives. Attitude change could be measured through the use of quantitative and qualitative methods such as surveys and focus groups. Behavioral changes could be measured depending on the objective; for example, by evaluating whether there has been an increase among Hispanic parents in asking doctors about BMI. While some of these evaluation techniques could require a large amount of time and resources, any evaluation on attitude and behavior change is certainly better than none.

Lastly, I suggest that other tactics beyond PSAs and spokespersons be used to reach minority groups. One such way this could be achieved is by forging new partnerships, and strengthening existing ones, with minority-focused media channels such as Univision or Black Entertainment Television, and using these partnerships to highlight and promote Let's Move! and its agenda. Another potentially substantial effort could be made in the realm of mobile and social media. With statistics showing that minority groups consume mobile media at higher than average rates, and with the overall surge in social networking among groups of all ages, this realm could be

tapped in numerous ways, including text-based communications, dedicated twitter feeds, and more extensive use of YouTube to direct videos to minority audiences.

As it currently stands, minority-focused communication tactics of the campaign, while present, do not appear to be a top priority of the overall campaign. But with such a vast number of other components and targets of the initiative, it may be that the campaign simply cannot tackle every possible issue with the same level of commitment. It is also important to note that the campaign has expended much of its efforts in addressing the social and economic barriers to health that these minority groups face. So while communication efforts may be lacking, Let's Move is ultimately moving in the right direction as it seeks to lessen the disparities faced by minorities fighting childhood obesity.

APPENDIX A

Interview Transcript - Ramon Valadez, Casanova Pendrill

Ramon: Our planning department's a little different than and really much more of a strategy department - and we're actually in that part of phasing it out – because as a Hispanic or multicultural agency, we're asked so much more to be broader in terms of what we do.

Planning refers much more to when it was just about the creative brief or the idea. We help our clients much more holistically - some clients it's R&D and long-term planning all the way through to creativity. So we try to help much more from a creative point of view, with market strategy, and also from a ROI basis.

So my job is to do the planning part, but also to help the agency overall in its creative thinking and approach on all of our projects. Every account is different. There are overarching structures, but for the most part it's very case specific. They each are in their own little world.

Could you talk about when you get a new account, what's the overall process? What the steps are?

Everything begins with strategy. That's what leads and directs everything we do. A good idea is a good idea, but in the end, is it on strategy? So we always start off by becoming experts in whatever that field or business is. Everything that's off the shelf, we go in and learn the ins and outs, and we have a variety of tools for doing that. We try to go in and learn as much as anybody else can.

And then with that, we usually go in and supplement with extra research. But we first try to go in and understand that business – not just from a consumer point of view, but as a whole. What we do a lot more is understanding people – it's part psychology, sociology and anthropology. Really, we're trying to understand people. What I tell clients is – there is no person out there in the world hoping to launch one more cereal or one more razor blade, it just doesn't exist. People lead very real lives independent of what they do, so we study their life independent of the product. And then we study it related to the product separately, to then match those up. Strategy is developed first on the much more holistic level. And then it's brought down to a creative level, then on a media level, and then tactically all the way through.

Then when all things were done, ROI metrics were established at the beginning of the project – so when a project is done, the ROI metrics have already been agreed on. And I say that because ROI metrics are generally important to everybody, but especially to a multicultural agency. General market is taken for granted, but in multicultural, especially Hispanic - and *especially* African American, if you don't have those

ROIs, you're not guaranteed a year back. They're really put to a very high standard, because it's always extra to what they're already doing.

That's, in a very general sense, how we go through it. We have general tools when it comes to the strategy – obviously we have our own brief writing method and our template to help us get to that point of view, our strategy is much more written in a story telling fashion, a beginning and end to where the story is going, and it's all very much done out of the strategy group first. And then brought out to the entire agency.

Did you find a difference between social marketing and traditional product marketing?

Yes, it's different. The fundamentals are the same. But it's very different, because in one you're getting someone to buy into a product, and the other you're getting someone to buy into an idea. And yet they're not very different, a product should have an idea, but I have found that the social causes are harder, if you really look at them. Let's Move is not the first childhood obesity work we did, we worked with the Ad Council 7 or 8 years ago. And it came out fine. But we learned a big lesson from it, that to get people to really care, you have to find something more. You have to make it relatable to them in their own words.

