

# Strategic Marketing and Communication Plan **FBDG 2021**



## 1. Strategic Marketing Audit

### 1: SWOT Analysis

Strengths	Weaknesses
The single most powerful tool and equal platform to improve nutrition	Undernutrition impairs immune function
The fundamentals of good nutrition can be met	Food shortages
Easy to understand	Weakened immunity further exacerbated by COVID-19
Importance of a healthy diet	Unhealthy diets combined with sedentary lifestyles
Building weakened immunity	Poor communication to target groups Island wide
Recommended by FAO/WHO	Lack of strategy and clear-cut marketing plan to disseminate messages
Incorporating sustainability considerations	Analysis depicts significant inequalities in nutrition
Having formulated and communicated messages since 2000	Gaps in nutrient requirements in different age groups, genders at varying levels of physical activity and life cycle stages
Striving to achieve a higher level of health status in the next 5-10 years	Gaps in policies, strategies and programs in relation to health and wellbeing
Equitable food consumption	Lack of revenue and funding due to COVID-19 and impact on industries, jobs and households
Improve healthy eating habits and lifestyles	Lack of different macro and micro nutrients the body requires in meals
Cheaper to cook at home than eating from out	Poor dietary diversity in meals
Using resources mindfully with less energy and water	FBGDs first published in 2002 with poor impact
Health sector have administrators and policy makers who handle preventive, curative and ayurvedic measures	Poor functional MSGs in the health sector
Technical heads of health units; government and private, indigenous medicines, hospitals.	HS: Work overlord, time and funding constraints
Health sector had training modules, training guides, video clips, Facebook, small interactive clips for sharing and tagging	HS, Education and Food: Poor attitude and weakness constraints
Edu: Knowledge on FBDG and dietary behaviour improved among school community	Edu: Lack of interest and poor monitoring
Agri: Ability of affordable nutrition sensitive agriculture products	Edu and Food Sectors: Poor compliance
Reasonable methodology and data collection systems to analyse consumption patterns	Edu: Difficulty in approaching neighbourhood food outlets of private tuition classes and education
	Lack of interest due to changes in sector priorities (Agri)
	Agri: Lack of technical expertise and financial resources
Opportunities	Threats
Sri Lanka included in the Framework for Action at the Second International Conference for Nutrition	Saturation of messages through communication channel
FBGDs being revised by the Ministry of Health, advocated by FAO and Nutrition Society of SL	Limited reach to all the regions and locations island wide
Average life expectancy rate having increased due to the health system and medication	Limited budgets to propagate awareness and implement the program island wide
The rising need and demand for equitable, resilient and sustainable food and health systems	Lack of education with regards to FBGDs
The guidelines are formulated so food from food groups are consumed in a routine	Folk, superstitious, urban beliefs regarding types of foods (Eg: Eating papaw leads to miscarriages, heating and cooling food beliefs)
Food groups are further classified according to the major nutrients they contain	Demand for outside food and not home cooked meals
Eat a Rainbow: Fruits and Veggies fall into 5 colour categories	Male children given larger portions of food due to beliefs that they require more strength and energy
An increased focus on fitness, healthier lifestyles	Strain on income and revenue sources due to COVID-19 and lockdowns etc
Food charts influencing household menus	Lack of physical activity in children due to the emergence of technology
New technologies, social and digital media to reach out urban segments	Daily wage earners with limited resources can only purchase small quantities on a daily basis
Rural families using fresh produce from home and neighbourhood gardens	Less homecooked meals due to busy or a change in lifestyles
Health sector will have opportunities to advocate administrators in their meetings	Health sector's inability for advocacy due to compacted schedules in administrative meetings
Health sector trains grass root level offices during monthly conferences	Health sector has time constraints on emergency situations

