



# Coalition for Healthy Children Creates Messages on Physical Activity and Healthy Eating

Establishing a public/private coalition for healthy children

## SUMMARY

From 2005 through 2009, the Advertising Council in New York developed and directed a communications campaign to encourage children to exercise and adopt healthy eating habits. The purpose was to reduce childhood obesity by targeting children and parents with consistent, research-based, educational messages on physical activity and nutrition.

The council developed and market tested a series of messages and organized a group of food and beverage corporations, others companies, nonprofit organizations and government agencies to disseminate the messages through their individual communications efforts. The group—named the Coalition for Healthy Children—had more than 50 member organizations.

The Advertising Council also commissioned surveys to track the campaign's effect on parents and children. Independent of the council, the Berkeley Media Studies Group, a project of the Public Health Institute in Oakland, Calif., evaluated television food and beverage advertising and child-directed ads on the Internet.

## Key Results

- The campaign messages reached millions of children and parents through the marketing and communications programs of the coalition members, the Advertising Council reported.
- The tracking survey results were mixed. The data indicated positive shifts in kids' attitudes and behaviors regarding physical activity but not "in other areas necessary for children to attain a healthy lifestyle."
- The Berkeley Media Studies Group found that TV food and beverage ads overall promote an unhealthful diet, and that many of the foods and beverages advertised on children's Web sites are products that children should avoid.

## Funding

The Robert Wood Johnson Foundation (RWJF) supported the campaign with three grants to the Advertising Council totaling \$869,039. RWJF supported the Public Health Institute evaluation with a \$462,325 grant to that organization.

## CONTEXT

In June 2004, RWJF sponsored the *Time/ABC News Summit on Obesity*—a national conference on the causes of and potential solutions to the nation's obesity problem. (See [Program Results](#)).

The 400 attendees included representatives of the Advertising Council, a nonprofit organization in New York that marshals volunteer talent and services of the communications industry to produce public services announcements (PSAs) on public health, education, the environment and other issue areas. (The organization refers to itself as simply the Ad Council, as does this report from hereon.)

One of the key themes of the *Summit* was that every organization has a role to play in reversing the obesity "epidemic." In response, the Ad Council wanted to help children and parents better understand the importance of healthy eating and physical activity.

The proliferating and often conflicting advertising claims and news stories on diet and exercise left children confused and parents feeling overwhelmed, the organization's leaders believed. What was needed, they reasoned, was a set of consistent, research-based, educational messages.

The Ad Council found support for such an effort among not-for-profit organizations, media companies and corporate food and beverage marketers that also participated in the *Summit*.

## RWJF's Interest in the Area

Reversing the childhood obesity epidemic by 2015 is a major goal of RWJF. The Foundation's strategy is to change public policies and local environments in ways that promote increased physical activity and improved nutrition for children—such as facilitating access to grocery stores and opportunities for exercise in underserved areas.

Supporting communications aimed at changing individual behavior is not a focus of RWJF's work in this area. However, given the message of the *Summit* and the enthusiastic response of the Ad Council and corporate world, the program staff favored supporting the council's proposal for a communications initiative.

## THE PROJECT

From 2005 through 2009, the Ad Council developed and directed a communications campaign to encourage children to exercise and adopt healthy eating habits. The purpose was to reduce childhood obesity by targeting children and parents with consistent, research-based educational messages on physical activity and nutrition.

The council developed and market tested a series of messages and organized a collaborative group of food and beverage corporations, other companies, nonprofit groups and government agencies to disseminate the messages through their individual communications efforts. The group was named the Coalition for Healthy Children.

In addition, the Ad Council commissioned:

- A series of surveys to track the campaign's impact on children's and parents' awareness of good eating and exercise practices
- An assessment of the coalition's operation and activities

Independently of the Ad Council, the Berkeley Media Studies Group, a project of the Public Health Institute, a nonprofit organization in Oakland, Calif., evaluated food and beverage advertising on TV, including ads on three cable channels that cater to children. The evaluation team also studied child-targeted advertising on the Internet.