Everyone understands that vegetables are good for them, but yet people don't eat their vegetables everyday. Everybody knows exercise is good for them, yet 80% of people don't exercise today. Getting people to know something is bad - that's not the point. The point is, how do you get somebody to act because of it? And *that*, you have to make relatable, in their terms. You have to bring it into their world for them to be able to see it.

Tap project was all about that, getting people to see it in their world. I mean, we literally brought it into the middle of Manhattan. Everybody knew dirty water was bad, but if it happens in Africa or Latin America, it's so far away, it's somebody else's problem. Somebody else will do it. The challenge was, how do you bring it where people can relate to it? And that's where the work has been successful.

That's different than traditional advertising. It usually has a very defined reason to believe or product point of difference, or whatever you want to call it. A cause doesn't usually have that as well defined. You have to find it. You're starting from the reason to believe, from dirty water, childhood obesity, AIDS. You have to work your way back and say, how will I find a way to make people pay attention to it?

Did they approach you, or was there a request for proposals?

Let's Move approached Ad Council, but because of our work on tap water with Ad Council. So we were part of the original agencies that were brought in. We were there from the beginning as one of the five original agencies.

Once you got this account, that's when you hit the ground running with your research, what was the research you did for understanding the issue of childhood obesity as it relates to the Hispanic community. Did you draw on research you did for past projects?

Between General Mills and Nestle, we are sort of the biggest CPG (consumer packaged goods) agency for Hispanic, certainly with food. If you look at all the brands we touch. So we understood food very well and the behaviors of moms very well. We knew exactly what it was. Those issues were not hard for us to understand. In any food group, with Hispanic, I usually jot down how many minutes it takes them to mention diabetes or obesity, you're talking about anything, hot chocolate, juice, it just doesn't take them very long. So we knew that going into it.

For this we did some qualitative focus groups to supplement that, and much more testing to test the statements and ways in for it. But a lot of the research, we already knew very well. Unfortunately, the health statistics are not something very hard to find with Hispanics. I mean, it's blatant, you see it, it's out there. so that we already knew going into it. We had to find a way of bringing it all together for this effort.

For your focus groups, were you focused on moms? Did you do message testing or was it exploratory?

Ad Council has a very limited research budget, and we only went in with already positioning statements. We went in with a couple ideas, and we tested them on parents. And I want to say we did it on acculturated and bicultural. It was something like that. It was part exploratory, and part already going in with the ideas. Which, you know, it can go either way. With this, we kind of already knew where we wanted to go, we just needed to find the most motivating ways of going in. with ad council, we usually always go in with the general market positioning to test. And then we always go in with the Hispanic ones also.

In this case the BMI one was one that leaped from the very beginning, so we ended up going with that one. When doing research, we always partner with outside firms for the research. Yes, we've done research ourselves, but it's a very laborious and complex discipline, and requires experts in that field. They also have much more extensive recruitment lists. And that goes through a traditional bidding process.

Profile of typical Hispanic parent you were trying to reach?

The most traditional wisdom, I don't know if it's stereotypical, that you always oh Hispanic parents think that "a little bit chubby" is a good thing. And chubby babies, and all of that. And that's not true of just Hispanics, that tends to be a very "developing nation" kind of idea. And oh you must be healthy because you're eating and you have enough, and that tends to be a prevailing idea. And there is some truth to that, the way they perceive it. But at the same time, Hispanic parents in the U.S. and Latin America really feel

under assault. They hear the statistics. they see it all around them. there isn't a Hispanic family in the U.S. that doesn't know somebody with diabetes, or obesity, or all the other lifestyle chronic killers that come along with it. The problem is when everybody has it, then everybody has it. Which means that "well, my aunt has diabetes, but she's not dying tomorrow." Or "yeah, my sister's overweight, but she's doing okay." And yeah these things may happen, but they're not happening today. And they're not happening right now. And sure, my kid is chubby, but that's just the way things go. And then you start blaming other outside factors, but never yourself. That's very much the top-level way to look at it.