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Health sector conducts awareness programs in each PHM area as scheduled	Agri: Lack of resources, insufficient regulatory bodies
Health sector has free of time constraints and availability of well-functioning MSGs a CBOs.	Rising demand of food patterns with the rising population
Health sector, education sector allocate time for awareness programs	Food consumption lacking the necessary nutrient components
HS: Supportive behaviours of food establishment owners and staff to improve their standards	High urbanization impacting the lifestyle patterns
One training program per educational zone/division per year	The lack of economic stability affecting purchase and consumption habits
Agri: Willingness of workers in relevant sectors to adopt nutrition sensitive/good agricultural practices	Drastic shift of lifestyle patterns
Agri: Adequate support from media and public interest	Nutritional transition of under-nutrition and obesity
	Nutritional deficiencies in estates and gaps in the provision of key nutritional related services

**Score: Strengths 19, Weaknesses 21. Opportunities 20, Threats 21.**

### 2: Critical Success Factors & Key Issues

Critical Success Factors	Rating	Key Issues	Rating
Manage communication strategies	<b>M</b>	Inefficient communication tools, channels thus far	<b>H</b>
Segmentation of target groups	<b>L</b>	Lack of key segmentation anchored into quantifiable dominant groups	<b>H</b>
Strategic partners and greater creative input	<b>H</b>	Unspecific projects and programs without meticulous assessment and tracking of progress	<b>H</b>
Leverage technologies to enhance progress	<b>M</b>	Need to incorporate technologies into the overall framework	<b>M</b>
Integrated resource pool of reputed networks	<b>H</b>	Harnessing the resources effectively towards objectives	<b>M</b>
Managing campaign budgets during the pandemic outbreak	<b>M</b>	Implications and repercussions of Covid-19	<b>H</b>

**Rating: CSF High 2, Medium 3, Low 1 – KI HIGH 4, Medium 2.**

### 3: Strategic Intent

	Current	Future
<b>Vision</b>	To improve national well-being and food consumption throughout the island incorporating an economic framework, to promote appropriate diets and healthy lifestyles.	To ascertain the effectiveness and trajectory of success of improving national well-being and healthy lifestyles.
<b>Mission</b>	Conceive and formulate a sustainable food-based approach to encourage dietary diversity by changing habits so that more micro and macronutrient and local and traditional food is consumed.	Continue to derive the guidelines based on sound scientific principles, food science and behaviour, and ensure it is every citizen's mission to improve national well-being.
<b>Objectives &amp; Strategy</b>	To use the food based dietary guidelines via its publication and other select communication strategies for the public to address the dietary and lifestyle guidelines.	Express the dietary guidelines based on scientific terms, containing quantitative goals recommendations to achieve the objectives.
<b>Values</b>	Formulate a plan which is appropriate to our culture, identify public health issues and trends related to dietary patterns and develop solutions that are relatable, resonant and synchronized with the livelihoods, beliefs and lifestyles of every target group.	Ensure that the guidelines will be aligned with the food and diets' cultural, ethnic, social and family meanings and significance, while embedding them into our nation's dietary and lifestyle habits.

### 4: PESTEEL Analysis – High (H), Low (L), Medium (M), Opportunity (O), Threat (T)

	Drivers	Implications	O/T	Rank
<b>Political/ Legal</b>	Legislations and regulatory factors (MOH, trade laws, enforcement of register of pesticides, SLSI)	Government becoming increasingly aggressive regarding control regulations and oversight of businesses.	<b>O</b>	<b>H</b>
	The political environment	The political climate will determine how the messages will be communicated to schools, universities, restaurants, hotels, hostels, pubs, eateries etc.	<b>T</b>	<b>H</b>
	HS: Regulations against promoting unhealthy food and beverages to children	Child obesity, early type 2 diabetes in youth, hormonal imbalances due to preservatives, artificial colouring and sweeteners.	<b>T</b>	<b>H</b>

