



Owens Harkey / AzNN State & Local Messaging

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Research Goal & Methodology

Research Goal: Conduct formative research through focus groups with various audiences to determine common message to be used by all partners beginning in Federal Fiscal Year 2018.

Target Audiences: Arizona Nutrition Network state and local staff
ADHS Nutrition & Physical Activity staff
Community partners

Focus Groups:

Audience	# of Participants	Location	Date
AzNN, DES Staff	8	Phoenix	March 28
ADHS Nutrition & Physical Activity staff	6	Phoenix	April 11
Community Partners (Maricopa & Yuma)	16	Phoenix	April 13
Community Partners (Pima County)	4	Tucson	April 14
Community Partners (Coconino, Yavapai, Navajo Counties)	4	Flagstaff	April 20

Executive Summary

- **The lack of consistency among AZNN identity elements is confusing to everyone.** The biggest complaint about the program name, logo, theme, and website address (collectively) is that there are multiple monikers for the same program. This confusion starts within ADHS and continues through to sister-programs, community partners, service providers, and clients.
- **Existing “visual assets” may no longer be appropriate for the AzNN of the future.** In general, focus group participants agreed that the current name, logo, and theme (Champions for Change) seem dated and no longer reflective of the program. The addition of physical activity to their message as well as the addition of PSE to their approach, causes a disconnect between what they actually do and the various identity elements.
- **The line up of multiple logos on materials is confusing, but many believe, unavoidable.** While most agree it would be nice to have a single identity among all Network participants, many argue it's not possible. A few explained that several of the logos (e.g., USDA, ADHS, DES) *have* to be there, with others arguing that “their” logo means the most to their clients.
 - Those from the **University of Arizona Extension Program maintain the “A” trumps all** other logos, insisting it is what gives them credibility among their various clients and partners. Several from county health departments agree, claiming their logo is what their clients relate to.
 - The Maricopa County Department of Public Health logo – **“Maricopa Healthy”** – **effectively combines a nutrition and physical activity message.** Several group participants suggested “Arizona Healthy” as a possible common message for AzNN.

Executive Summary

- While www.eatwellbewell.org doesn't completely encompass all that AzNN does (missing the physical activity component), focus group participants agree it's catchy, easy to remember, and relevant. One group suggested that adding "play well" to the URL would make it work for AzNN.
- **The Arizona Nutrition Network (AzNN) will continue to evolve.** The goal is loftier and the approach more systemic when comparing the AzNN of the future to the current program. The specific, very targeted goal of decreasing obesity among SNAP-eligible participants is expanding to encompass improving the overall health of all citizens in Arizona, according to many focus group participants. While teaching people about good nutrition and how to make their food dollars stretch further is still important, there has been an increased focus on physical activity. And to do this. . . "policy change" is replacing "classes" and "programming." The future AzNN will continue to focus on collaborating with others to accomplish this goal, however, the partnerships will become stronger and more cohesive, and the efforts more "environmental."
- **The aspirational AzNN is THE go-to source for growing and maintaining healthy communities.** They do this through strong partnerships with community organizations and through policy, systems and environmental change. They are supportive and encouraging and equip families and communities with the tools, knowledge, and skills for living a healthy life. Through their efforts, all members of the community have equal access to healthy food & safe places to be active.

AzNN Headlines



AzNN Headlines: Current

Prior to the discussion, participants were given this assignment: *If an article were written about the Arizona Nutrition Network in the New York Times **today**, what would the headline be, and what would the highlights of the story be about?*



Headlines focused on an overall goal of decreasing obesity among SNAP or SNAP-eligible families, through education centered on nutrition and physical activity. Many highlights identified the way in which the Arizona Nutrition Network does this, i.e., through state and local partners, such as schools, grocery stores, county health departments, and others. In addition, phrases such as “evidenced-based,” “emphasis on evaluation,” “healthy lifestyles,” and “healthy communities,” surfaced, with several participants mentioning an increased focus on PSE (Policy, Systems, and Environment).

Headlines: Current

If an article were written about AzNN in the NYT today, what would the headline be and what would be some of the highlights?

“Nutrition Network is beginning to make a difference in the obesity rates among SNAP participants.”

We are doing that by lessons in the school on nutrition with an emphasis on exercise at all levels while working with communities and blocks and parks.

“The Nutrition Network provides nutrition information to all ages and genders from age 0 to 100 to eat healthy and help with lowering obesity.”

“Helping teach Arizona how to be healthy.”

- ...provide tips, recipes, and nutrition education materials;*
- ...up to date with nutrition information;*
- ...serve low income families;*
- ...are creative with messaging.*

“Arizona is embarking on a new collaborate approach to obesity prevention.”

It includes state and local partners, it's a new way to coordinate efforts, and it is expected to maximize efficiency and effectiveness while reducing costs.

“Nutrition and physical activity programs make an impact.”

- Innovative physical activity programming
- Evidence-based lessons
- Evaluation results

“Arizona teaches nutrition and physical activity to the SNAP audience, growing into PSE”

AzNN Headlines: Future

When asked to look ahead **5 to 10 years from** now and do the same assignment, the picture looked different for many.