And then you take a basic understanding of the immigrant generation, who may not have come with the highest level of education or sophistication. (And I'm sort of mixing multiple groups together.) But they go into this general understanding of what's happening. But at the same time, they now know there is a problem. One of the biggest advocates for childhood diet awareness has been the government itself through the WIC program. The WIC program reaches estimates of 80% of the Hispanic population. Not all because they all qualify economically, but it really is an omnipresent program in the community. And those counselors have done such a job of going in there and introducing the idea of health awareness. At the same time, media has jumped in and brought in these healthy cues. Univision has a big program about knowing about your health. But if you only look at those, it's like, load up on those, and by the way, your kid is chunky.

But there are some bigger issues that happen with Hispanics. But as they go through the U.S., and with time, parents realize their kids may not speak Spanish as perfectly as they would like them to, and the holidays start to merge, that food is one thing that they can control. And it's one of the last things to acculturate. It's a control mechanism of who they are and their identity. And you will hear Hispanics say, "we may not speak Spanish but we're still eating beans, we still have Abuelita hot chocolate." And they equate food as to really keeping them going. That component, that through culture and through food, kind of goes along with it.

There's also a component of mom in the home. She can't control a whole lot, but she can control love through food. Because she's making sure that you're fed. And since the food's coming from her, there's a very strong emotional attachment there. And then it's very hard to tell her, "hey, all that sour cream is bad." when her mom gave it to her, and she's just trying to hold on to something. They're completely irrational propositions heading up against very scientific data that a doctor tells you. These two things kind of clash in them, and emotion tends to win out.

So when they talk to us, they'll say fast food isn't evil, that it's a reward. "We took them to McDonald's because they did well in school." Or "how can it be bad when it's cooked at home? I know what

went into it.” They’ll cook soup – now they used MSG, they used bouillon, but they cooked it at home. How can something be bad that came from what I did?

So those were all the big barriers that we understood. But we also understood that every mom in this world, every animal mom and every human mom, wants to take care of her young. And there’s a basic survival that’s in all human beings. And no mom will do anything that will put her child in danger.

So what we came up with, was instead of loading her down with statistics about diet and obesity, we said if you tell her there’s a problem, she will act. And every mom, if you tell her her child is sick, she will do everything in her power to remove it. So we said, well listen, your child may be chubby, but do you know what their BMI is? They said no. Did you know there’s an actual metric that will tell you if they’re chubby, healthy or unhealthy? And once you told them, that actually it’s not healthy, they were much more likely to act.

Now, we could never explain BMI in 30 seconds. Our only goal was to raise awareness that BMI existed, and that you should ask about it. Because we figured that once she found out what her child’s BMI was, then she would act on it. There’s a whole other world taking care of informing her about diabetes and obesity and everything. All we had to do was get her to stop and act. And think about it. And if we did that, then all the other wheels would get set in motion.

What was the process for turning that into an ad?

The strategy called out the BMI as the leading insight that would change their minds. And the purpose was to get them to think of health in a different way and become aware of what it is. So we look at T-Shirts, the messages are very much telling you about the things he did along the way, and the healthier ways to get to it. They already knew that diet and exercise will get you there. But the BMI part gave them motivation. It offered a way of visually demonstrating it. We went in and said, “BMI – get them to ask.” And these are the things we have to communicate – moving, eating and these points. And then the creative team takes all that together and made into a creative execution.

Dissemination. Do you have a hand in making sure the message got to the right people?

That’s something Ad Council manages. They track it, how many times it’s been viewed and all those metrics.

Results – any data you can point to to show the success of the campaign thus far?

There is, we submitted an awareness metric. Pretesting –have you heard of this? Then go back after ads – have you heard of this? Impressions are the media term of how many people saw it on TV or

radio based on Nielsen estimate of how many people would have seen the spot. Awareness metrics are through phone and surveys. They ask people if they've seen this or not?

Have you tested to see if Hispanic parents are going in talking to their doctors about BMI more?

No, that's very difficult and a lot of work. And that's just part of how social causes are. Even the most savvy marketers – it comes to a point where after a while, you have to pick your metrics. How many parents went in and asked about BMI, that is hard to go in and see the data, and almost cost-prohibitive to execute.

APPENDIX B

Interview Transcript – Michael Gray, G&G Advertising

Did they give you any sort of guidelines or structure to guide your campaign?

We had some conversations about what they were going to do. Here's what general market's doing, here's what Hispanics doing. Guidelines – talk about food, not just moving. But that was probably it. We were able to go back and use all our research that we did with VERB.

