



HOW TO CREATE LASTING, WIN-WIN PARTNERSHIPS WITH THE FOOD INDUSTRY

PRACTICAL TOOLS



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Introduction

Public health organizations conducting social marketing campaigns to promote nutrition and physical activity often accomplish ambitious goals with very few resources. In an attempt to increase reach and overall impact, many public health professionals develop strategic partnerships with private sector organizations. These relationships need to achieve public health goals, while adding to the market share, value, and image of the nutrition and physical activity products

and services of private sector partners. When public health messages are aligned with business strategies, the potential to develop effective partnerships becomes a reality; otherwise, nutrition and physical activity social marketers discover that it is impossible to find a common platform for their messages.

In recent years, trends toward healthy eating and physical activity have led many public health professionals to seek out leaders in the food industry for partnerships.

This intricate network of growers, retailers, brokers, distributors, associations, wholesalers, restaurants, and others are beginning to offer healthier alternatives and actively seek partnerships that support public health messages. With the food industry's door open to partnership development, the process for creating and nurturing successful collaborations can be complicated and challenging to nutrition and physical activity social marketers.

In recent years, trends toward healthy eating and physical activity have led many public health professionals to seek out leaders in the food industry for partnerships.



To be successful, you must define what you want from the partnership and what you can offer in return; identify areas of the food industry that are most compatible with your organization's objectives; learn about the potential partners before you approach them; and measure the costs and benefits of the partnership to ensure it is valuable to both parties.

The information provided within this document was developed to help nutrition and physical activity social marketers working at local, regional, state, or national levels to effectively reach out to leaders in the food industry to develop successful collaborative arrangements. This information can also be used to help social marketers assess, identify, and approach the food industry, as well as partners from other sectors in an effort to promote healthy behaviors.

What is a Partnership?

According to Nedra Kline Weinreich, author of *Hands On Social Marketing*, a partnership is defined as “build[ing] connections with key people and organizations that have the potential to bring attention and credibility and have the ability to provide a synergistic effect greater than each could have achieved on its own.”¹ The key to creating this synergy is “by pooling resources and promoting the campaign through many organizations working toward the same goal and com[ing] together in a coordinated effort.”¹

Partnerships can serve many purposes to public health agencies and corporations that possess complementary resources allowing them to work together to achieve a public health goal. Corporations are interested in partnerships with the public health community in order to:

- Identify new resources,
- Reach new markets,
- Increase profits,
- Enhance their corporate image, and
- Create employee and customer appreciation.

Partnerships may also influence corporate policies and practices.² Successful partnerships require long-term, mutually beneficial relationships that accomplish joint objectives and involve the sharing of resources, knowledge, and capabilities.³



Steps to Working with the Food Industry

Recent economic influences, including rising unemployment and retail industry staff turnover, have led to significant changes that affect both food businesses and the consumers they target. Such changes as business consolidations, reorganizations, shrinking profit margins, shifting trends, modifications in menu selections, and proliferation of super warehouse chains have created environments of uncertainty and urgency as the food industry copes and evolves to compete in this shifting marketplace.

While the current environment continues to challenge business operations, the industry recognizes that the customers it serves are also changing. According to the Food Marketing Institute, *Trends in the United States, 2002*, consumers are more cautious with their

pocketbooks, spending less, overall, on groceries, and they are increasingly concerned about good nutrition.⁴

These shifting consumer trends and attitudes are being assessed and adapted by the food industry to offer customers increased value, savings, and selection. Understanding current consumer trends and how your organization can support and enhance the food industry's efforts to capitalize on these trends increase your chances for success. Before reaching out to potential partners in the food industry, assess your organization's capabilities, and identify the value your organization brings to the relationship. Defining what you can and cannot offer will help you understand your abilities and limitations.

STEP 1: CONDUCTING A PARTNERSHIP ASSESSMENT

Part A: Identify Your Needs

Specify organizational needs by completing set 1 or 2 of the following questions.