The specific, very targeted goal of decreasing obesity among SNAP-eligible participants had broadened to encompass improving the overall health of all citizens in Arizona. And, while there was still a focus on collaborating with others to accomplish this goal, the partnerships appeared stronger and more coordinated, and the efforts more “environmental.” Several participants agreed that the current headlines focused more on goals while the future headlines were much more outcome-focused. “Policy change” began to replace “nutrition classes.” Community gardens, access to walking paths and other physical activity opportunities, and “multi-level interventions to improve the health of all Arizonans,” surfaced to a much greater extent than “nutrition classes,” “online recipes,” and “eat more fruits and veggies.” In addition, several participants included statements about Arizona leading the nation in reducing obesity and overall health.

Headlines: Future

If an article were written about AzNN in the NYT 5-10 years from now, what would the headline be and what would be some of the highlights?

“Arizona Nutrition Network is gardening their way out of a food desert”

- Families and communities have access to fresh fruits and veggies - they are gardening at homes and schools.
- They are taking what they grow in their gardens and putting them in their school cafeterias.

“Arizona ousts Colorado to claim healthiest state title in the United States.”

“Arizona Nutrition Network does it!”

...they have erased food insecurity.

“Arizona Nutrition Network transforms families throughout the state.”

- physical activity,
- health and nutrition,
- eating locally grown foods.

“AzNN partners establish community-wide coalitions that improve the health of all citizens in the state.”

- All people have the same health advantage and health access.
- All people have food availability, physical activity opportunities, creating policy change

“Arizonans are the healthiest in the nation.”

*#1 for the least obese,
#1 for highest fruit and vegetable intake,
#1 for physical activity.*

“Implementation of PSE efforts improve health and wellness for Arizonians.”

- Arizona is a leader in the states.

AzNN Headlines: Differences Over Time

Participants' comments about the future Nutrition Network suggested a more cohesive effort among AzNN and its partners, as well as fewer obstacles / restrictions and more flexibility for local partners. Others assumed much broader awareness and a more consistent identity within the Network.

	Current		Future
Purpose:	Specific, goal oriented <i>"Reduce obesity"</i>		Broad, outcome-focused <i>"Transforming families throughout the state."</i>
Goal:	Knowledge-transfer		Behavior change
How:	Education, classes, programming		Education, Policy, Systems, & Environmental Change, community gardens
Population:	SNAP-eligible		Primary: SNAP-eligible Secondary: All Arizonans
Awareness:	Limited		Broad
AzNN Perception:	Funder, department		Strong partners
Network Identity:	Fragmented		Consistent

AzNN Identity Elements

A decorative horizontal bar with a blue-to-grey gradient, starting as a thin line on the left and thickening into a solid bar on the right, ending in a small L-shaped corner.

“Logo Lineup” – Vast Array Used on Materials

Overwhelmingly, participants in all groups agree the line up of logos that is often present on their materials is confusing to everyone. . . that is, if they even SEE the logos. Several explained that many of the logos (e.g., USDA, ADHS, DES) *have* to be there, with others arguing that “their” logo means the most to their clients. For example, Tucson participants (all of who were from the “University of Arizona Nutrition Network”) maintain the “A” trumps all other logos, insisting it is what gives them credibility among their various clients and partners. Several from county health departments agree, claiming their logo is what their clients relate to.

- ***There are some things that are required, like the USDA likes to see the DES logo and the DHS logo on the written material, but I know the USDA requires certain things like sponsored by or whatever, certain things that are mandatory and others that are not.***
- *All these logos from a public health standpoint, this is why public health to me is always confusing the people. **The message here is what?** And what is the change that we are wanting? None of these logos mean anything.*
- ***The A takes precedence over anything, it doesn't matter where you are from. If you see the A, that is a university project, it doesn't matter what department you are in.***
- *We use the Champions for Change logo on things that we print out or things that we create, but otherwise the nutrition curriculum has the discrimination information, and then **we use the Arizona Nutrition Network with Yuma County**, and when people see the Yuma County **they relate to that.***

“Logo Lineup” – One Option for Discussion

The Maricopa County Department of Public Health logo surfaced as one that nicely combines a nutrition and physical activity message, which participants feel is needed at this juncture in AzNN’s life cycle. Discussion lead to the suggestion of an umbrella brand for the Network called “Arizona Healthy.” This idea was mentioned in both the Phoenix and Tucson collaborator groups.