### Message Development

A project team at the Ad Council interviewed health and wellness experts and conducted a literature review to identify the most effective behaviors that parents and children could easily adopt to prevent childhood obesity. From the research, three key points emerged as the focus of the campaign:

- Get an hour of exercise each day
- Know the basics of energy balance—balancing calories in with calories out
- Exert control over portion size

Working for free, a series of advertising and communications partners:

- Developed messages to educate children and parents on each of the three points
- Tested the messages through focus groups and surveys
- Revised the messages based on test results and feedback from coalition members

See [Appendix 1](#) for the names of the firms.

At the end of the process, the Ad Council and coalition members agreed to focus on three main messages, each message having two versions, one version for children and one for parents. The following are the three children-directed messages. See [Appendix 2](#) for the parent-directed versions.

- ***Physical Activity***

**Be a Player: Get up and Play an Hour a Day.** Computer games may be fun, but the real test of strength is if you're tough enough to ride your bike, jump rope, swim or play team sports with your friends. The more you get up and play, the healthier you'll be.

- ***Balance***

**Eat Well. Play Hard. Make it Balance.**

Eating healthy and being active fit together like peanut butter and jelly. Too much jelly or not enough peanut butter can make all the difference in a great sandwich. To be your best, it's important to balance how much you eat with how much you get up and play each day. Make eating well and playing hard balance, like two halves of the perfect sandwich.

- ***Portion Control***

**The Amount Counts: Keep Portions Under Control.**

Bigger isn't always better. Healthy eating isn't only about what you eat, it's about how much you eat. Start with a small portion size—a handful, a scoop, a few. You don't need to finish the whole bag or entire bottle.

The feedback from coalition members included a request for graphics to go with the messages—a visual shorthand that members and partners could place on packaging or other marketing materials. In response, advertising specialists created a logo to identify each of the three main message categories:



Also, in the latter part of the RWJF-funded project, the Ad Council team oversaw development and testing of Spanish-language messages that echoed these same themes.

## **Coalition for Healthy Children**

In forming the Coalition for Healthy Children, the Ad Council sought organizations that targeted parents and children in their advertising and marketing, including food and

beverage corporations, media companies, trade associations, government agencies and major not-for-profit groups.

Formally launched in July 2005 with 30 members, the coalition grew to include more than 50 organizations. The membership included corporate food giants Coca Cola, General Mills, Hershey, Kraft Foods and PepsiCo. There was also a wide range of other organizations, such as the National Football League, Sesame Workshop and Girl Scouts of the USA. See the full membership list [online](#).

The Ad Council team conducted three full membership meetings and numerous other meetings and conference calls to discuss messaging, tracking results and other components of the campaign. The team also consulted individually with members to help incorporate the campaign messages into the organization's individual advertising and marketing programs.

In addition to a public Web site with information on the campaign, the Ad Council developed a members-only Web site with a toolkit, research materials and other information to support communications efforts.

### ***Limitation on Message Use***

In consultation with RWJF, the Ad Council decided to limit use of campaign messages by the food and beverage companies to products that met specific nutrition criteria. (The council based the criteria on guidelines set by the Alliance for a Healthier Generation and federal agencies.)

The Ad Council reviewed all proposed uses of the messages to ensure compliance. In addition, organizations joining the coalition were asked to sign an agreement that included a pledge not to use their membership status to deflect any criticism of their products or marketing efforts.

### **Tracking the Impact**

The Ad Council hired the [Futures Company](#), a research and consulting firm in Chapel Hill, N.C., to track awareness of the campaign messages and changes in attitudes and behavior regarding healthy nutrition and physical activity.

The firm conducted three waves of surveys of children and their parents at demographically representative shopping malls across the country. The first wave—to establish a benchmark—was in 2005 prior to the campaign's launch, the others in 2007 and 2009. Each wave involved approximately 1,000 children ages 6 to 12 and 1,000 parents.

The data were weighted to ensure the three samples had identical makeups and were nationally representative, the firm reported.