We were part of VERB for 5 years. We did a lot of testing, asking people, where does that fit on your scale. We talked to mothers and fathers and youth. So for us to get involved with let's move was pretty simple. Because the Ad Council or the White House had no research, so we were able to say, johnny gets good grades, he doesn't do drugs, he doesn't smoke. So he's a little chubby. Who cares? It's these things that come first. Obesity is down here. Oh, we knew that. And it was about how to make that message more believable.

Was that your key insight for your previous research? Obesity is on our minds, but it's not a priority?

Yes, definitely, it was huge. And we're fortunate enough to work on a lot of social marketing campaigns to change behavior, whether it be smoking, drugs, alcohol, so we're able to take a lot of other research - because the mindset's the same – and apply it to this campaign. Which I thought is where *Let's Move!* kind of failed itself, because it didn't – there's no, here's the research car, here's the media car, here's the PR car, and lets all get on and go together. Its like a train yard in Chicago. Who's putting this stuff together? And to me that's a typical government campaign - "throw it out there."

Years ago the Ad Council came to us with a project. It might have been mental wellness. And we got \$30K to do brochures, a landing page, etc. Can you do it? They asked. We said we could do it. Because Ad Council is all pro bono. So when lets move came around, it wasn't what's it gonna take to reach Native Americans, it was, we've only got \$30K, what can you do? And I'm like, where'd you get that \$30k number, when your last campaign [was much more].You gotta be kidding. This is your scientific approach? I said I'm not gonna argue, I'll take anything you can give, but I'm going on record to say its ridiculous to throw out these crumbs, because you're not gonna achieve what you need to achieve with a \$30k production budget, and you're gonna hope and wish for free placement? I said okay, good luck.

Do you think they only covered multicultural audiences just to cover the bases?

Yes, you'll see that as you go into your career. You become a token, I've been doing this since 1997 when the census came around. Talk about being a token. Working with the Kellogg Foundation we were brought on as communication consultants, not as agencies, and we weren't tokens.

If you want to reach a 35-year-old Caucasian woman, it's not difficult because they publish books on them, they have all the demographics on them, they tell you what they're watching, when they're watching, what they're listening to. Now do that with a 35-year-old Asian man. Where do we get that info? So I sort of see the general market agencies as the general practitioners. But we're the surgeons! We can go in and figure out how to reach a 23-year-old Native American male. That's what we bring to the table. Plus we know the cultural nuances that help people relate.

Do you have a general body of research you draw on for every campaign, and then add focused research on top?

You grab your surface research – anything that's published out there, that's available. You take and say here's what we know is happening, and start building from that. And hopefully then you can go in and do specific research. But 9 out of 10, it doesn't happen that way, only with the big campaigns. We need to do multicultural focus groups – only 1 out of 10 campaigns has money for. The rest of them we just get thrown general research. We're smart enough to know we need to build some kind of foundation first. So we go back in and dig through other focus groups and other stuff and build on what's there. We can't just hold focus groups in Montana. We go to Alabama, Florida. Those tribes are way different. Some tribes have money. So you want to talk to tribes that have money, gyms and facilities. Then you want to talk to tribes that live in third world conditions and get that dynamic. We knew we were going to be talking to various audiences within American Indian.

So you tried to target all Native American parents?

There's no way we could say we just need to talk to this low-income, isolated, reservation-based group. Which probably has the highest obesity. We had to think 1- we don't know where these ads are going, we don't know who's going to give you media time, so we have to be more wide and as pan-indian as possible to be effective. Otherwise, they would be too isolated. The ad council wouldn't secure any media, and it just wouldn't work.

You told me the biggest insight was obesity being low on the ladder for parents. Is there a profile of the parents you were trying to reach? Psychographics, perceptions of obesity?

It was really trying to be ...you're talking to a group, it's the only minority group that could care less about assimilation. They were conquered, they were forced in certain areas. They're not trying to be American. So the biggest thing we learned in talking to American Indians, was they don't want to be told what to do by the federal government. And especially that you're going to come into my home and tell me my kids are fat, or that I'm fat, or that I'm doing something wrong? So we had to really figure out a way to make the message look like a reminder, and that was almost like coming from within, rather than without, you know? We've done that with the census. We did Native Americans and Hawaiians and it's the same thing. We're the only two groups that don't care to...plus, you've broken every promise you've ever said you were going to do. And so that was the main thing was focusing on, what little thing can we promise somebody if they read this message?