- *I like the Maricopa Healthy because there is activity and food. You have the fruit and veggies all have the same concept to where you can tell it's about being healthy because of the movement they are showing. It's the same idea as the food walking but a little bit more modern.*
- *Out of all of these, this one with the tomato is really catchy. There's an action where you can see movement, so you're committing to some type of activity or action or movement. I look at this Maricopa Healthy app that they have, and it says Maricopa Healthy, healthy food and activities app, and the healthy stands out to me more as a broad concept, whereas if it was Healthy Arizona or something...I think Maricopa Healthy is a really good one and the line underneath, and it would be nice if we could do a very similar thing that is partnered with this logo and say Arizona Healthy or something along those lines. It's good to have a connection with all the contractors, so if the entire state program is Arizona Healthy, Maricopa can say Maricopa Healthy, you could have Tucson Healthy or Pima Healthy or whatever. They could do it by county or whatever, or even the schools you could have Roosevelt Healthy, and they see the connection of all these different contractors and different activities because right now U of A? Okay, what is that? Apache County?*

AzNN / Champions for Change Logo: Overall Reactions

In general, participants agreed the current Arizona Nutrition Network logo looks dated, with one participant stating, “It looks like it was made for an old person. The colors just seem like the 1970s and older.” Many others suggested that it’s not very descriptive saying it doesn’t tell people all that AzNN does. Still others argue the logo no longer represents the mission of AzNN as it doesn’t illustrate the physical activity component of the program’s message. A few noted it was “stolen from California.”

- *The messaging is nondescript, so it’s not giving you that exact focus and maybe it’s not very descriptive of what we do and not very encompassing in that way, but the message itself is very positive. If they just made one change in their life in a positive matter, it would be great.*
- *The colors are terrible. Not that this is necessarily a bad thing, but we had taken it from California, so it was like copying another one, it doesn’t say our own.*
- *I agree that the whole thing looks old. The graphic really doesn’t signify anything to me.*
- *It doesn’t really encompass our program anymore with our change to physical activity as well as nutrition and obesity prevention that we’ve gone to on a bigger scale.*

AzNN / Champions for Change Logo: Overall Reactions

On a positive note, a few commented that the colors are bright and that the sun and the apple suggest a health-related message. Several others said the logo is widely recognized among service providers and clients.

- *This logo is bright, but it's also a soft color palette at the same time, so it helps to build trust and things, but I think where I'm at right now with this in particular, all I see is lost potential because we don't use it as much as we can because our local agencies don't relate to it, so that's what I see are opportunities that have been missed.*
- *I think the one value that I see having multiple agencies across the state, this is the only thing that is consistent because we all have our own logos and branding that we already do, and this is one thing regardless if it is good or bad is that it's consistent.*
- *I think everyone recognizes it, but I'm not sure they identify with it.*

AzNN / Champions for Change Logo - Who is it for?

In addition to these overall reactions to the logo, participants discussed both the purpose of and the audience for, the logo. Most presumed the primary audience for the logo is the moms; however, those who don't provide direct service (to moms) also rely on it for awareness and credibility among their respective clients and partners, so it has to have meaning to them as well.

- *If Arizona Nutrition Network is trying to create a new website or revamp or whatever, I think going in a direction that is just...who is the website for? The website currently is for collaborators where we go and there are administrative forms, there's a special login and stuff, and we use that. I don't care what the website looks like as long as I can get to that collaborators page, and then the target population however they want to engage with that website.*
- *I think it needs to resonate most with the moms because that is our true audience we're trying to influence, but it has to be something that our partners, our local agencies are willing to get behind and use and that they will identify with as well.*
- *So champion is that person who is going to go that extra mile, start the garden, but that's not our target population either, so again the question is drawn back to who is this logo for because the teacher, while very underpaid, is not technically a SNAP recipient.*
- *What does "Champions for Change" mean if they don't even know that I'm there offering SNAP Education? I think it's important for them to understand what that logo means for one and that I might be in different places, like I might be at a fun walk in the community and I have on that logo and they understand that also means (SNAP-Ed).*

“Champions for Change” – Reactions to Line / Name

Aside from the logo itself, there was considerable discussion about “Champions for Change.” Many participants (both internal and external) do not know the genesis of the line and find it confusing and vague. Who’s the “champion,” and what “change” is it referring to? While a few long-time staff members know the origin, those who don’t assumed AzNN and / or the partners are the champions. Others maintain “champion” suggests some kind of competition or has a sports connotation.

Similar to the logo, there were a few participants who have a favorable opinion of “Champions for Change,” saying they are indeed “agents” for change and that they do want people to change their eating habits. Others suggested that “champion” can apply to everyone who is advocating the AzNN message.

- *I might think that the Arizona Nutrition Network were Champions for Change as opposed to me as a mom being a Champion for Change if I wasn't familiar with the brand and didn't know anything about it.*
- *Champions feels vague to me, like I don't really know who the champions are if I was just looking at this.*
- *Champions has a sports connotation, so it sounds competitive like you won something.*
- *It says we want to change eating habits with nutrition and change. That stands out to me; that there's a group of people involved in doing that, like multiple champions in a network.*
- *I still like the champions for change tagline. I feel like that translates to all the work that we do, but I wonder if that is still fresh enough.*

“Champions for Change” – Reactions to Line / Name

Interestingly, although “Champions for Change” is considered somewhat vague, many partners maintain they are known by this moniker rather than the Arizona Nutrition Network. Some even refer to themselves as representing “Champions for Change.” This is true among those who provide direct services as well as those who work with retailers, farmers’ markets, and other service providers. As one participant stated, “The funny thing is that all the partners recognize and call us Champions for Change. They don’t know we are Arizona Nutrition Network, they don’t know we’re U of A or SNAP-Ed. They say, oh you’re the Champions for Change.”

