

Council to Improve Foodborne Outbreak Response Marketing Plan
Promote Development Team
February 2017



SITUATION ANALYSIS

The Council to Improve Foodborne Outbreak Response (CIFOR) is a multidisciplinary collaboration of national associations and federal agencies working together since 2006 to improve methods at the local, state, and federal levels for detecting, investigating, controlling, and preventing foodborne disease outbreaks. CIFOR member organizations represent epidemiology programs, environmental health programs, public health laboratories, and regulatory agencies at the local, state and federal levels involved in foodborne disease surveillance and outbreak response. The food industry is represented on the Industry Workgroup. CIFOR identifies barriers that hinder rapid detection of and response to foodborne disease outbreaks and develops projects that address these barriers. CIFOR is one of the only entities with representation across the entire spectrum of organizations, jurisdictions, geographies, and professions that focuses on outbreak response.

According to the Centers for Disease Control and Prevention (CDC), foodborne illness affects one in six Americans annually. Of the estimated 48 million who become sick from a foodborne illness each year, 128,000 people are hospitalized and 3,000 individuals die. Many organizations are involved in efforts to mitigate the effects of these illnesses on public health. Outbreak identification and investigation is one of the key areas where multidisciplinary public health professionals must collaborate. CIFOR was created to develop and share guidelines, processes, and products that will facilitate good foodborne outbreak response. It is recognized that, although these guidelines, processes and products are available, there is a need to increase participation in the use of these tools nationwide, as well as to influence decision-makers. The Promote Development Team is tasked with promoting the use of CIFOR products and promoting CIFOR as a credible source of information for use by decision-makers.

CIFOR Vision: Local, state and federal partners collaborating effectively to reduce the burden of foodborne illness in the United States.

CIFOR Mission: To improve methods and processes at the local, state, and federal levels to detect, investigate, control, and prevent foodborne disease outbreaks.

MARKETING PLAN GOALS

- To ensure consistency in CIFOR branding, messaging and content by all partner organizations.
- To coordinate the timing and frequency of marketing communications by all partner organizations.
- To become more proactive in awareness building of the overall CIFOR mission/vision and engage more partners (private and public).
- To identify and utilize innovative ways to market/disseminate information regarding CIFOR
- To develop an evaluation plan for the effectiveness of the marketing plan.

TARGET AUDIENCES (Keeping in mind that specific tools and resources have specific audiences as noted in Appendix A attached)

- Federal, state, local, tribal and territorial public health agencies that prevent and manage foodborne disease outbreaks
- Public health officials (health officers, nurses, administrators, etc.) at all levels who work on foodborne disease detection, investigation, control or prevention activities
- State, tribal, territorial and local public health epidemiologists
- State, tribal, territorial and local public health laboratorians
- State, tribal, territorial and local environmental health specialists
- Owners, operators and managers of food establishments and other food industry officials involved in production, manufacturing and distribution of food products

- Decision-makers in federal, state, tribal, territorial and local jurisdictions who are involved in regulation and/or legislation regarding food safety and foodborne illness detection, investigation, control and prevention

MARKETING MIX/STRATEGY, FREQUENCY & METRICS

The following methods and strategies of disseminating marketing messaging about CIFOR, its products, success stories and testimonials will be used by CIFOR and its member organizations/agencies. It is noted that currently email and websites are the best ways to disseminate information to the audiences that CIFOR serves. Keeping the messaging current and continuing to market products after they are introduced are two of the most important strategies in this plan. The Promote Development Team remains the primary source for marketing direction and messaging for CIFOR.

The proposed frequency of marketing messaging/activities was determined by the Marketing Workgroup of the CIFOR Promote Development Team on February 22, 2017. Currently, most of the member organizations have information about CIFOR and a link to the CIFOR.us website on their websites. CIFOR materials are distributed, and there is a concerted effort to market new products, but there is no plan to continue marketing products after they are released. All of the other marketing methods are also done at infrequent intervals. This plan will outline frequency of marketing communications and provide guidelines by which the member organizations will market CIFOR in the future. These frequencies should be re-assessed regularly to determine the effectiveness of each. There should be roles/assignments to particular member organizations based upon the methods available to each organization and the capability of each to execute the task specified.

Each marketing strategy has metrics listed below. Current metrics include hits, page views and other information that is relatively easy to obtain; however, there is not a systematic evaluation of the effectiveness of any other strategies. Because we do not have strong baseline data on current CIFOR marketing, it may be difficult to measure the effectiveness of this new marketing plan. Hopefully, some of the hard metrics (such as downloads from the website and use of the #CIFORfood) will indicate awareness, interest and use among the target audiences. Again, these metrics should be re-assessed regularly, and additional metrics should be added as necessary. A RAND survey done in 2013 provided information on how the public perceives CIFOR and its products. It is a recommendation that two years after we implement this marketing plan, we should consider doing another RAND survey to evaluate how perceptions of CIFOR have changed.