It was really the idea of taking, it's what we give our kids. It's these little objects. I'm not gonna give Johnny a basketball to get healthy, I'm giving it to him to play with. I can take an old beat-up bike that's been sitting outside for a while, and dust it off, and it's brand new to them.

It was also looking at economic stuff, simple things. A basketball that's flat. A skateboard, a bike that has some flat tires. Just dust me off, and I'm brand new again. So you're looking at economics. You're looking at people who can't just run to Wal-Mart and buy a new bike. But taking simple objects. And also reminding them, and not being forceful. So really, that was our push into that.

I grew up on the creative side of the business, and I hated research, and then I learned to love it. Because I realized how powerful it is. And if you have the right background...I mean, with the right research, I could sell more dirt to a dirt farmer. You can convince people. Rather than just using a pretty picture.

What happened when you switched over from the planning side to the creative side?

So we took information that we know about the audiences, taking information about what we're trying to sell or change, and then just taking several different directions with that, and different concepts. Part of where we went with it, was we took a tour. We went out and looked at reservation homes, and it was pretty obvious to see busted up bikes, swing sets that didn't have swings anymore, attempts at gardens that are neglected now. And it was like oh my gosh, I think we've got an idea. We just really have to remind this group that it's already there, and all you gotta do is put air in it or dust it off. Then the creative people start to imagine it. So we storyboarded it up and presented it to the ad council. And it was like, we really like this idea, let's go out and photoshoot it. It's taking those nuggets of research, and also the real view of what's happening out there. When we were pushing some of this stuff, there was a group they pulled together of Washingtonians that were native. When we presented the work, especially the radio stuff, they said, why

can't we hear some powwow music? And I'm like, you want to hear powwow music because you miss your home, but the kids on the reservation are just like any other kid, they wanna hear Beyoncé and Jay-Z and Eminem and that kind of stuff, so we have to go that direction. But they didn't get it. It was a fight to prove that these kids don't want to hear that.

Let's move put these panels together of people to look at the work, and we said they don't want to hear this coming from you; they want to hear this coming from themselves. That was a struggle with this campaign.

I heard there wasn't a lot of measurement of success or impact. Have you done anything to see how American Indians have responded?

No, they won't. The Ad Council has come back and asked for recommendations on media placement, but that's all, and then we won't hear any more about it. It's kind of sad that they don't do that. Other campaigns do research to see did it work? But we don't hear from Ad Council on any of our work. So I really go back to thinking that, even with the Ad Council, it's just token. If there's no measurement or any return on the investment, then why'd you do it?

APPENDIX C

Interview Transcript – Stephen French, Nikki Davis-Crump, and Lisa McConnell, Burrell Communications

Stephen: So when the Ad Council came to us, the First Lady had already made the announcement of *Let's Move!* and it had a name, and they had already done some preliminary research. But they didn't know anything specifically about African Americans. They knew the stats about childhood obesity and adult obesity being so prevalent in the community. But they didn't know why or understand the nuances. And so when they came to us, and we've worked with the Ad Council before, it really is because we have a lot of expertise in that area. We have numerous food clients here that we've done research, and one of our specialties is African American moms. Because we have clients like P&G who really target moms all the time for all their brands. And so we didn't do a whole lot of primary research with them, because it was really, by the time they came to us, they were really trying to get going. So they briefed us on what they knew, and we met with the representatives of the White House, the USDA, Health and Human Services, Ad Council, and maybe a couple others and they talked to us about what they were trying to accomplish with *Let's Move!*

They had multiple targets – general market moms, teens, they wanted to do a kid-specific campaign, African American moms, Hispanic moms, and expectant mothers. So the way that food and exercise plays out in the lives of all these groups is very different, and the challenges are different, and there was essentially an agency for each one. Although we were in charge of AA and all expectant moms.