1. If your organization has **not** worked with the food industry in the past, answer the following questions:

QUESTION	ANSWER
What message does my organization want to communicate? Example Consumer Message: Eat the recommended amount of colorful fruits and vegetables every day for better health.	
Why does my organization want to develop a partnership with the food industry? How can they help us communicate our message?	
What services, products, financial resources, and/or facilities do we need from the food industry to help us communicate our message? Be specific.	
How do we plan to use these services, products, financial resources, and/or facilities to communicate our message?	

2. If your organization **has** worked with or is working with the food industry, answer the following questions:

QUESTION	ANSWER
<p>What message is my organization communicating?</p> <p>Example Consumer Message: Eat the recommended amount of colorful fruits and vegetables every day for better health.</p>	
<p>Why did my organization develop a partnership with the food industry?</p> <p>How did the partnership help us communicate our message?</p>	
<p>What activities did we complete with our partner in the food industry?</p>	
<p>What other activities would we like to do with the food industry to further expand our relationship?</p>	
<p>What services, products, financial resources, and/or facilities did we access from our partner?</p>	
<p>What other services, products, financial resources, and/or facilities would we need from our partner in order to accomplish additional activities?</p>	
<p>How do we plan to use these additional services, products, financial resources, and/or facilities to further communicate our message?</p>	

Part B: Identifying Assets

To understand what value you may provide a potential food industry partner, complete the questions in set 1 or 2.

1. If your organization has **not** worked with the food industry in the past, answer the following question:

QUESTION	ANSWER
What services, products, financial resources, and/or facilities of value do we have to contribute to a food industry partnership? Be specific.	

2. If your organization **has** worked with or is working with the food industry, answer the following questions:

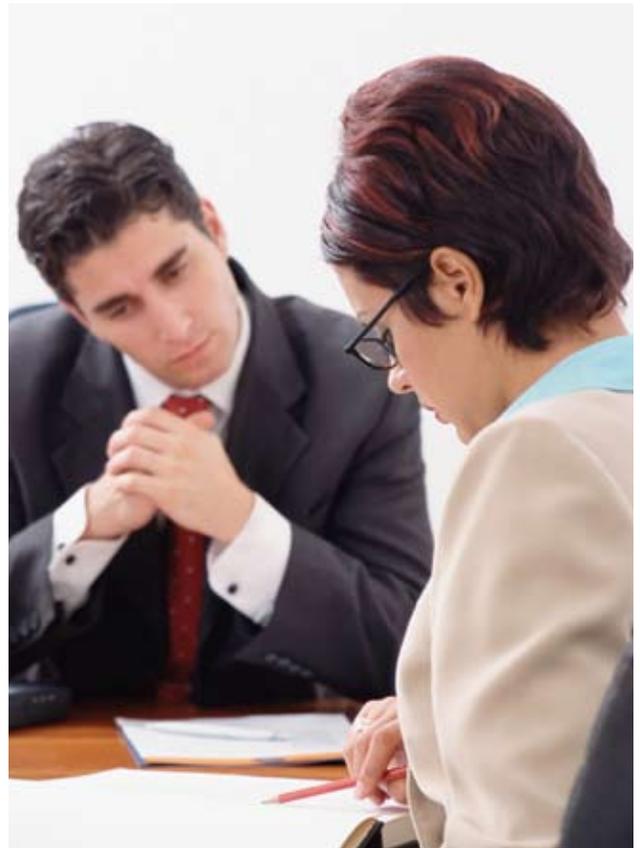
QUESTION	ANSWER
What food industry organizations have we worked with or are working with?	
What services, products, financial resources, and/or facilities have we provided?	
Was the exchange a positive experience? Why or why not?	
What other source of value could we offer in order to expand and/or nurture the relationship? Be specific.	

Once you complete Step 1, you are ready to look for industry partners that not only match your desired goals and needs, but also:

- Serve the same target audience,
- Serve the same targeted geographic area, and
- Sell or promote quality products that support the same goals as your organization.