## Coalition Assessment

The Ad Council hired [Asibey Consulting](#), a New York firm specializing in communications and advocacy strategies, to assess the Coalition for Healthy Children, including member engagement and the Ad Council's management. The purpose was to identify lessons and insights for future efforts.

The firm reviewed coalition marketing materials and other documents and interviewed 19 individuals from member organizations, Ad Council staff and external stakeholder groups.

## RESULTS

### Campaign Reach

- **The campaign messages reached millions of children and parents through the marketing and communications programs of the coalition members, the Ad Council reported.**

While unable to identify a specific number, campaign co-director Anthony Signorelli says a significant portion of members used the messages and visual assets. How they used them—and how closely they integrated the materials with their brand marketing—varied.

Some members replicated the explicit messages while others used the campaign's research and insights to inform their own communications. Members disseminated the messages and logos through media advertising, promotional materials, package design, in-store displays, online games and other avenues.

The Ad Council and coalition members focused primarily on the "Be a Player" message promoting physical activity. The reason, according to campaign co-director Heidi Arthur, is that physical activity is "a simple, easy message to communicate" as well as "an important part of the health and wellness equation."

Although a few members did eventually develop communications around *energy balance* and *portion control*, those messages are "far more complicated," says Arthur.

In its assessment report, Asibey Consulting confirmed that *physical activity* was the most frequently used message and said *portion control* was the least used, adding:

"The choice among the three Coalition messages seems connected to the member's line of business. For instance, companies in the food and sports industry are using physical activity messages."

The report suggested seeking out other coalition members as well as external organizations that might be interested in using the balance and portion control messages. For the report's other findings, see [Coalition Assessment](#) and [Appendix 3](#).

## Examples of Message Use

In *Coalition for Healthy Children: Report to America*, published on the members-only Web site, the Ad Council included the following as examples of message use:

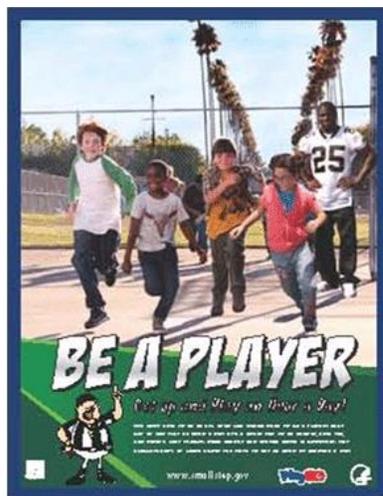
- Kraft Foods worked with the Cartoon Network to develop a 30-second PSA featuring Cartoon Network characters and incorporating the "Be a Player" message and visuals. The PSA ran on the Cartoon Network in the second and third quarters of 2007.

Kraft also created a 10-second online cartoon about the importance of being active that streamed before visitors played a video game on the company's child-directed Web sites.

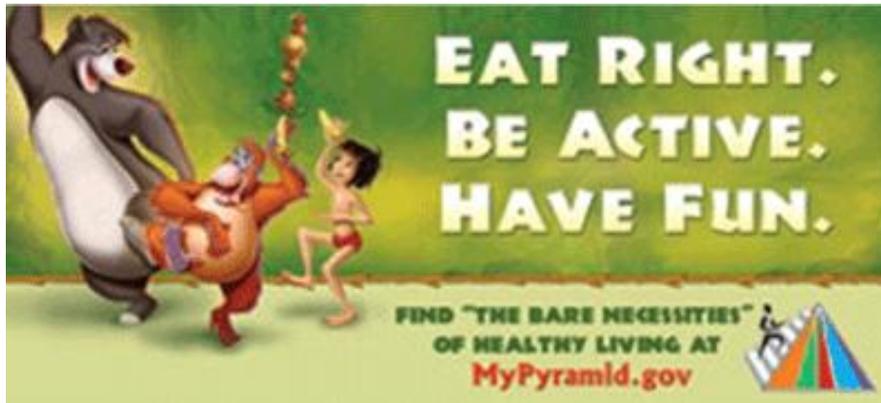


- The National Football League (NFL) created a *Play 60* youth fitness campaign that encouraged young fans to be active for at least 60 minutes a day. *Play 60* TV and magazine PSAs featuring star NFL players had an estimated potential of more than 645 million household viewings.