So coming out of that, we did a lot of secondary research and mined a lot of the data we already had, a lot of the things we knew, and there was a little bit of limited primary, in terms of just interviews, confirming, mainly, a lot of what we already knew. And then from that we developed a profile of the target and all the agencies met and shared that and tried to come to a collective strategy. Is there a way we can all talk to our respective consumers that it would feel like one campaign? Because you have five agencies who have five different ideas, and they didn't want it to be that disjointed; they wanted there to be some sort of theme that ran through. So we discussed, is it an executional look and feel, is it an organizing element, should we all use the same sorts of senses of approach, or is it a strategic one? We ended up in a strategic place because, for example, you already talked to Casanova, they fixated on BMI, well for AAs that's not really a great measurement in general. There's a lot of press that it's just not accurate for African Americans,

and because of that, there's doubt about it. BMI says most AAs are overweight or obese even when they're not, and people really doubt that it works for this segment, so talking about that was a nonstarter for us. And so we landed in trying to be in a strategic place, but if you look at the work, it's all very different. Because we just couldn't really come together. And I don't think it's a bad thing.

So in terms of the target, what we tried to do was identify a lot of her motivations. I'd love to tell you we did a ginormous research study for this, but we didn't. but it's based off of big research studies that we've done. That's why they come to us, because we have that expertise that's really unmatched in this area. We work on McDonalds, General Mills, Lilly, Supervalu, 12 P&G brands. So in terms of AA women, moms, relationships with food and kids and whatever, we're out all the time. So we didn't have to field a whole lot of new research for them, even though we might have wanted to. Coming together, everyone talked about their targets, and that's where we really saw how different they were. For us our stats were a little more glaring in terms of obesity being on the rise within the AA community. But we had some different challenges just in terms of priority of the issue. We had really pressing community issues in terms of the economy, social injustice, violence in a lot of communities, that just take a higher priority than this stuff, a lot of those also created challenges – you're telling this mom to exercise with her kids an hour a day, she doesn't have an hour a day to do that. So we needed to really understand those differences because you want to communicate in a way that's really relevant to her.

So for her, her weight is probably a challenge, when you look at the stats. And you had a lot of AA celebrities, where you had a lot people embracing their curves and talking about it. At the time, Niecy Nash was on "Dancing with the Stars," and the one thing she hoped didn't happen was that she wouldn't lose her curves. You had Oprah being like, I'm done with dieting, Monique was out, too. So it sort of set this mindset that, you know what, curves are great, there's nothing wrong with a little weight as long as you feel good. And in the community, food deserts were a big issue, and bad food is readily available and it's affordable and it's fast and it's easy. In terms of exercise, she doesn't necessarily have her kids playing outside, because they're not safe there. So you want to keep them in the home, and a lot of what you're doing with them is passive activity – sitting in front of screens, watching TV or looking at the computer, those sorts of things. And you think about this and think you'll never make a dent! It just seems impossible!

Nikki: Feeding your family is love, that was one of the other key things.

Stephen: So she doesn't like to exercise, but she loves to move. And we see that. She'll walk the mall, she'll dance, she'll be out and about and she's on the go, but if you label it as exercise, it might not get anywhere with her. She's heavy, she's having her own weight issues, but she feels beautiful, and she feels

very proud of how she looks. We see that a lot with AA – they have a higher opinion of their body image than other segments who feel constantly like they're never going to be thin enough. Her kids spend time inside the home, but at least she knows they're safe. She doesn't worry about extra weight, she worries about how her kids *feel*. She opts for convenience, but she does it so she has more time to do things with her family. She serves too much food, but she does it out of love. She doesn't want her kids being hungry, so she keeps feeding them. She makes meals like her mom made for her, because she wants to provide good meals, but those might have been unhealthy. So she's traditional and maybe uses a lot of older ingredients – a lot of sugar, a lot of lard, those types of things. She keeps a very peaceful home – she keeps chaos and drama outside her home. But when she discovers a problem, she deals with it. And so it's like, how do we get her to discover that this is an issue, that it's a big deal?

And while she's single, she's not alone. Because people like to fixate on single moms. But there are other people in the presence. She isn't necessarily the only caregiver, so with her, we had to think about those other caregivers. What's grandma doing? What's the aunt doing? What [about] the daycare provider – she's more likely to be part of the family, a sister or a cousin or someone she knows who's taking care of her child in the day. For younger kids, what are they doing? What's their education level? So mom may only be serving one meal a day, and then other people are doing it while she's working. So we tried to paint this picture of her, challenges and opportunities, and focus on that.