- *I think people definitely recognize the logo. We do a lot of work with messaging materials to come from a place of empowering moms to make changes in their families, so I feel like I think everyone recognizes it, but I’m not sure they identify with it. . .*

Also of interest, several group members pointed out that because the logo has been around for quite a while, it provides some consistency to an otherwise ever-changing department and initiative.

- *I would say the longevity of this (is valuable). This hasn’t changed in quite a while. A lot of things under this umbrella have changed, but that has not.*
- *. . .everybody says Champions for Change, yes we are because we change every year. It’s an inside joke. I’ve been here for 7 years and it has changed every year. Policy implementation, what you’re allowed to do, and they are following USDA guidelines and we understand that they’re not the drivers of the change, but it has changed every single year.*

“Arizona Nutrition Network” – Reactions to Name

Focus group participants were also asked to react to the name “Arizona Nutrition Network.” The most frequently mentioned criticism of the name is that it no longer accurately reflects the program’s mission as it doesn’t say anything about physical activity. “It doesn’t encompass everything. That’s the most narrow thing is our program title,” commented one staff member. Reactions by individuals in sister programs and community partners were similar.

- *I feel like with you talking about the physical activity component being left to the wayside, maybe it should be incorporated somewhere along with the title. It’s a network, but maybe Arizona Nutrition is not the most precise way of saying it.*
- *It’s very nutrition driven, so we do a lot more than nutrition now. If I saw this, I would think it’s a nutrition program with straight nutrition and that’s all, no physical activity or anything else.*
- *I think it limits what we’re doing now, especially going into policy systems, environment change, and so forth. We do way more than nutrition. Before, no matter what we were doing there had to be a nutrition message, so if we were focusing on physical activity you had to have some nutrition in there which was easy to do, but now that we’re doing policy stuff, I think it’s too narrow.*

A few others contend it sounds too much like a government program and may turn people off, as suggested by this participant – “I feel like Arizona Nutrition Network seems very formal, and it’s kind of affiliated with government, so I think looking for a different name might help.”

“Arizona Nutrition Network” – Reactions to Name

Though many agreed the name is limiting, there was a fairly large contingent that are of the opinion that the name doesn't matter all that much due to reasons identified earlier. That is, many identify more with “Champions for Change” than “Arizona Nutrition Network,” and their clients relate more to their respective county or agency logos than the AzNN logo.

- *I think partners don't even care if we get a new name because they already have their own name.*
- *I think they think of it as their own program and it's just funded by the Department of Health Services. There doesn't seem to be a real tie there with the name.*
- *I say that it's the educational component of SNAP. And then people ask what SNAP is, so you have to say the food stamp thing.*
- *But to the target population, what does that matter, who cares? They don't care.*
- *AzNN is just a department within the bureau of nutrition and physical activity in ADHS, so it's just a name they came up with to differentiate themselves that basically says, okay, this is who administers the SNAP-Ed funding, this little department does SNAP-Ed.*
- *I also think that's the thing you can toss out the quickest because our moms, I don't think they relate to that name at all. Even when you go to our website, I don't even know if “Arizona Nutrition Network” appears anywhere.*

www.eatwellbewell.org – Reactions to Website Name

Participants are generally positive with regard to the www.eatwellbewell.org web address, maintaining it's easy to remember and is a good descriptor. However, as was true with the logo and the program name, several found the URL limiting since it doesn't include a reference to physical activity. A couple of others thought it sounded somewhat generic.

- *I feel like their website www.eatwellbewell.org is actually really good. I like that. I think it's catchy and cute and easy to remember.*
- *If somebody says check out this website www.eatwellbewell.org without giving me a card, I think the next day they could remember the website, and that's really what it's all about it. It's about driving them to there and they can find whatever they are looking for.*
- *It's similar to the logo from my perspective in just kind of having more of a physical activity perspective. I think it really kind of represents a nutrition side where our program was before focusing on nutrition, but now that we've kind of evolved and we're focusing on a lot of other things, I don't think that is captured or represented by the eat well be well.*
- *It's catchy and right to the point, if you eat well then you will feel better, so it's catchy, but as he said, the network has expanded into so much more now that it isn't capturing everything that we do.*

The idea of “eatwellplaywellbewell.org” also got some traction in the sister organization focus group.

- *Yeah, eat well, be well was missing that physical activity piece, so that's good.*
- *And eat well, play well, be well is easy to remember. I like it.*

Visual Assets, Collectively – Overall Reactions

Throughout the discussions regarding the logo, “Champions for Change,” the name “Arizona Nutrition Network,” and the www.eatwellbewell.org web address, participants commented about how confusing it is to have several different names for essentially the same program. Many stated they don’t even know how to refer to themselves when they’re out in the community.