The Council of State and Territorial Epidemiologists (CSTE) staff set up an online Basecamp site for internal communications among the Promote Development Team and the Marketing Workgroup members, and all Promote Development Team and Marketing Workgroup Members are expected to participate. Many of the strategies/metrics listed in the plan depend on timely communication via the Basecamp site.

1. Organizational Members' Websites

- STRATEGY: At a minimum, each organization should have a link to CIFOR.US website on their own public website; if possible, there should be a webpage with CIFOR information on it.
- FREQUENCY: Information/links/materials should be updated/rotated at least every 3 months.
- METRICS: Hits on website page; # of referrals from each organization's website to CIFOR website; documentation of update/review of materials posted on CIFOR Promote Development Team Basecamp at least every 3 months.

2. Electronic newsletters

- STRATEGY: Each organization's periodic electronic newsletters should include CIFOR promotional information on a regular basis, including CIFOR website link. FSIS distributes its "Friday e-News" to about 25,000 people, and CIFOR can send content to FSIS for this electronic newsletter. The National Association of County and City Health Officials (NACCHO) has their "NACCHO Connect" which goes to ~8,000 people. These are two examples of e-newsletters that could broaden the reach of CIFOR marketing efforts. The Promote Team's marketing messages/success stories/testimonials could be forwarded to all member agencies so that postings are frequent and consistent.
- FREQUENCY: Each organization should schedule one post about CIFOR at least once every 3 months.
- METRICS: Posting of each organizations' electronic newsletter or item from newsletter mentioning CIFOR on CIFOR Promote Development Team Basecamp; number of clicks on CIFOR website link.

3. Blast emails

- STRATEGY: If the organization has blast email capability and is able to do so, CIFOR promotional information should be added regularly.
- FREQUENCY: Include information/marketing messages about CIFOR at least twice per year in regularly scheduled email blasts that are appropriate for the topic/audience. And to include the link to the CIFOR website.
- METRICS: Posting of each organizations' blast email mentioning CIFOR on CIFOR Promote Development Team Basecamp; number of clicks on CIFOR website link.

4. Exhibits/presentations at organizational members' conferences

- STRATEGY: At each member organization's annual conference, CIFOR products should be distributed to attendees, and someone should be available to answer questions/provide information. When possible, CIFOR products should be highlighted in oral presentations and/or poster presentations. And, at other conferences/meetings that are held regularly, including regional meetings, CIFOR products should be available for distribution and someone should be available to answer questions/provide information. When possible, oral presentations and/or poster presentations should include CIFOR awareness-building/product information, always including the link to the CIFOR website.
- FREQUENCY: Most of the member organizations have at least one yearly conference/meeting. Marketing information should be distributed at least yearly. The Promote Development Team's calendar should include all member organizations' conferences/regional meetings.
- METRICS: After each conference/meeting, a short report should be posted on Basecamp including numbers of materials distributed, name/date of presentation/poster and any outcome that can be determined (even anecdotal information). See Appendix B for example of "MARKETING CIFOR – CONFERENCE REPORT" as a suggested form/template.

5. Electronic/hard-copy magazine

- STRATEGY: All member organizations that have an electronic or hard copy magazine should include CIFOR products/awareness building articles/information on a regular basis.
- FREQUENCY: Frequency will depend on frequency of publication, but at least once yearly if possible.
- METRICS: After article is published or an advertisement placed, link to article/advertisement or article/advertisement itself will be posted on Basecamp, so that numbers of articles can be determined in a certain period of time.

6. Blog

- STRATEGY: All member organizations that have a blog should include blog posts regarding CIFOR product usage, case studies and/or awareness building on a regular basis. Always include a link to the CIFOR.us website. Utilizing the #CIFORfood is also encouraged. All organizations should cite the others' blog posts and highlight them in each organizations' social media feed and on each organizations' website, if possible.
- FREQUENCY: At least twice per year. This frequency could be scheduled and rotated among the Promote Development Team members.
- METRICS: Notification of the posting will be shared with all of the member organizations via documentation on Basecamp of #s of blog hits, #s of shares, etc.