When researching potential partners, consider the following resources and their respective Web sites for more information:

- Stakeholders (collaborators, members of the target population, others working in the industry, funders) may have existing relationships with the food industry or may have insight into specific corporations or businesses serving your target audience.
- Business directories, such as the Yellow Pages and the Chamber of Commerce, may list local food and physical activity businesses.
- Other state- or national-level programs, such as the Produce for Better Health Foundation (www.5aday.com), may already have many food industry relationships in place that may help you gain access.
- Professional associations, such as the California Grocers Association (www.cagrocers.com), may also have a list of potential partners.
- Corporate organizations with previous experience in public-private partnerships may be interested in forming new partnerships or may make recommendations.
- Locations in your community where your target audience eats, shops, and purchases their food may be good starting points for your partnership efforts.



STEP 2: IDENTIFYING A POTENTIAL FOOD INDUSTRY PARTNER

This information was developed to assist nutrition and physical activity social marketers in identifying potential partners in the food industry. Each of the primary industry sectors is included with a description of that sector and some examples of companies that fall in that category. Use this information to narrow your search for potential partners based on the information completed in Step 1.

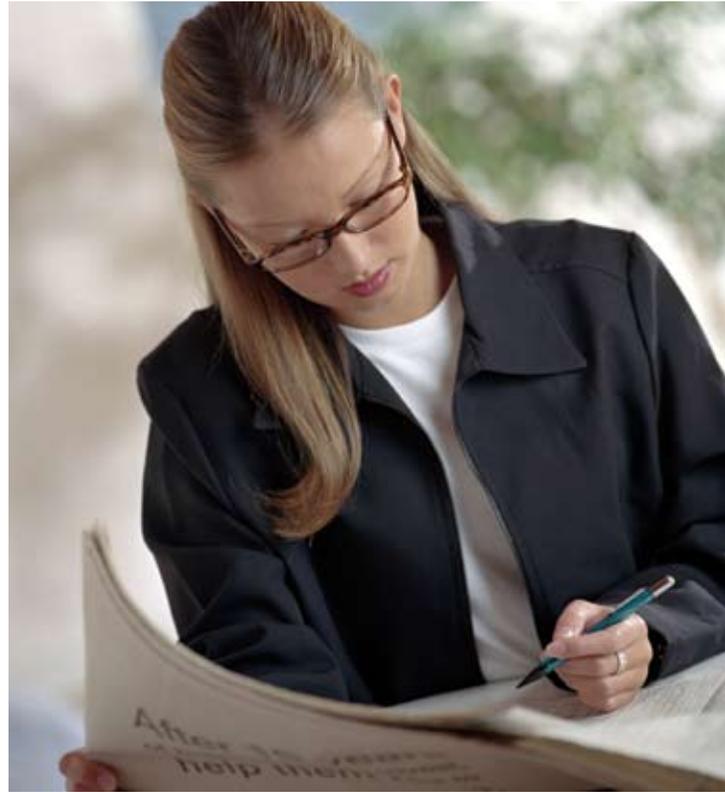
INDUSTRY SECTOR	SECTOR DESCRIPTION	EXAMPLES	TARGET AUDIENCE	HEALTH PROMOTION CAMPAIGNS
Food service — Fine dining restaurants	Where people purchase food for consumption in the establishment. Usually formal place settings and atmosphere. Examples include full service, white tablecloth, and formal service.	Fine Steakhouses French Restaurants Upscale Asian Cuisine	Fine dining restaurants often target a specific middle- to high-income demographic.	Healthy Dining
Food service — Casual dining restaurants	Where people purchase food for consumption in the establishment. Examples include full service, family-style restaurants, casual bars, and taverns.	Hometown Buffet Denny's Marie Callender's Fresh Choice	Varies dramatically with type. Casual dining often targets a specific demographic.	Healthy Dining
Food service — Fast food restaurants	Where people purchase food for consumption primarily outside of the establishment. Examples include limited serve fast food and takeout restaurants.	McDonald's Wendy's Subway Taco Bell KFC	Varies dramatically with type, but historically fast food restaurants generally target 18- to 35-year-old males.	Subway has incorporated nutrition information into their advertising and menu choices. Wendy's offers a menu option to substitute, at no additional charge, a side salad or a fruit cup for French fries.
Food service — Non-restaurant	Where people purchase food provided by an establishment other than a restaurant.	Supermarket food service Convenience stores Daycare/schools Colleges/universities Airline food services, e.g., Skychef Hospitals Nursing homes Vending and traveling food coaches Military institutions, prisons, and state facilities	Varies dramatically with type.	Various school food service associations have incorporated health campaigns to varying degrees, and some school districts have instituted nutrition policies to encourage healthy eating. Vending companies target locations where there are few, if any, choices for food service or snacks. Long-term, it makes sense to partner with a sponsoring location, like schools and worksites, to demand healthier options.