And that's where we ladder to with the work, and we really landed in a place [where] knew had to do three things: we had to address portion size, we had to address movement and exercise, and we had to address general nutrition. So serving your kids the right things and making the right choices. So with those outcomes, we really wanted to focus on a strategy around making family time healthy time. And so you're together, and you want to spend time with your kids, and just by making these small changes, you can really make a difference. As opposed to looking at the ginormity of the issue and thinking long-term. BMI feels like a long-term thing. You're not going to change today and then immediately see your child's BMI drop. And so that's a lengthy thing. We took a different approach where we focused on small things you can do every day. So if you look at the print ad, and I think they really did come up with 365 things, we started with 14, but eventually we had one for every day, so "Water on Wednesday" and all of those different things, and then came up with the song, because it's easier to do things that way. It's easier to inspire people to do that.

So that's the way the project worked for us. If you look at the work, and you look at the general market work, you see the differences, and the cultural differences played a role because if you look at the two general market spots around there "Mom was here" which I think is a fantastic line, but one involves a

mom sending the daughter up and down the stairs looking for the wallet, and the other involves the mom shutting off the whole power to the house. Those just don't play with AA moms, it didn't feel real. AA moms felt like, "I don't need to trick my kids to do things. If I want them outside, I'll just tell them to go outside." That wasn't the challenge. So we applied a different lens to it, tried to make it fun, tried to make it seem easy and fun, and tried to use music executionally. The other thing you'll notice in the spot is that it's a multicultural casted spot because we didn't want AA moms to feel like we're singling them out. Because if every kid in that playground had been black, they might have felt like, "Well, what are you saying? Are you saying that black kids are fat?" So instead you get this image that it's everyone's problem, but we prominently feature AAs in the spot.

Nikki: We're continuing the campaign with Ad Council, it won't be Let's Move anymore, it's moving into "We can." But another department, so it's not the First Lady anymore. They just told us the majority of weight was given to our executions, so people liked our work more than the other work. And because of that, especially the musical approach, they've asked us to replicate the musical approach in this new line of work. I think it works well not only because we know it resonates with the target – it's a jingle, it's easy for people to capture and listen, sing it. I'm a new mom and now I know Barney and it kind of has that same effect where when you're hearing something all the time, it kind of becomes a part of your day.

Stephen: With limited resources, you want something people can watch again and again and again. So I think that's the difference. Because you have the song and the kids, we've found that whether you've seen the spot 100 times, it's still watchable. Versus when you build too much of a story into it – once you know the gag about the mom shutting off the power – then the next time you see it, you're kind of done, and after 100 times...it kind of loses its impact on you. And so we wanted to create something that could be evergreen, and knowing the way the ad council works, we wanted something that, six months later, a year later, you could still watch it and enjoy it and hum it and it would still feel as resonant. And you wouldn't tune it out.

Was there any measurement of impact?

When we started, there was going to be a lot of measurement in place, and measurement was a big deal, but the only measurement I think we've seen is how much the spot has been aired. We haven't seen any sort of tracking. Are people aware of it? Is it changing any behavior? I think one of the challenges for us, is that let's move is about impacting childhood obesity in a generation. It's so long and it's so daunting – it's not as easy as, "How many boxes of Tide did you sell this month after your ad launches?"

So they were going to measure a lot of the stuff and track it, but if that happened, it was not shared back to the agencies. So that's one of the unfulfilling parts of working with the Ad Council a lot, because I think we don't get those sorts of reports very much. All we know is that our spot aired a lot, I think at the time it was second-most aired, not just of *Let's Move*, but out of any Ad Council spot. So we felt good about that because the stations decide what they pick up. So with creative, there's a lot of rules with it, but they generally pick creative that they like and that they think is inspiring and provocative and effective and something that they want to air. So its not like you create the message and they *have* to...it's all donated media, all volunteer, and they see the kit and when they looked at it, they felt like that would really resonate. They're going to be airing it again.

Nikki: Lisa has a few minutes if you want to talk about the creative process.