7. Social Media

- STRATEGY: #CIFORfood should be used in any social media post so that CIFOR messaging can be grouped and measured. All member organizations' social media channels (Twitter, Facebook, LinkedIn, Instagram, etc.) should be used to promote CIFOR on a regular basis using #CIFORfood. All member organizations are responsible to tweet and re-tweet other members' tweets. Twitter chats are an idea to build awareness regarding CIFOR. "Thunderclap" is also an idea. Reddit Ask Me Anything (AMA) will be discussed at the Salt Lake City Meeting in March 2017. In addition, encouraging others in the community (such as the COEs that have an active social media presence) to use #CIFORfood will be helpful. Instead of a CIFOR Twitter account, we will encourage people to "Join the Conversation" by linking to the #CIFORfood hashtag.
- FREQUENCY: Frequency of routine social media tweets and posts will be determined by the Promote Development Team. Frequency of Twitter chats, Reddit AMAs and other ways to disseminate information will be agreed upon by the Promote Development Team.
- METRICS: Each organization will be able to measure the numbers of posts/tweets including #CIFORfood using their current tracking software. The National Environmental Health Association (NEHA) will share its social media tracking file which is easy to use. Numbers of followers/retweets/shares, referrals to CIFOR website from social media sites and engagement can be enumerated. This number will be reported monthly on the Promote Development Team monthly call.

8. Other Food Safety/Outbreak/Industry Conferences and Publications

- STRATEGY: As appropriate, CIFOR members should recommend conferences or publications where CIFOR awareness building/product distribution should occur. Every effort should be made for CIFOR members to do oral presentations and/or poster presentations at these conferences. If the budget permits, a CIFOR exhibit should be planned as a way to distribute products and information. Whenever a member organization is exhibiting at an outside conference, CIFOR materials should be distributed. The use of a QR code in marketing signage could be one strategy to assist in driving traffic to the CIFOR website. Promoting CIFOR at policy-makers' conferences is another idea, such as the National Governors Association and the National Conference of State Legislatures.
- FREQUENCY: Frequency depends on when these conferences are held and when the publications are published. A calendar should be set up with upcoming relevant conferences for the next year and the PROMOTE Team should assess the value and feasibility of setting up an exhibit and/or someone presenting.
- METRICS: After each conference/meeting, a short report should be posted on Basecamp including numbers of materials distributed, name/date of presentation/poster and any outcome that can be

determined (even anecdotal information). See Appendix B for example of “MARKETING CIFOR – CONFERENCE REPORT” as a suggested form/template.

9. Webinars/Training

- STRATEGY: Current CIFOR webinars should be marketed more widely. Development of webinars highlighting each chapter/part of the Guidelines/Toolkit could be presented by identified subject matter experts, as a way of marketing the use and benefit of each section. Training (in any modality) that is provided by member organizations/agencies where the previously identified CIFOR audience will be in attendance should include, if appropriate, distribution of CIFOR products and/or information on accessing the CIFOR website/app. Podcasts may be another option to highlight sections of the CIFOR products.
- FREQUENCY: Frequency depends on when the training events are held. If the dates of the upcoming training are available, they should be added to the calendar which notes the upcoming conference dates.
- METRICS: Numbers of webinars developed; numbers of attendees; include awareness measure and indication of use of CIFOR products in the training evaluation form. Numbers of training events where CIFOR products were disseminated.

10. CIFOR App

- STRATEGY: The app which will be managed by CSTE and will be available by June 30, 2017. CIFOR products will be highlighted and the actual set-up is in development; goal is to make the products more usable and accessible.
- METRICS: App metrics will be readily available once the app is launched, such as numbers of downloads, numbers of hits on each section of the app and the most popular of the pages in the app.

11. CIFOR.US Website

- STRATEGY: Currently under revision. The new website will be more user-friendly and visually pleasing. NACCHO is the lead on the CIFOR.US website.
- FREQUENCY: When content is added/edited, post the update to social media. Keep content current and engaging with regular updates.
- METRICS: Numbers of hits on landing page and all other pages; duration of time on pages; documentation of where the hits came from (other websites, social media); metrics should be reported at least every six months to Promote Team and a determination made regarding update/refresh of content on pages not visited often.

MESSAGING

CIFOR marketing messaging must take into account the audiences it serves. The messaging should not only include the features of the products, but emphasize the benefits that will be derived from implementation of the CIFOR products/services. Several general recommendations on messaging are as follows:

1. Use the basic message that CIFOR is the foundation for building a better foodborne illness response system that is driven by partnerships and collaboration among federal, state and local agencies.
2. Emphasize tangible outcomes, impact, case studies, testimonials and success stories. Capitalize on information CIFOR may already have in reports, case studies provided in trainings, Evaluate Development Team outcome reports, specific experiences documented in the appendix of the 2nd edition of the Toolkit, the COE activities. Promote Development Team should compile these.