INDUSTRY SECTOR	SECTOR DESCRIPTION	EXAMPLES	TARGET AUDIENCE	HEALTH PROMOTION CAMPAIGNS
Growers, agricultural commissions	<p>The farmers, ranchers and other agriculture industry professionals that produce and market food.</p> <p>Examples include agricultural commodity boards; meat, poultry, fish, dairy, and egg producers and cooperatives; local growers and producers; grower cooperatives that also manufacture and market their products; and farmers' associations.</p>	<p>California Avocado Commission</p> <p>California Tree Fruit Agreement</p> <p>California Strawberry Commission</p> <p>California Raisin Marketing Board</p> <p>California Egg Commission</p> <p>Sunsweet</p>	Consumers and food service professionals.	<p>Many of the commodity boards have been active in campaigns such as the <i>California 5 a Day Campaign</i>, <i>California Nutrition Network</i>, and Buy California.</p>
Farmers' markets	<p>Regional groups of farmers who sell products directly to consumers at established locations in the community.</p>	<p>California Farmers' Market Association</p> <p>California Federation of Certified Farmers' Markets</p> <p>County Farmers' Market Associations</p>	Consumers and farmers.	<p>The <i>California 5 a Day Campaign</i> and <i>California Nutrition Network</i> conduct promotional activities at farmers' markets and help bring farmers' markets into low-income communities.</p>
Food manufacturers	<p>Those who buy the raw materials and develop them into products that are sold.</p> <p>Examples include major food conglomerates and/or their subdivisions; grocery product manufacturers; slaughter and package companies; locally owned and operated producers; and small operations, with limited distribution (e.g. Native Kjalii Foods and Sukhi's).</p>	<p>Dole Food Company</p> <p>General Foods</p> <p>General Mills</p> <p>Pillsbury, owned by General Mills</p> <p>Quaker Oats, a unit of PepsiCo Beverages and Foods</p> <p>ConAgra Foods</p> <p>Hormel Foods</p> <p>Nestlé Company</p> <p>Proctor & Gamble</p> <p>Foster Farms</p> <p>Niman Ranch Meats</p> <p>Blue Diamond Growers</p>	<p>Various consumer segments depending upon the producer (e.g., cereals for kids and cereals fortified specifically for women), food service professionals, and retailers.</p>	<p>Dole's work with the Produce for Better Health Foundation is a good example of a company conveying health messages in appropriate ways.</p>