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	Aggressive packages, policies (policy makers in agriculture and livestock), guidelines and standard, gazette notifications	The impact of policies will be a determinate factor on the productivity and profitability of the industries, but also the impact on environmental and animal degradation.	T	H
	District and divisional agriculture fisheries and livestock authorities	Mandates and decision-making pertaining to unions, production, dissolution and selling prices	T	M
<b>Economic</b>	Economic recession	Sri Lanka's economic instability and fluctuating economic conditions impacting the campaign	T	H
	Global pandemic of Covid-19 still at large and prevalent	It is estimated with the COVID-19 pandemic how changes in lifestyle and professional lives have changed drastically impacting revenue and earning	T	H
<b>Social/Cultural</b>	Socio-cultural differences affecting buying decisions	The dynamic and different buying patterns due to differences in mindsets, attitudes, beliefs, lifestyles and cultural factors	O	M
	Consumer population will lose income and lose disposable income with salary cutdowns and lack of employment due to the pandemic	Organizations are cost cutting and laying off employees at the moment and those still employed are facing salary cuts impacting buying behaviour	T	H
	Food demand increase with population growth	Ensure sustainable food choices are made available with affordability to the masses.	T	H
	Mother support groups and happy villagers	Mother should give the child breastmilk to help the immune system of the child	O	M
	Food demonstrations and healthy food fairs	Educate the populace of different target groups through a social function	O	M
	Change communication for social behaviour			
<b>Environmental/Ethical</b>	Climate change and greater overall stakeholder focus on environmental sustainability	Rising focus on cultivating cleaner and greener produce	O	M
	Greater focus on home produce and purchasing less from out	More rural dwelling populations turning to neighbourhood and home produce options	O	H
<b>Technological</b>	Investing in new innovations and technologies to cultivate greener and healthier sources of micro and macronutrients	The necessity to carry out extensive R & D and adopt more technologies	T	H
	The impact of new technological infrastructure on production and farming	The progressive benefits and impacts of technology to improve seeds and crops, irrigation, productivity, fertilizer and mechanization management via software like <i>Agrivi</i>	O	M
	The advent and impact of social media and new digital communication platforms	Only 35% of the population has access to technology, however reaching out to that key urban segment is also necessary	O	H

**Rating: Opportunities 8, Threats 9 – Ranking: High – 11, Medium 6**

### 5: Scenario Plan

Scenario Planning	Description	Best Case	Worse Case
Change perceptions of nutrition and dietary balance	Make it appealing to all segments that eating healthy is more important than ever.	A large group perceive the importance of finding the right balance in meal consumption.	A group not convinced that a balanced lifestyle of sustainable eating habits is necessary.
Change of lifestyles	Discourage sedentary lifestyles	A proportionate segment will make an effort to change their habits and lifestyles.	A proportionate segment will not have the time, ability or incentive to change their sedentary lifestyle.

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Disseminate messages clearly	The need to have the communications tri-lingually reaching all segments.	Messages are clearly communicated and understood.	Messages resonate and are relatable to select demographics.
Encourage eating at home and less from out	Create mindsets that home cooked meals are better and tastier than eating from out.	Achieve a trend where home cooked meals are valued and on par with ordering or eating from out.	The influx of eateries, junk food and fast-food entities spending more on communications to influence the masses.
Encourage better purchasing habits	Develop mindsets and attitudes to be practical and more selective when shopping for the household.	Successfully communicated to the majority of shoppers to change shopping habits.	A segment continues with the old habits of procuring processed and canned food for the household.