In addition, the 32 NFL teams implemented the *Play 60* campaign at the local level through in-school, after-school and team-based programs.



- Walt Disney Studios Home Entertainment partnered with the U.S. Department of Agriculture to support the energy balance message. TV, radio, interactive and billboard PSAs featuring characters from Disney's "Jungle Book" and "Pinocchio" garnered an estimated \$47 million in donated media placements and more than 600 million potential household viewings.



- Kmart instituted a "New Day Kids Way" promotion supporting the coalition's physical activity message throughout the company's retail stores and online networks. The promotion included in-store signage and distribution of Kmart circulars.

Kmart estimates that the circulars had approximately 40 million potential views, the in-store materials about 15 million and e-mail marketing about 1.4 million during the 2007 promotional period.



In addition to coalition members, the Ad Council worked separately with their traditional PSA sponsors—including the U.S. Health and Human Services and Agriculture departments—to jointly promote the campaign messages. These partnerships resulted in the distribution of ads to some 33,000 media companies across the nation.

## Campaign Impact

- **The tracking surveys to measure the campaign's impact on children and parents had what the Ad Council report termed "a mixed bag of results." The data indicated positive shifts in kids' attitudes and behaviors regarding physical activity but not "in other areas necessary for children to attain a healthy lifestyle."**

### *Message Awareness*

- Awareness among children and parents of most coalition message concepts remained relatively constant or declined between the baseline survey in 2005 and the third survey in 2009.

However, between 2005 and the second survey in 2007, there was a statistically significant increase in the percentage of children who indicated they were aware of the importance of being physically active—from 72 percent to 76 percent. Yet by 2009, that percentage had dropped back to baseline.

As an explanation, the Ad Council said that many coalition members promoted the "Be a Player" message on physical activity during the 2005-2007 period, and thereafter marketing support for the message declined. (See [Lessons Learned](#).)

- In 2009, more than one out every three children reported recognizing the visual logos for the messages on physical activity and energy balance (38 percent and 35 percent respectively). Significantly fewer kids recognized the logo for portion control (24 percent). (Awareness of the three visuals was not measured in 2005 or 2007.)

### *Attitudes and Behavior*

- From 2005 through 2009, there was an increase in the percentage of children who reported caring a lot about being healthy (from 71 percent to 78 percent), eating healthy (62 percent to 67 percent) and getting enough physical activity (55 percent to 68 percent).
- The percentage of children who reported doing something active outside when not in school increased from 71 percent to 78 percent, and the percentage doing something active inside from 57 percent to 64 percent.
- However, there were significant gaps between kids' understanding of the importance of healthy eating, energy balance and portion control and their reported behavior in those areas:
  - In 2009, 72 percent of kids said that eating healthy foods was "very important," but only 55 percent said that eating health foods "describes me very well"—a *difference gap* of 17 percent.

- For balancing physical activity and eating amounts, the difference gap was 13 percent, and for controlling portions 18 percent.
  - Similar gaps were evident among parents. For example, while 72 percent of parents understood that healthy eating habits were very important, only 38 percent said the phrase "has healthy eating habits" described their child "completely."
- The percentage of children who said they had ever tried to lose weight declined from 25 percent in 2005 to 19 percent in 2009.

### ***Disparities***

- On virtually all measures of awareness, attitudes and behavior, Hispanics lagged significantly behind other groups. Language and cultural differences regarding eating habits appeared to be one major reason, the Ad Council said.

Another was a lack of significant public education campaigns and marketing programs addressing this particular segment of the American population with healthy lifestyle messages at the time. The campaign's Spanish-language messages and Hispanic-population tracking data gave marketers both the means and rationale to begin closing this gap in the future, the council said.

### ***Conclusion***

- In a September 2009 report, the Futures Company—the firm that conducted the surveys—wrote:
- "Attitudes about healthy eating have progressed since 2005, with parents taking responsibility for their children's health and feeling increasingly confident that they know what foods are good for their children."
  - "Unfortunately this knowledge has not translated into weight loss for children. In fact parents and children both are looking the other way when it comes to doing something about childhood obesity."