INDUSTRY SECTOR	SECTOR DESCRIPTION	EXAMPLES	TARGET AUDIENCE	HEALTH PROMOTION CAMPAIGNS
Food retailers	Those who sell the food to be prepared at home or for takeout. Examples include supermarkets, chains, and independent grocery stores; specialty food stores; mixed-use stores (e.g., Costco, Cost Plus World Market, Wal-Mart); stand-alone specialty stores (e.g., meat, fish, cheese, produce); online food retail; and vending machine companies.	Albertsons Canteen Vending Services Cardenas Markets Safeway Ralph's Stater Bros. Raley's Super Superior Warehouse Stores Trader Joe's Food 4 Less Food Source	Supermarkets tend to target women heads of households; the others target their local general audience.	Many supermarket chains have found ways to partner with nutrition and physical activity social marketers; Safeway's Eat Like a Champion promotion is a good example.
Food distributors and wholesalers	Those who buy the food in finished form and sell to retailers and food service outlets. Some manufacturers distribute their own products or co-pack their own brands. Examples include major food service companies and regional and specialty wholesalers, such as local meat and poultry wholesalers.	SYSCO U.S. Food Service Flemming Foods	Food service professionals, buyers, and purchasing decision-makers at food service outlets (e.g., restaurants, hotels, caterers, school food service, supermarkets, retail food establishments, and some food manufacturers).	Distributors have been at the discussion table for what is available, especially on meeting new school food service needs. Many are open to providing different options if the demand is there.
Food marketing	Those organizations and businesses that market food, such as trade organizations, public relations and advertising agencies, and agricultural commissions.	Produce Marketing Association Grocery Manufacturers of America Food Marketing Institute Some advertising and public relations agencies Agricultural Commissions California Grocers Association	Food service, retailers, consumers, and policymakers.	Some agricultural commissions, such as the California Table Grape Commission, market the health benefits of their products and have strong marketing campaigns.

STEP 3: RESEARCHING A POTENTIAL FOOD INDUSTRY PARTNER

In order to successfully market your partnership ideas, you will need to promote the benefits of the collaboration to your potential food industry partner, acknowledge the competition, and reduce the costs associated with your collaborative effort. Using the narrowed list of potential partners noted in Step 2, the following questions help nutrition and physical activity social marketers ascertain the viability of partnerships with food industry businesses and to aid in approaching a potential partner. Much of the information about the food industry can be found online via newspapers, trade publications, such as Supermarket News Magazine and Progressive Grocers Magazine, and simply through observation. Only when you have exhausted these research options should you contact a company's store directly. Many food industry businesses are leery about answering questions for fear of revealing information to their competitors. Additional sources of information can be found at the end of this document.



TOPIC	POSSIBLE QUESTIONS
Nutrition and physical activity	<p>Is the company interested in promoting good nutrition and physical activity? If so, what messages are being promoted?</p> <ol style="list-style-type: none"> 1. What area is of interest to the company (e.g., fruits and vegetables, organics, dairy, team sports for kids, family activities)? 2. Has the company participated in partnerships to promote nutrition and/or physical activity? If so, how? With whom?
Target audience	<p>What is the company's primary target audience (i.e., gender, age, ethnicity, geographic location, income, education, habits, employment, family size)?</p>
Benefits	<ol style="list-style-type: none"> 1. What motivates the company to participate in nutrition and/or physical activity promotions, and what benefits are there from a partnership? 2. At what stage in the process of partnership development is this company? (Note: This information will help you develop a strategy for approaching this potential partner.) <ol style="list-style-type: none"> a. Stage 1/Precontemplation: Has not thought about it b. Stage 2/Contemplation: Thought about it, but not yet acted c. Stage 3/Action: Ready to implement partnership activities d. Stage 4/Maintenance: Strong partnerships in place

TOPIC	POSSIBLE QUESTIONS
Costs	What are the company's costs for your joint program, and how could you reduce them (i.e., time, human resources, access, money)?
Competition	What is the competition to your partnership? Is the business already involved in activities with other organizations? If so, what are they doing in your community and with whom? Is there a way to participate?
Capacity	What services, products, and facilities can the company offer (e.g., staff, resources, decision-making authority, and availability)?
Conflicts of interest	Do any of the company's goals, products, and/or services conflict with those of your organization?

NOTE: During the course of your research on a food industry partner, remember that sales figures, market share, leadership position in the industry, public image perceptions, exploration of new geographical markets, and support of new food product introduction are considered proprietary and should not be asked of any potential partner.