### 6: Resources, Capabilities and Competencies

<b>Resources</b>	<p><b>FAO</b> The FAO has the backing of the United Nations and is specialized in leading international efforts to defeat hunger and improve nutrition. It has 194 member nations, two associate members and one-member organization, The E.U.</p>	<p><b>The Nutritional Division of Sri Lanka:</b> The central coordinating body across institutions within the ministry of health to implement policy formulation, planning and implementation programs, resource development, monitoring and evaluation.</p>	<p><b>Sectors:</b></p> <p><b>Agriculture, Livestock and Fisheries:</b> The most important sector with 38% of the total labour force engaged in agriculture and rice being the main farming crop of the subsistence sector and most significant activity for those residing in rural areas.</p> <p>Involve owners, management of food industries, food importers and the tourism board.</p> <p>Integrate with instructors at hotel schools, vocational training centres, universities, agriculture, livestock and fisheries.</p> <p><b>Education:</b> The structure is divided into primary, junior secondary, senior secondary, collegiate and tertiary. State funded and free from primary up to University levels. The education system has played a pivotal part in contributing the economic growth and shared prosperity.</p> <p>Liaise with pre-school and school management, school canteen owners and parents.</p> <p>Collaborate with the Education Ministry and Child Secretariat.</p> <p><b>Health:</b> With a model on primary health care focusing on community health services and curative services, the system covering nearly all Sri Lankans has made impressive progress on its health indicators.</p> <p>Online training for technical health staff and national level consultants/technical heads.</p> <p><b>Food:</b> An important sector due to the potential to benefit the economy in terms of foreign exchange earnings, providing a suitable source of employment, contributing to new innovations in food systems, uplifting of rural economy and playing an important role in local economy. The FS ensures F &amp; B is manufactured according to the standards, technical regulations and</p>
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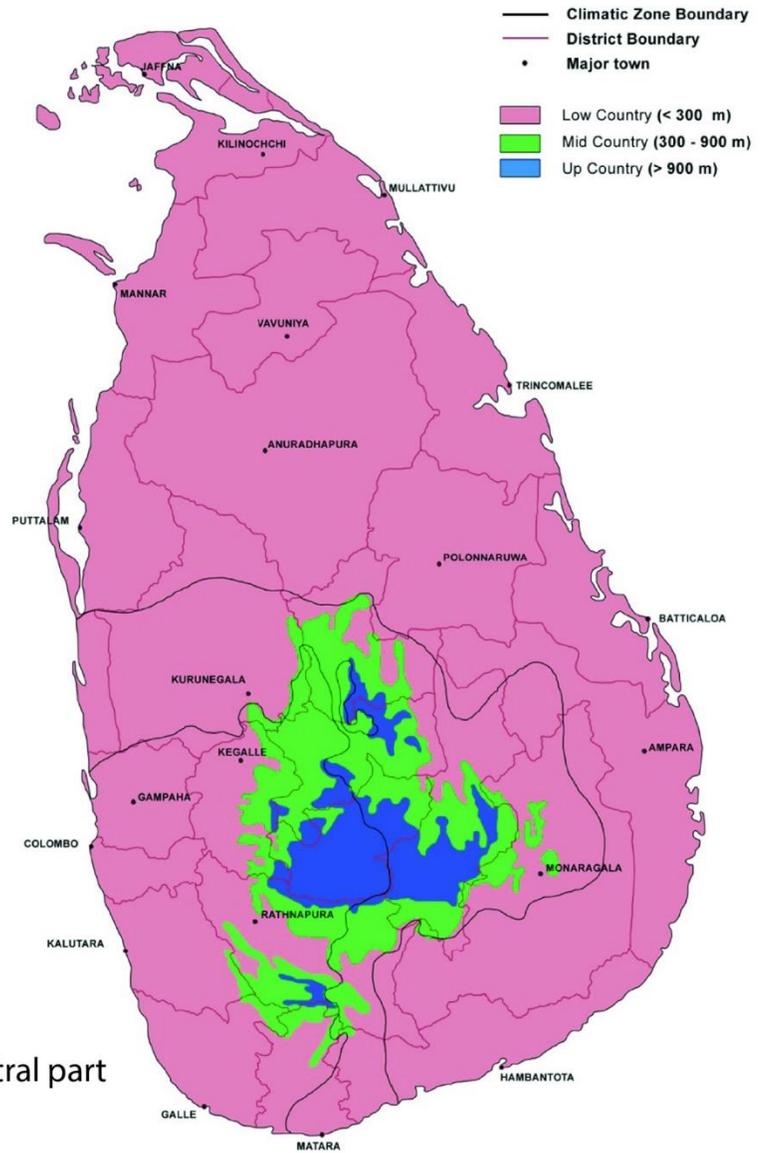
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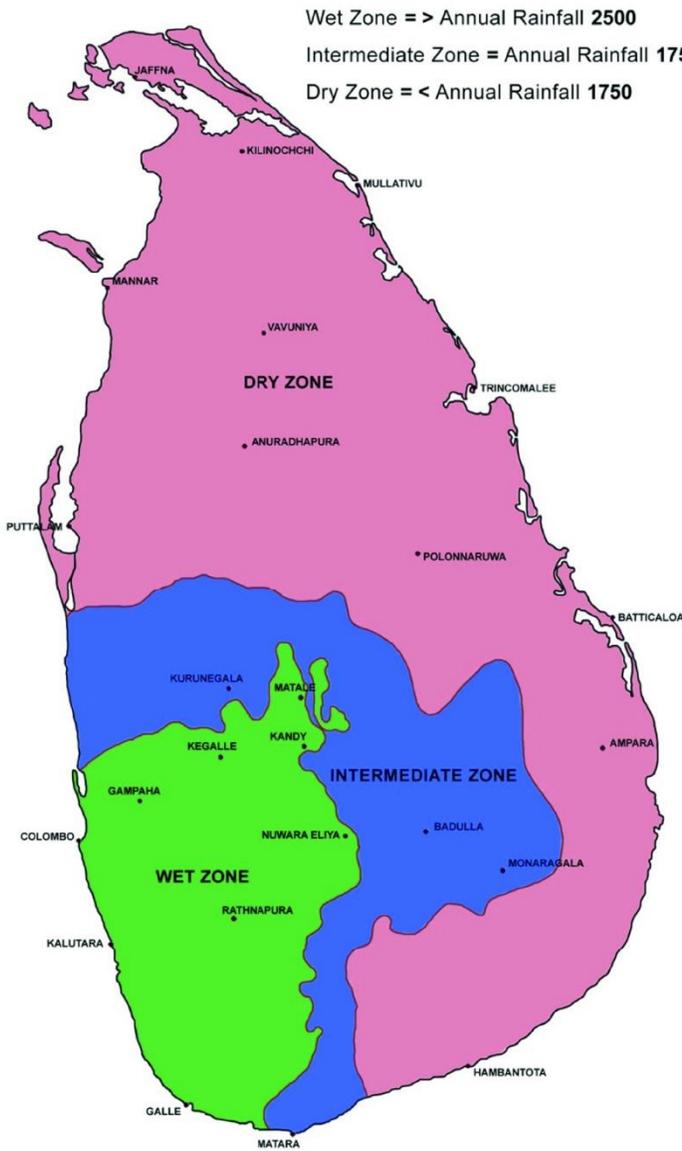
			<p>sanitary and phytosanitary requirements of the relevant markets.</p> <p>Involve vocational training institutes, universities and other educational institutes.</p>