### ***Limitations***

The Ad Council noted that the tracking study did not include test and control groups, making it impossible to know if any shifts in awareness, attitudes or behavior were directly caused by the coalition program messages.

The campaign took place amidst other healthy lifestyle marketing and communications programs—and amidst other ongoing advertisements for fast food and other products not so healthy.

## Coalition Assessment

- **In September 2008, Asibey Consulting reported on its assessment of the coalition's operational aspects.** The eight major findings included the following:
  - "While many members have had positive experiences with the coalition and have a clear understanding of its goals and purpose, most members do not view the coalition as a collaborative effort among several organizations with a long-term strategic plan."

The report (*Evaluation of the Ad Council's Coalition for Healthy Children*) recommended that the council work to facilitate "a true coalition," establishing member collaboration and buy-in on the coalition's strategic direction and facilitating internal communications.

The Ad Council responded by initiating more opportunities for member collaboration and participation and instituting more regular communications, the campaign co-managers said in an interview. (See [Lessons Learned](#).)

For a summary of all eight findings, see [Appendix 3](#).

## EVALUATION BY THE PUBLIC HEALTH INSTITUTE

In October 2005, RWJF awarded the Public Health Institute a grant to evaluate how coalition members used the campaign messages and how that use fit in with members' other advertising and marketing efforts—specifically, whether members' other messages on food and beverage products supported or conflicted with the campaign messages.

However, that purpose was prevented by unanticipated delays in finalizing the campaign messages and overall coalition development process. The upshot was that the evaluators were geared up to examine TV food and beverage advertising before the campaign reached full operation.

Nevertheless, in consultation with RWJF, the evaluation team decided to proceed with the study, saying the data provided "a picture of the food and beverage television advertisements as seen by children and adults in the U.S during 2006" (the study year).

In addition to television ads, the team examined children-directed food and beverage ads on the Internet—a relatively new area of study at the time, according to Lori Dorfman, Dr.P.H., the evaluation director.

## TV Study

In collaboration with the [Wisconsin Advertising Project](#) at the University of Wisconsin, the evaluation team analyzed the content of ads for food and beverage products (including fast food and other kinds of chain restaurants) that aired on national network

and cable television during 42 representative days sampled throughout 2006, prior to the completion and dissemination of any coalition messages. The sample yielded 172,644 ad airings.

To consider ads directed specifically at children, the evaluation included an examination of ads on three children's channels: Nickelodeon, Cartoon Network and ABC Family. During the sample period, the three channels had a total of 18,454 ad airings involving 2,200 unique ads promoting 409 different food and beverage products. (Some products had multiple ads, and ads ran multiple times.)

## **Findings**

The evaluators' April 2008 report to RWJF on the study (unpublished) stated the following:

- **Children are targeted with sweet foods that should be consumed infrequently.**
  - Of the 409 products advertised on the three children's channels, the largest category was confectionary with 97 products. Confectionary includes cookies, pastry, candy, gum, ice cream and cereal bars.
  - *Convenience* or prepared foods were the second largest category advertised on the channels (59 products), followed by cereals (55).
  - Of the 409 products, only three were in the fruit and vegetable category.
  - Many of the food products would not be allowed in schools based on the Institute of Medicine standards for competitive foods (food sold outside the school lunch program, such as in vending machines.)
- **Overall, television advertising for food and beverages promotes an unhealthy diet.**
  - Fruits and vegetables are almost invisible in the food marketing landscape of television.
- **The messages developed by the Ad Council for the Coalition for Healthy Children were not yet in market and therefore not in evidence.** Some of the sentiments underlying those messages appeared but infrequently:
  - Of the total ad airings, 62 percent did not have children in them. Of those that did, less than a fourth (22 percent) showed children being physically active.
  - Most of the ad airings (90 percent) did not show or suggest the availability of food or beverage options, specifically for healthy foods.
  - Most (97 percent) did not show or refer to the availability of foods and beverages in different sizes or portions.