Now that you have identified your needs and capabilities, as well as those of your potential food industry partners, you are ready to begin partnership development. Upon embarking on a new or enhanced partnership with the

food industry, it is important to understand the difference between networking, forming a business relationship, and the development of a partnership and using each to further your familiarity with the food industry.

STEP 4: DEVELOPING A SUCCESSFUL FOOD INDUSTRY PARTNERSHIP

If you have not approached the food industry before or are looking to improve your interaction with contacts you have in the industry, the following information will help you develop that contact from being a networking acquaintance to a true partner. One way to look at the development of a new partnership is to compare it to the stages of a new relationship between two people. By evaluating your partnership efforts in this way, you can assess what stage the partnership is in, and what steps you need to take to advance it to the next level.



PHASE	WHAT IS IT?	WHY DO YOU DO IT?	HOW DO YOU DO IT?
Networking	Informal meeting and/or introduction between individuals with similar interests. A critical first step to accomplishing just about anything in business.	To meet the food industry representatives in your community and establish familiarity. To exchange information and increase your knowledge about the business and/or industry you seek to work with.	<ol style="list-style-type: none"> 1. Become familiar with the food industry players in your community. 2. Identify an appropriate food industry establishment, and introduce yourself to the manager or owner. 3. Briefly highlight your agency's capabilities, how it could benefit the business, and how you could help them promote good nutrition and physical activity to their customers. 4. Exchange business cards, if applicable. 5. If the business is hesitant or you find their response to your proposals slow, don't give up! Make repeated informal contacts when you visit the establishment again to maintain familiarity. <p>Tips: Striking up quick conversations can lead to valuable exchanges of information and new ways of thinking.</p>

PHASE	WHAT IS IT?	WHY DO YOU DO IT?	HOW DO YOU DO IT?
Business Relationship	A mutually beneficial arrangement between individuals and/or organizations. Usually informal in its structure and short-term in nature.	To build trust and reliability between entities interested in working together for a common cause.	<ol style="list-style-type: none"> 1. Invite your contact(s) to attend a community event you are participating in and/or set up an informal meeting to discuss how you can help them. 2. Educate yourself! Learn about how their business conducts their relationships to ensure a successful partnership. For example, if you seek to work with a large supermarket, understand that permission to conduct activities may come from a corporate office. If you are working with an independent store, learn about what the owner hopes to achieve in his/her community. 3. Propose one activity, such as a food demonstration or promotional event. Base your decision on what you know about the business and about your contact's interests. 4. Nurture the relationship by ensuring it remains a priority (i.e., return phone calls promptly, respond with requests for information expeditiously). 5. Evaluate successes and challenges, and refine the relationship as needed. 6. Schedule subsequent activities based on feedback, and adjust as needed to continue creating a mutually beneficial relationship. <p>Tips: The relationship you develop at this stage will be the "glue" that binds a partnership and opens the door to future possibilities.</p>
Partnership	A collaboration between parties with specified roles and responsibilities. Always formal in its structure and usually long-term in nature.	To build mutually beneficial arrangements that accomplish specified goals and objectives.	<ol style="list-style-type: none"> 1. If the relationship continues to be successful and both parties value the relationship, congratulations! You are on your way to a great partnership! 2. At this stage, you may choose to establish ongoing activities based on needs. Be sure to outline clear and realistic goals and objectives, roles, responsibilities, and methods of evaluation. Be specific about all projected contributions including, but not limited to, human resources, display and/or educational materials, and collaborative media arrangements. 3. Continue to learn about the business and the food industry. Your knowledge will be invaluable in building a symbiotic relationship.

PUTTING IT ALL TOGETHER

Based on the information completed in the previous sections, nutrition and physical activity social marketers can use the following outline to document organizational needs and capabilities and develop action steps for working with the food industry.