<p><b>Capabilities</b></p>	<p><b>Geography:</b> Our nation is a biodiversity hotspot and its geographical placement makes it suitable for agriculture, farming and cultivation with a plethora of natural resources, conducive weather conditions and ample livestock, forestry and fisheries options.</p>	<p><b>HRM:</b> Significant emphasis on HRM and the Human Capital element ensuring that the mass producers, farmers and cultivators grasp the importance of sustainable food and health factors to help make Sri Lanka a healthier nation and also to encourage foreign exchange.</p> <p>The Health Sector TOT (Master Trainer Programme)</p> <p>Agriculture, livestock and fisheries training on healthy food preparation and handling, national policies. Implement stringer food regulations and standards.</p> <p>TOT training for farmers to improve crop selection according to nutrition sensitive agriculture, ensure good agriculture practices, good post-harvest practices and to educate farmers and producers on post-harvest technologies such as shelf life extension and usage of by-products.</p> <p>Food Sector can conduct baseline surveys on meals provided by neighbourhood establishments. Develop canteen guidelines for vocational training institutes, universities, other higher educational institutes and unregulated educational settings.</p> <p>Ascertain the training of administration, staff and canteen owners.</p>	<p><b>Technological Innovation for Differentiation:</b> The ability to use innovation to increase efficiency of production, farming, fishing and cultivation to increase economic prosperity and achieve our objectives.</p>
<p><b>Core Competencies</b></p>	<p><b>Skills, Ability, Advocacy:</b> Nearly 30% of the population employed in primary production.</p> <p>Major cultivator of plantation crop products like Tea, Coconut, Spices etc.</p> <p>Policies and production strategies (Eg - National Food Crop Production Program 2016-2018).</p> <p>Education Sector can ensure that responsible educational authorities facilitate nutritious meals to pre-schools and schools, incorporating it to early educational and childhood development policies.</p>	<p><b>Key Stats:</b></p> <p>Sri Lanka has a 93.3% <b>Literacy Rate</b> (2014).</p> <p><b>Overall Computer Literacy</b> reported in 2019 for Sri Lanka is 30.8 percent.</p> <p><b>Employment Rate</b> in SL averaged 94.91% from 2004-2020.</p> <p><b>GDP Growth</b> of 3.3% (2018) and <b>GDP</b> is expected to reach 82.00 USD Billion by the end of 2020.</p>	<p><b>Self Sufficiency:</b> Self-sufficient in rice, vegetables, tropical fruits. Will improve local economies and encourage cleaner eating habits while saving money in the process.</p>