- Only 6 percent portrayed the relationships between eating and physical activity as related or reciprocal. About a fourth of these were cereal ads.

## Internet Study

The evaluators examined 28 Web sites popular with children to gather information on the online ads to which they are exposed. In July–August 2007, a team member reviewed the 28 home pages and every page that was "one click away" from the home pages (a total of 1,737 pages), looking for branded food and beverage ads.

When an ad was found, the team assessed the product's reported nutritional content according to the Institute of Medicine's competitive food standards.

## Findings

The team reported the following in an article published in 2009 in the *American Journal of Public Health*:

- A total of 93 unique products were advertised on the sites—22 on six home pages and 71 on pages "one click away."
- The team excluded 16 of the products because of a lack of product specificity in the ad or insufficient nutrition information from the manufacturer. Of the remaining 77 products, 49 (64 percent) did not meet the Institute of Medicine standards for competitive foods.
- The results "point to the likelihood that the food and beverage products advertised on the Web were those children should avoid."
- Elaborating in an interview, Dorfman said that kids often use the Internet free of parental supervision, and therefore food and beverage companies are having a direct conversation with children that parents cannot mediate.

## LESSONS LEARNED

In a report to RWJF, the Ad Council said the most challenging aspect of the campaign was building consensus and support among coalition members, whose objectives and communications capabilities varied. Because of that, the council staff experienced delays in development and dissemination of the messages to the marketplace.

Other challenges included an economic downturn in 2008 and 2009 that caused some organizations to focus less on the campaign. In addition, several coalition members required extensive input from Ad Council staff to develop their message-promotion programs.

From these challenges and the campaign as a whole, Ad Council staff reported learning these key lessons:

1. **Develop and sustain communications efforts when attempting to make a lasting impact on public health.** While many coalition members used the campaign messages to develop communication programs that reached millions of Americans, some efforts were short-lived and not incorporated into ongoing marketing programs, while others developed organization-specific health and wellness initiatives distinct from the coalition.

Dips from 2007 to 2009 in key awareness tracking measures attest to the fact that changing attitudes and behavior requires a steady drumbeat of obesity prevention messages. The public needs constant reminders to take action. (Project Co-Directors/Arthur and Signorelli)

2. **When leading a coalition, commit to ongoing communications with the members.** Asibey Consulting identified a desire for more dialogue between the Ad Council team and coalition members. In response, the staff provided members with more regular communications—for example, e-mails aimed at clearly explaining plans for upcoming coalition efforts.

Getting information *from* members was also difficult, particularly information on how the messages were being used. Ad Council staff learned that members were more responsive when the information was to be used in a public report instead of just internally. Issuing a public document may be an effective way to motivate communications from coalition members. (Project Co-Directors/Arthur and Signorelli)

3. **Carefully consider the name and purpose of a group organized for a specific purpose.** In hindsight, it might have been better to call this effort a *campaign* rather than a *coalition*.

*Coalition* indicates members are going to make a joint effort and learn from each other. However, in this case, the participants agreed on large goals for messaging but then worked individually toward those goals.

In any case, it is important that members of a group agree at the beginning on the meaning and purpose of the collaboration. (Project Co-Directors/Arthur and Signorelli)

4. **Think about how the work of a coalition or campaign is to be sustained once the original funding ends.** Organizations can put a tremendous amount of effort into a grant-supported project. It is important to consider how to continue that progress when the grant money runs out. (Project Co-Directors/Arthur and Signorelli)

## AFTERWARD

The work of the coalition officially ended with the end of RWJF funding in 2009. However, Ad Council staff continued to provide individual consultation to coalition members on communications to address childhood obesity.

Also, according to the campaign co-directors, the messages and research developed by the campaign helped inform other childhood obesity-prevention programs, including new public education initiatives with the federal government.

The Ad Council also continued producing PSAs on adult and child obesity for the U.S. Health and Human Services and Agriculture departments.

## Internet Research

Dorfman, director of the evaluation team, received follow-up funding from RWJF to continue research on the role of Internet marketing and advertising to children, including two grants (ID#s 065063 and 066966) awarded through the national program *Healthy Eating Research: Building Evidence to Prevent Childhood Obesity*.