1. List your organizational needs as identified in Step 1, Part A.

2. List your organizational assets as identified in Step 1, Part B.

3. Identify your goals for seeking an industry partnership. The goals should be broad, yet directly relate to your organization's mission and overarching intentions.

Example: To increase healthy menu options at Grocery Mart's food court.

1. _____

2. _____

3. _____

4. Your objectives should be specific, measurable, actionable, realistic, and time-sensitive.

Example: By December 2005, increase the number of fruit and vegetable entrees at Grocery Mart's food court by 30%.

1. _____

2. _____

3. _____

5. Using the table provided in Step 2, identify the organizations and contact person(s) your organization has identified for potential partnerships.

PARTNER BUSINESS NAME	CONTACT PERSON(S)	CONTACT INFORMATION

Using the table provided in Step 3, list the answers regarding your target partner(s) below.

AREA OF INTEREST	INFORMATION ABOUT THE BUSINESS
Nutrition and physical activity	
Target audience	
Benefits	
Costs	
Competition	
Capacity	
Conflicts of interest	

6. Based on the information gathered so far, list your organization's ideas for activities. Develop specific activities that meet your objectives. Clearly indicate the contribution(s) your organization can make and what you expect a partner organization to offer.

IDEA/ACTIVITY	MY ORGANIZATION'S CONTRIBUTIONS	PARTNER'S CONTRIBUTIONS TO BE REQUESTED

7. Now you are ready to approach organizations with your ideas. Complete the following chart and use it to track your progress and to plan your next steps for initiating your partnership.

CONTACT	DATE	RESULT	NEXT STEP

8. Once you and your partner have identified areas of interest for activities, complete the chart below.

ACTIVITY	DESCRIPTION OF ACTIVITY	TIMELINE	ORGANIZATION RESPONSIBLE

Example:

ACTIVITY	DESCRIPTION OF ACTIVITY	TIMELINE	ORGANIZATION RESPONSIBLE
Engage community leaders in organizing farmers' markets in three neighborhoods.	• Meet with city supervisors to discuss neighborhoods in need	June – July	County Health Department and County Farmers' Market Association
	• Address zoning issues with land-use board	August	County Health Department
	• Hold demonstration farmers' market at city supervisors meeting	September	County Farmers' Market Association

9. Each partner’s resource commitment should be clearly defined at the outset of the partnership in order to avoid ambiguity and unrealistic expectations. By specifying staff, funds, materials, services and facilities committed to partnership activities, partners will gain a clear understanding of each others level of commitment and engagement in the project.

ORGANIZATION NAME	STAFF HOURS	FUNDS	MATERIALS	SERVICES	FACILITIES	OTHER

Example:

ORGANIZATION NAME	STAFF HOURS	FUNDS	MATERIALS	SERVICES	FACILITIES	OTHER
County Health Department	50 hours	\$300.00	Materials that identify neighborhoods in need of farmers’ markets; materials that address zoning issues.	Conduct meetings with city supervisors and land-use board.	County Health Department conference rooms	
County Farmers’ Market Association	40 hours	\$450.00	Fruits and vegetables for the farmers’ market and materials to sell the concept to city supervisors.	Conduct farmers’ market demonstration at city supervisors meeting.	Space to conduct farmers’ market demonstration	

STEP 5: EVALUATING A FOOD INDUSTRY PARTNERSHIP

Evaluation measures the success of partnership activities. At the initiation of the project, all partners should work together to identify realistic, achievable outcomes and agree on how success will be measured. Industry partners may identify success differently than nutrition and physical activity social marketers, and it will be important to come to consensus.

Next, partners must identify the data needed to show that the outcomes were achieved. Methods for collecting the data must be developed, and partners must agree to give access to the necessary data.

Finally, the partners should identify the organization responsible for collecting, analyzing, and reporting the findings of evaluation efforts.