- *My understanding of the gist of why we are here is a branding kind of thing, and I think that is one of the weaknesses of the program is that we have Champions for Change, we have AzNN, we have eatwellbewell.org and we have all this stuff, but there’s no common theme for the public to understand that we are all one entity trying to work towards the same goals.*
- *I think it’s kind of confusing to have Champions for Change and eatwellbewell.org. I think you have to choose one, and they have Arizona Nutrition Network, which is also confusing.*
- *A lot of the stuff we do as far as the collaborators, I’m always thinking AzNN and not eatwellbewell.org, so it’s just a discombobulated way of getting there.*
- *The redundancy is mind boggling, and it just drives me nuts. Champions for Change, it never said anything to me. I know they used it a lot in the schools I guess, and I guess the schools know it. And then the Arizona Nutrition Network, that has always been the name, so it has just been the logo that has changed throughout the years.*
- *It has never made any sense to me as an employee having all these different names and identities, so I can only imagine how confusing it is for the public.*
- *Yeah, too many different things going on. It all means the same, but it’s not connected.*

Single Identity – Is it Possible?

While most agree it would be nice to have a single identity among all Network participants, many argue it's not possible. Not only would it be difficult to agree on a single name, many partners feel that it's their organization that gets them in the door when they are in their community, so that logo needs to be prominently displayed. This is particularly true among those with the University of Arizona Cooperative Extension as seen on the following slide.

- *In a perfect world, I think (a single identity) would be desirable because I think we would be able to work with other counties and be better supports to each other and other units. Like if I'm really great at something and I go and I do a guest thing with whoever, I think the cross pollination would be a little bit easier, especially in Pima because we have two units, but if it was all branded as one thing, yes, I think that would make it easier.*
- *That would really help with what we deal with in schools all the time is we knock on the door and there are like 20 people behind us knocking on the door, and the school is like...they don't even know who you are anymore because there are so many different organizations that go and they can offer this and I do this with school gardens and it could be slow foods, it could be food court, it could be the Prescott farmers market, or it could be us, so we actually have a coalition of people that do that same kind of stuff that we work with so that we're trying to alleviate some of the confusion to schools in that way, but on a bigger level that would be good to have those kind of consistent messages just as an organization.*
- *I almost think that this would probably be the most challenging and hardest as far as trying to get agreement and buy-in from all parties what the name is because that would be your brand or our brand, and if you're doing education or trying to make a change, that's kind of what you identify as is your name, and that would be the most difficult to get buy-in and acceptance and backing from everybody.*

Single Identity – Is it Possible?

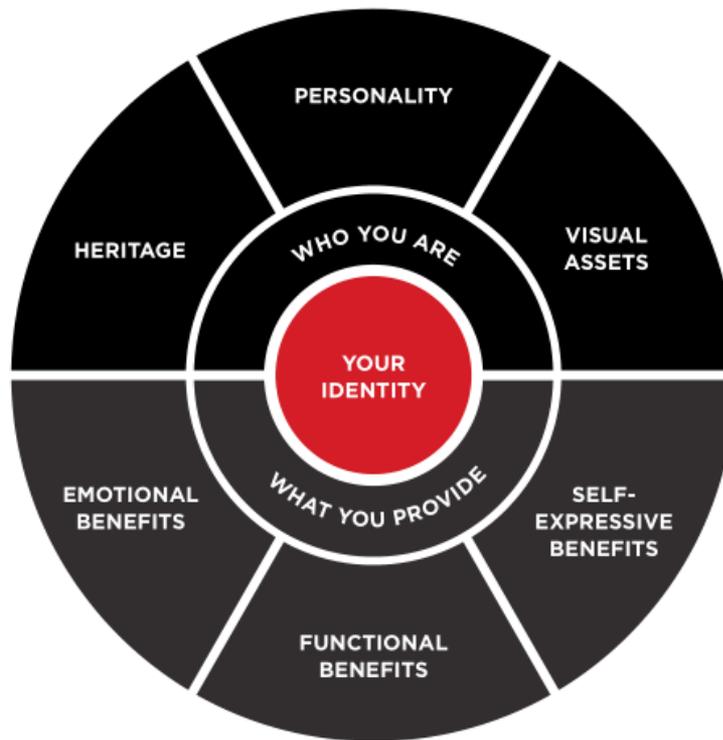
- *We work for U of A. It doesn't matter what organization you work for at the U of A, if they see that "A" people are just going to say U of A program. People know us as a U of A program.*
- *I started recruiting store owners for one of the projects that we're doing, and they only start to pay attention when I said "Arizona," like U of A Nutrition Network, they are like you are with the Arizona Nutrition Network, the Champions for Change?*
- *This "A" is going to be the biggest and the most prominent logo on everything I do. It's because U of A is branded and they are very invested in their brand, so that comes first.*
- *Does everybody need to know that this is the Arizona Nutrition Network or do they just need to know, oh, you're the U of A Nutrition Network? So instead of making this requirement to know who Arizona Nutrition Network is, for us it's important for us to know, but is it important for everyone, for the user to know who Arizona Nutrition Network is?*
- *Because at what point how much work and effort and time would it take to get the target population to come to respect and understand and fully comprehend what this logo meant, whereas if we had it on our badge they would be like, oh I want to work with you, that's not going to happen any time soon when you're up against the university.*
- *We haven't even talked about store changes or anything down the road, we're just doing assessments, but the fact that they even let me come to the stores and do assessments is because of the U of A. I work with partners and all of them see me as a person they trust even though I'm only 10 months in, but as a U of A employee I'm providing the service for them and they trust that. We never talk about me actually being from the Arizona Nutrition Network.*

Aspirational AzNN



Aspirational AzNN

An *Organizational Identity Wheel* was used to facilitate the discussion about the desired Arizona Nutrition Network, and help staff and partners articulate who they aspire to be.