She also received a grant (ID# 065034) through RWJF's *Substance Abuse Policy Research Program* to study alcohol and tobacco digital marketing. (That program is now closed; see [Program Results](#).)

In addition, Dorfman and collaborators created [www.digitalads.org](http://www.digitalads.org), a Web site providing information on marketing of unhealthy food and beverages to children on the Internet and other media, including mobile phones. The site was a byproduct of the research conducted for the Ad Council project, she said.

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## APPENDIX 1

### Organizations Participating in the Message Development and Testing Process

*(Current as of the time of the grant; provided by the grantee organization; not verified by RWJF.)*

- Casanova Pendrill, Costa Mesa, Calif.
- Cultural Edge Consulting, La Costa, Calif.
- GSD&M Idea City, Austin, Texas
- LightSpeed Research, Basking Ridge, N.J.
- McCann Erickson, New York
- Strottman International, Irvine, Calif.
- Students at Brigham Young University's Ad Lab, Salt Lake City

## APPENDIX 2

### Parent-Directed Messages

The Ad Council and Coalition agreed to focus on communicating the following three messages to parents:

#### *Physical Activity*

#### **Encourage Your Kids to Be a Player: Get up and Play an Hour a Day.**

What's good about getting up to play with your children? The fresh air, the quality time together, and—just as important—the exercise you all are getting. Being physically active is easy to incorporate into the time you spend as a family. The best part is, the more fun you and your kids have together, the healthier you all will be.

#### *Balance*

#### **Tell your Kids: Eat Well. Play Hard. Make it Balance.**

Teach your kids all about balance. Show them that to be their best they have to balance how much they eat with how much they get up and play each day. It's like the classic PB&J sandwich. Too much jelly or not enough peanut butter can make all the difference. It's the balance of the two that makes the sandwich so great.

## *Portion Control*

### **The Amount Counts: Keep Portions Under Control.**

Healthy eating isn't only about what your kids eat; it's about how much they eat. Help your kids understand that portion size matters. Encourage them to stop eating when they've had an appropriate amount, not necessarily when they've finished the whole bag or entire bottle. The right amount is just as important as the right diet.

## **APPENDIX 3**

### **Major Findings of Asibey Communications**

Asibey Communications' September 2008 report on its assessment of the Coalition for Healthy Children summarized the eight major findings as follows:

- While many members have had positive experiences with the coalition and have a clear understanding of its goals and purpose, most members do not view the coalition as a collaborative effort among several organizations with a long-term strategic plan.
- The Ad Council is seen as very responsive to coalition member needs. However, there is a general sense of a lack of communications between the Ad Council and members—in both directions.
- Six out of 10 members interviewed use the coalition messages. Additionally, several members report using their own healthy children messaging. The portion control message is the least used of the three. It is not clear to members who carries the responsibility of tracking messaging effects. While the Ad Council has produced case studies of message use by different members, interviewees didn't mention having seen these case studies.
- The Ad Council's coalition model is a relatively new way of bringing together actors in the food and beverage industry. While no one could cite better-functioning coalitions, participants made suggestions for improving the current model.
- The coalition has contributed to a positive image of the Ad Council and improved members' understanding of what the Ad Council does. Moreover, members value the Ad Council's ability to bring disparate parties and even competitors into the coalition.
- The return on the Ad Council's investment into the coalition is difficult to calculate. Externally, there is a reported increase in awareness about physical activity and attitudes toward healthy eating and exercise, according to the results of the latest surveys. Internally, there is reported increase in financial giving to the Ad Council by some members after having joined the coalition.
- Members cited networking, access to research-based messaging and credibility as some of the benefits of coalition membership. At the same time, communication and

collaboration among coalition members, tracking of message use and effects, nutritional guidelines and access to research findings pose challenges to members.

- Nonmembers have expressed awareness of and interest in the coalition, and two have disseminated the coalition's messages. There seems to be some confusion as to the official status of two nonmembers.

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