3. Using the information gathered in the 2013 RAND Report, the positive outcomes of the use of CIFOR products that were noted are as follows:
 - a. Better understanding of current foodborne outbreak response activities in their jurisdictions
 - b. Agencies became more familiar with best practices
 - c. Agencies were able to identify and find specific CIFOR recommendations that will improve their outbreak response in the future and were willing to implement those activities
 - d. Bottom line was improvement in the timeliness of response
4. BLUF—Bottom Line Up Front—Condense lots of text into the main message for marketing purposes.
5. Determine when/where the CIFOR documents were used in the past 10 years for training, presentations, posters, setting up outbreak response and put that list on the website to show the reach of CIFOR. Include instances where industry referenced or incorporated the Industry Guideline content.
6. Determine which other networks/councils were based on the CIFOR model and use that information to market the effectiveness of CIFOR as an organization.
7. The Promote Development Team should continue to put together messaging that is consistent for each product, but it is recommended that those messages be edited to incorporate more benefits and take out wordiness in explaining the features of the product/service. The Team should continue to provide messages to each member organization for use in a variety of marketing activities.
8. Messaging should emphasize the outcomes from the 10 years of CIFOR, including why the organization was formed and why it is still relevant.
9. All members of the Promote Development Team should look for testimonials and case studies that utilized the CIFOR products with a positive outcome. Grant reports could be one source of such information. The appendix to the 2nd Edition Toolkit may also have this type of information. This information could be compiled on the CIFOR Promote Development Team Basecamp site.
10. The Promote Development Team should consider using an outside communications consultant to edit/craft some of the marketing messaging, especially in the realm of condensing the case studies and usage of CIFOR products by the target audiences to emphasize positive outcomes and impact.

BARRIERS/CHALLENGES

Barriers and challenges to the implementation and success of this marketing plan include having someone tasked with shepherding all of the strategies through to completion and continuing to perform the tasks identified throughout time. Recommendations for overcoming these challenges include:

1. CIFOR as a whole must be committed to the success of the plan, and more specifically, the Promote Development Team must be committed to implementation of the elements of the plan.
2. A calendar must be set up and used by all members of the Promote Development Team and Marketing Workgroup.
3. The social media portion of this plan will be a particularly challenging aspect. It may require some additional, targeted activities.
4. Roles must be assigned, and everyone must post their information in a timely manner on the Basecamp site.
5. All members of the Promote Development Team must understand and agree to the expectations of the plan.
6. The Clearinghouse is another item that was tabled in discussions, but once the clearinghouse is updated, it will need specific marketing ideas and messaging.
7. Marketing to industry may be a challenge, but with the information posted in the calendar regarding conferences/trainings where industry may be present, CIFOR has the potential to market to food producers, manufacturers and distributors in those venues. The input of the industry representative on the Promote Development Team will be essential in reaching that audience.

8. Food safety professionals worldwide are interested in implementing the recommendations in the CIFOR Guidelines. Resources for translation are not often available but would be well-spent if identified.

ON-GOING EVALUATION OF THE MARKETING PLAN

The overall evaluation of the marketing plan should be done on regular intervals but at least once per year to determine if all members are actually doing what is recommended in the plan. In addition, review of the metrics by the Promote Development Team should be done at least twice per year, to determine the effectiveness of each of the strategies and the marketing messages. This plan should be edited as necessary and remains a work in progress.

CIFOR Marketing Plan Appendix A
AUDIENCES BY PRODUCT

PRODUCT	AUDIENCE
CIFOR Guidelines	Local, state and federal agencies
CIFOR Lab-Epi Integrated Reporting Software	Public health personnel who report/analyze laboratory/epidemiological data
CIFOR Toolkit	State and local health departments
Industry Guidelines	Owners, operators, managers of retail food establishments and food manufacturers/distributors (Industry)
Metrics Project	Public health agencies
Law Project	State and local public health officials and state and local policy makers
Outbreaks of Undetermined Etiology Guidelines	State and local health departments
CIFOR Food Safety Clearinghouse	State and local health departments, laboratories, academic institutions, non-governmental organizations and governmental agencies
CIFOR Webinar: CIFOR Guidelines and Toolkit Implementation for Public Health Professionals	Public health professionals directly involved in foodborne disease surveillance and outbreak detection
CIFOR Webinar: CIFOR Guidelines and Toolkit Implementation for Decision Makers	State and local department directors and program managers

CIFOR Marketing Plan Appendix B
CIFOR MARKETING CONFERENCE REPORT

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