The top half is about you – *your history, character and those strong visual elements* closely identified with the organization.

The bottom half illustrates how the organization and its identity *relate specifically to your customers* in several different ways

Heritage

Nutrition education, evidence-based and building partnerships with all types of community organizations, are at the core of AzNN, and should be leveraged going forward.

Participant notes:

- Nutrition education
- Program encompassing all aspects of healthy living
- Health & wellness
- Making Arizona a healthier place
- Healthy eating & active living
- Wanting the good health of Arizona citizens
- Working class
- Community-centered (ability to work throughout the community)
- Collaboration
- Putting evidence into practice
- Statewide
- Increased opportunity

Personality

As seen below, personality traits varied considerably. However, words suggesting the expertise and knowledge of the program implementers as well as their supportive and encouraging approach surfaced most frequently.

Persistent
Energetic
Helpful
Genuine
Knowledgeable
Committed
Enthusiastic
Embedded
Relaxed
Trusted
Encouraging
Caring
Motivating
One-stop
Consistent
Out-spoken
Relatable
Leader
Skill-building

Useful
For all ages
Informative
Easy to work with
Flexible
Responsive
Fun
Supportive
Empowering
Experts
Go-to source
Strong
Life of the party
Reliable
Well-rounded
Creative
Good resource
Sincere

Visual Assets

Billboards

TV

Posters

Mailings

Website

Materials

Incentive items

Logo

Logo that empowers families,
moms & schools to create
healthful environments

Social marketing campaign material

Logo that is eye-catching and says what we do

Seen at all food banks and farmers markets

Portraits of people in their lives

Healthy people / communities

Statewide initiatives

Fresh materials (ongoing)

Universal logo

- *The other thing is because we are not what we were 10 years ago and we've gone more to the PSE, I think whatever that logo ends up being needs to denote the policy system environment, it needs to denote gardens, the community, physical activity, and the nutrition would be in there too, but how do you get all of that into a logo? It just needs to be all-encompassing to represent what we are doing with PSE versus direct education.*
- *. . . for all of us to be able to say that we are with the same program, even though we are from Maricopa County or Pinal County or U of A or whoever, we are this first, and then we represent our area.*
- *We just need to give people tools that they can use that are more relevant and things like the water bottles or jump ropes or those bouncy things. I think those things are important too.*

Emotional Benefits

Empowered, confident, knowledgeable, and supported best describe how the Network wants moms to feel as a result of their efforts.

Empowered
Self-efficacy
Feel healthier
Confident
Courage
Prepared to make changes
Supported
Happy
Knowledgeable
Like they did something
good for themselves

Pride in making a change / proud
Renewed enthusiasm
Boost of energy
Non-judgmental
Capable
Successful
Security
Smart
Positive attitude toward healthy living & self
More connected (partners)

- *Coming from the perspective of being a mom and trying to introduce foods to toddlers, that can be a very challenging thing to do, so I would hope through the efforts of our program is that moms would meet other moms and they would sort of form this village. We live in a time right now where a lot of moms don't have support, so if we can help make some of those connections that would be great. That also includes dads and grandparents too of course.*
- *Proud that they we are able to provide them the how-to skills, for example like gardening. I know how to do this now because before I didn't and now I have a garden and I'm proud to use this skill and knowledge kind of thing.*

Functional Benefits

Participants' functional benefits wish list is lengthy. From a more culturally sensitive curriculum, to walking paths, to gardens in every community, to improved access to food and opportunities for physical activity, internal and external AzNN members were quick to come up with ideas to make the program more educational, empowering, engaging and effective.

Knowledge	Menu change help
Information	Culturally relevant options
Better, healthy lifestyle	\$ to support PA, gardening, farmers markets
How to grow food	Supported
Problem-solvers	PSE experts
More flexible curriculum	More \$ for special projects
Tools for healthy eating, PA	Gardens in every community
Safe walk and bikeways	Freedom in choosing PA
Go-to resource for PSE change	Education

- Resources or ability to overcome barriers
- Learned skills (shopping on a budget, health cooking/recipes)
- Assistance to schools on all things related to health
- Community resource/liaison who can create healthy choices in the community
- Better access to food, activities within each community
- Make communities better through policy change
- (For partners) easier access to credible & easy to read information
- More adult, middle, and high school curriculum
- Improved access to healthy food & safe places to be active