MEASURING OUTCOME OF ACTIVITIES

OBJECTIVE	
DATA NEEDED TO MEASURE ACHIEVEMENT OF OUTCOMES	
METHODS FOR COLLECTING DATA	
ORGANIZATION GRANTING ACCESS TO DATA	
ORGANIZATION COLLECTING DATA	
ORGANIZATION RESPONSIBLE FOR ANALYZING AND REPORTING OUTCOMES AND ACHIEVEMENTS	

Example:

OBJECTIVE	By September 2005, increase lunchtime salad bar participation by 50% at Simone Middle School.
DATA NEEDED TO MEASURE ACHIEVEMENT OF OUTCOMES	Salad bar sales during lunch service
METHODS FOR COLLECTING DATA	Track salad sales for one month before and after collaborative marketing effort.
ORGANIZATION GRANTING ACCESS TO DATA	District food service
ORGANIZATION COLLECTING DATA	District food service
ORGANIZATION RESPONSIBLE FOR ANALYZING AND REPORTING OUTCOMES AND ACHIEVEMENTS	District food service

MEASURING THE PARTNERSHIP

To evaluate your partnership, fill out the chart below.⁵

AREAS TO CONSIDER	QUESTIONS	ANSWERS AND COMMENTS TO IMPROVE AND/OR CONTINUE SUCCESS
Effectiveness	<p>Has the partnership achieved stated objectives?</p> <p>Has the partnership exceeded expectations? If so, how?</p>	
Efficiency	<p>Are costs and benefits equal between partners (or have inequalities been resolved)?</p>	
Equity	<p>Is the partnership diverting resources away from or postponing investment in other activities?</p>	
Acceptability	<p>Are the outcomes and processes of the partnership acceptable to collaborators and the wider public?</p>	
Accountability	<p>Are the partner organizations and the professionals involved being held accountable?</p>	
Responsiveness	<p>Do you and/or the organization respond with speed and accuracy to needs/questions associated with the partnership?</p>	
Implementation and roll-out	<p>Do you understand and communicate the intentions of the partnership? Have you identified particular circumstances which might limit roll-out?</p>	

Food Industry Resources

RESOURCES	TYPE OF ORGANIZATION	TYPE OF INFORMATION PROVIDED
www.5aday.com	Produce for Better Health Foundation	Provides industry and consumer information about fruit and vegetable consumption.
www.ca5aday.com	<i>California 5 a Day Campaign and California Nutrition Network</i> , California Department of Health Services	Contains tools and consumer information to promote fruit and vegetable consumption and physical activity through the media, food industry, and in communities throughout California.
www.cagrocers.com	California Grocers Association, a statewide trade association	Provides links to a wide range of industry Web sites including supermarkets.
www.calrest.org	California Restaurant Association	Web site for the California restaurant trade association; non-members can access general industry sales statistics, restaurant press releases, and much more.
www.cdfa.ca.gov	California Department of Food and Agriculture	The organization produces an annual directory titled "CDFA Resource Directory," which features California's top industries, county agricultural figures, and a directory of industry resources and contacts.
www.fmi.org	Food Marketing Institute conducts programs in research, education, and industrial relations for members (food retailers and wholesalers)	Contains links to food industry sites, facts and figures, a supermarket research newsletter, and consumer information.
www.fpfc.org	Fresh Produce and Floral Council	Provides industry and product information for consumers and industry members.
www.pma.com	Produce Marketing Association	Provides fact sheets on sales statistics, market segments, food safety, and other industry issues.
www.progressivegrocer.com	Progressive Grocer magazine	Publication for the supermarket industry; features marketing, trends in store development, consumer purchasing patterns, and more.
www.restaurant.org	National Restaurant Association	Provides some information for the consumer (e.g., healthy dining guide), as well as information for the restaurant industry.
www.supermarketnews.com	Supermarket News magazine	Trade magazine for the food distribution industry.
www.thepacker.com	Packer Newspaper	Business newspaper for the produce industry; requires free registration.
www.theproducenews.com	Produce News Industry Paper	A national weekly publication about the produce industry.

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