Lisa: So Frenchie had the brief. One thing they kept talking about was for our target and for everyone, is that it has to be something that's simple and easy, you know. Little steps that you cant take everyday to help turn around this massive problem. So Winston and I, we were trying to think of different ways of telling the story, of communicating, of being fun because it's for kids and moms. Not basically preaching to this target, because that wouldn't do well: "Do not tell me how to raise my child." And when you think creatively, you think all sorts of things. For this campaign, when I was growing up that you would sing, "fish on Friday, today is Sunday, Sunday, rice and peas," so that's where the inspiration for this thing came from. But we decided that every day we provide little tips that this parent can use to help get her child healthy. And do it in a song because songs are memorable. Kids will remember it, parents will remember it. And then visually, we were thinking where do you find kids? Where are they the happiest? Where are they the healthiest? Where are they having fun? In a park. And not knowing they're exercising. Its organic. Playing in the park, so that's really how we got to park day, this campaign of providing easy, simple tips.

Which iteration comes first – TV, radio, print?

Lisa: we actually started with this song, because it was like, I remember this song from when I was a kid. So we started with the song and we thought it was great radio. It can be great TV. And of course we thought we'd have kids singing the song. And they kind of do, they chant a little bit. But we ended up having a rapper, music guy sing it. And then from there, it went out into print and banner and so on. Once you have the idea of what you want to do, you have legs, and you can extend it on digital media, extend out of home or print. But it started with the song. It started with, how can we provide these tips in a fun and interesting way?

Do you do testing before you produce?

We had focus groups, and we only tested park day. We shared it with moms and it was interesting, because there were lots of tips like salad on Sunday –

Stephen: No it was “small plate Sunday,” and people were like “ Sunday is not a small plate day!” we changed it to small plate Saturday because our focus groups were like, that’s never going to happen. And if you do that, then it’s going to get ignored, because it’s like, you don’t get me.

Nikki: Other groups had cultural nuances too. Which is why the work from different agencies was so important. Because it’s like, if you miss it, you miss it.

Lisa: The copy changed as well, because the announcer voiceover originally started with “thick” and other words, all the euphemisms that people use. I think chunky might have been one. It was certainly AA, because you might say “oh yeah, she’s thick.” And it’s not like you’re saying she’s fat, because they’ve kind of embraced having that size. These are terms of endearment.

But [in the focus groups] they did not like that either. They were like, I can call my child that, but you can’t. So we changed out that concept.

Stephen: And people loved the song, so it was great. And it became very tactical, very executional in terms of their feedback. they loved the overall campaign, they took away the right message, because that’s the big thing. They liked it and they got the message that it’s easy to make a change and do these simple things. So once people starting playing that back to us, we felt pretty good about the situation and about the campaign as we moved forward.

And then it’s the nuances that people help with. Because even though we’re experts, sometimes our read can be different and also the way it interprets, because it’s one thing for lisa to read that to people, and another for it to come from the government. Nobody watching that spot knows Lisa or who she is and why she’s saying that, so you have to figure that out. They don’t want the government saying it. They didn’t mind too much, but there’s just a limit on how far you can go, because there are inside things that maybe aren’t appropriate coming from the government.

How much thought goes into the actor’s voice, etc?

To keep it authentic, to keep it like a song as opposed to an advertisement, we kept the announcer. It wasn’t like all the sudden “this message brought to you by...” Still, it’s targeted, it sounds kind of targeted, but it’s not over the top, it’s not offensive, actually there’s a word in there he could never say it right. We certainly wanted to be authentic and real to the spot, to the target, and you think about all of those things,

age appropriateness and all that. And the music guy sounds young and youthful because we wanted to have the kids perk up and listen to him.

Stephen: That's really all we focused on was psychographics, because we knew whether it was an 18 year old mom or a 35 year old mom, the same problems could still be there. So it really was about understanding her mindset.

Do you know who was behind the idea to segment the PSAs by race?

I think the one's who were deciding we need a Hispanic agency, we need an AA agency, was the Ad Council, not the White House. In our conversations with them, we debated those audiences. So I don't think the White House dictated those audiences, I think the Ad Council told them if they wanted to be successful they needed to go with these audiences. Then with kids, it was like should we do AA kids? Because we're lumping all the kids together, but we separated the moms out by race and culture. I have to feel the Ad Council picked their partners and picked the audiences, obviously the White House had input or had to agree to.

Was the White House not making those decisions?

I got the impression that they weren't dictating much. They didn't have answers for anything. All they could articulate was the first lady's vision. Without question, it felt like it was all put together by Ad Council.

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