Functional Benefits

- *Since we have this whole other aspect of the PSE strategies with our program, I feel like there should be a sticky up there about improved access to foods and places to be physically active because a lot of our work at the community level, the functional benefit is that mom can now go to this store to get produce.*
- *. . . video counseling with dieticians or diet counseling or activity stuff.*
- *. . . video workouts, not necessarily a 60-minute long video but maybe basic workouts because we do have some physical activity specialists, and we have other programs in WIC that they propose right now for people to do videos. The idea I think would be Arizona Healthy would become the go-to place for nutrition education, like the trusted source, and in order to do that I feel like they have to do all this other stuff that everybody is doing because otherwise they are going to go elsewhere to the person who took a 20-minute online course and became a nutritionist and offers video counseling.*
- *Food growing, food demonstration, gardening, policy consulting.*
- *We have a certain amount of curriculums, and they all have to be evidence based from a science place, I understand that, but because it has to be general enough to fit everyone, it really doesn't fit anyone. We work with a lot of Native American populations, and there are no Native American curriculums, there are no Native American specific resources for physical activity or how to make that work on a farmers market on a reservation or healthy retail for the Native American population, so that would be really good. And then I think having more Hispanic or Mexican populations, it's the same things, like how do I make this work in my very proud Mexican neighborhood that wants to do this thing?*

Functional Benefits

- *Going back to the resources, we have these tool kits, and even some of the tool kits in there are very academic focused, and I know it's for us, but sometimes we just want to be able to give more information, like if you are curious and we don't have much time to talk about it, you can go to the website and you can read some stuff or just one pagers or whatever, so just easy-to-read information for the community.*
- *We have a resource guide, and it's a good starting place for us, but it's not exhaustive.*
- *I would like to be able to send a partner that is really excited about getting a community garden started to a place that says here are some really great resources where you might find some great tips, and they can just access it pretty easily and it's a really good resource for them.*
- *We only have one high school curriculum option, and it's called "Super Tracker," and it's not even really a curriculum, it's a website where you click through and put information in. You can turn it into something, but it's not ideal.*
- *More tailored training, kind of specific. . . when you get a farmers market actually to the point where they're ready to accept SNAP benefits which is the task that we've been told this is your job to go do, there's all these administrative things and processes that have to change in terms of their budget and balance sheet and this and that, but we're not trained on how to do that, yet we are tasked with helping provide the technical assistance to the farmers market to do that, so then we're scrambling to become experts and we're just not always getting that support.*

Functional Benefits

- *It depends on whether it's closer or not closer to the competitive grant cycle process. When we are further away from it, we're a little bit more friendly to each other, but then we're competing for funds and then it's every woman for herself. So there's a level of professional courtesy that we give one another, but there's also this level of, well I want to make sure that I'm looking better than them, so I don't want to give away all my secrets, so there's a little bit of that stuff. (Tucson)*
- *I was going to say, what do we offer that could be in an app? And then you have to get people to download the app, but they can't even find our website, so they're not going to find our app and use it. Just make Eat well, be well better and leave it at that.*
- *Adults do want stuff, so I go and I teach them all about how to do this curriculum and how to cook differently and they don't have any measuring cups at home, so you could give them useful stuff.*
- *Or they need more networking among the partners because it takes a long time for us to find who does healthy retail, and there was someone in Maricopa, but it ends up that Natalia knows more than they do about doing it.*

Self-Expressive Benefits

As suggested previously, AzNN staff and collaborators want to be perceived as the go-to source on all things nutrition and physical activity-related. They will collaborate with community organizations to provide support system for their clients.

Supportive
Enthusiastic
Community leader
Expert
Available
Being cutting edge and
not being the last one to do something.

Provider of information, resources & tech support
Humble (serve the people)
People that care for me and my family
Knowledgeable
Collaborative
Go-to resource

- *Positive individual making good choices for myself, my family & my community.*
- *Schools / other organizations want to be associated with us; we are recognized as being a health network that helps people make healthy choices.*
- *Leader - From a local agency standpoint, whatever community they are serving, most of them are probably at a county level, and I want them to recognize them as a go-to person for healthy eating, active living type work. So when a partner is sitting around thinking we need help with this, they automatically think to call the SNAP-Ed program in their county. But also, I want our moms to feel like they have opportunities to be community leaders whether that means their community is the school that their kids go to or their community is their neighborhood or their extended family that all lives around and that they are confident and they feel like they can be the leader of whatever that community needs.*

Key Messages

A decorative horizontal bar with a blue-to-grey gradient, starting thin on the left and thickening to the right, ending in a right-angled corner.

Key Messages to Moms

Bureau of Nutrition & Physical Activity, DES, and Nutrition & Physical Activity Program staff, were asked what one message is most important to get to moms. Consistently, the message was one of empowerment and support.

- *We're here to help you live healthfully*
- *You deserve to lead a healthy life. We can help!*
- *You can be healthy on a budget.*
- *Small steps for a healthy you.*
- *You deserve to lead a healthy life. We can help.*
- *Be the change that you want, like for yourself or for your family, it's like you can do it.*
- *I initially said we are here for you, but that's a little too broad, so I said help for a healthy family, and we're just trying to get across the resources more and that there is a place to go for resources.*
- *I basically said we can do this together, whatever this is. It might mean eat better or to be more active, but as a community we can all do it together.*
- *I think we've touched on it with the eat well, play well, be well.*

Key Messages to Partners

Key messages to partners should include the vast amount of resources available to them through the Network as well as AzNN's willingness to work with them ("be flexible"), support them in their efforts, and make their lives easier. In addition, demonstrating how partners can leverage the "network" aspect of AzNN, that is, by sharing best practices, would be beneficial.

- *In Arizona, multiple agencies are working together to promote healthy lifestyles.*
- *AzNN partners establish community-wide coalitions that improve the health of all citizens in the state.*
- *Arizona Nutrition Network is the go-to resource for everything including student security, local wellness policy, physical activity, lowering obesity overall, and more.*
- *AzNN can provide all the information/materials you need; you don't have to go to multiple places looking for it.*
- *"Arizona Healthy" is the go-to place for nutrition education. . .the trusted source.*
- *When a partner is sitting around thinking we need help with this, they automatically think to call the SNAP-Ed program in their county.*

Key Findings & Recommendations



Key Findings & Recommendations

Finding:

- AzNN visual assets, including the name, logo, theme and web address no longer reflect the breadth of the program. The addition of physical activity, PSE, and food security have made the existing elements seem outdated.
- The lack of consistency among the visual assets is confusing to all audiences, and is a disservice to the program.

Recommendation:

- *The Arizona Nutrition Network should take the necessary steps to develop a strong, cohesive and consistent brand identity that reflects its expanded scope and the value the program brings to its target audiences.*
- *Include nutrition education and physical activity in the new identity (at the least).*

Key Findings & Recommendations

Finding:

- Partners are well aware of the confusion caused by the number of logos that appear on their materials, but seem resigned to the fact (?) that many *have* to be there (e.g., USDA, ADHS, MyPlate).
- Many agree a single, umbrella identity used by everyone affiliated with the Network would be nice, but question whether or not it is possible.
- Partners have a stronger emotional connection to their organization's logo (e.g., University of Arizona "A", Maricopa Healthy) than they do the AzNN logo. They also believe their clients and partners relate more to the local county or organization logo than they do the AzNN logo.
- Collaborators work with different types of clients (e.g., retailers, food banks, farmers markets, end-user populations) which adds another layer of complexity to landing on an identity and messaging that meets everyone's needs.

Key Findings & Recommendations

Recommendations:

- *Establish a brand architecture that allows partners to gain pride, streamlines identity for the end consumer and allows partners to take credit for their efforts*

Considerations:

- *Consider using “Arizona Healthy” (or “Healthy Arizona”). This potential umbrella identity gained some traction in a couple of the groups, prompted by the “Maricopa Healthy” logo. Not only does this logo combine the key elements of the program (nutrition and physical activity), it would work well with a partner sub headline. For example, “Arizona Healthy, brought to you by the University of Arizona Cooperative Extension.”*
- *“Grow a Healthy Child,” surfaced as a line that reflects the mission of AzNN. The downside was that it would not be appropriate for all SNAP-eligible recipients, specifically, seniors. With additional emphasis on community gardens, food security, and local partnerships, perhaps “Growing Healthy Communities” is a theme option.*
- *Establish a brand architecture that allows partners to take credit*

Key Findings & Recommendations

Finding:

- Empowered, confident, knowledgeable, and supported best describe how the Network **wants moms to feel** as a result of their efforts.
- **Collaborators also want to feel** supported. Part of doing so is being THE go-to source for information, tools, and skill-building resources related to nutrition, physical activity, and food security. Being somewhat flexible (with in the confines of grant) and easy to work with would further enhance AzNN's relationship with its partners.

Recommendation:

- *Clarify and articulate “primary” and “secondary” target audiences. Use this as a filter for vetting key traits and benefits to use going forward.*
- *The new identity and messaging should encompass key elements of the aspirational AzNN as identified in the organizational identity wheel exercise and vetted by OH and the Network.*
- *Continue to include Network partners in the identity development process in an effort to enhance the relationship between AzNN and collaborators.*

Key Findings & Recommendations

Finding:

- *Funder, administrator, department, contractee, entity, and program* were all used to describe AzNN. This adds to the confusion and further stands in the way of a clear, consistent identity for the Network.
- Collaborators mentioned AzNN *requires* this or *has to approve* that or *won't let us do* something else as though they are an obstacle rather than a resource for carrying out the common mission.
- Many partners feel PSE “was dropped” on them. While most embrace the concept and the need to make systemic changes, many don't feel equipped to properly incorporate this into their work responsibilities.

Recommendation:

- *Further develop and communicate AzNN's value as a resource for, and support to, collaborators.*
- *Facilitate networking among collaborators to share best practices.*
- *Consider (further) training on PSE, as many partners don't feel equipped to do that even though they know it's part of their job description.*