7: Geography

# Geography of Sri Lanka

- ◆ Mostly flat plains
- ◆ The highest elevation 2,524m
- ◆ 103 rivers
- ◆ 1,585km coastline
- ◆ Mountains rising in the south-central part





# Climatic zones of Sri Lanka

## Average temperature

Dry zone	28 °C
Intermediate zone	24 - 26 °C
Wet zone	24 °C

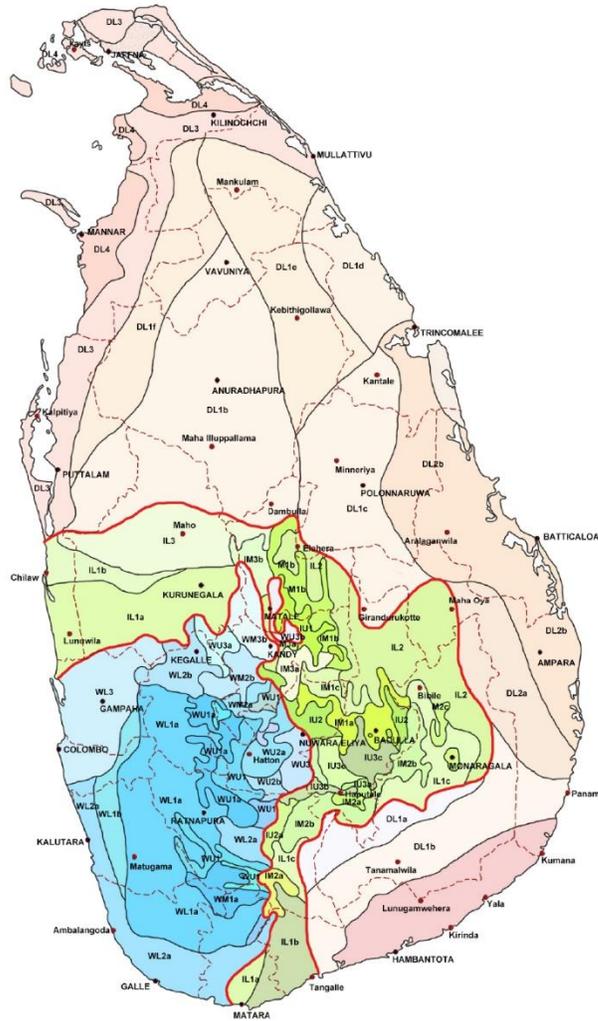
## Average Rainfall

Dry zone	< 1,750 mm
Intermediate zone	1,750 - 2,500 mm
Wet zone	> 2,500 mm

## Average annual rainfall

900 – 5,700 mm

# Agro Ecological Zones - 46



CLIMATIC ZONE	AGRO-ECOLOGICAL REGION	75% EXPECTANCY VALUE OF ANNUAL RAINFALL (MM)	
WET ZONE	UP COUNTRY	WU 1	> 3,100
		WU2a	> 2,400
		WU2b	> 2,200
	MID COUNTRY	WM1a	> 3,300
		WM1b	> 2,900
		WM2a	> 2,200
		WM2b	> 1,800
		WM3a	> 1,600
	LOW COUNTRY	WL1a	> 3,200
		WL1b	> 2,800
		WL2a	> 2,400
		WL2b	> 2,200
INTERMEDIATE ZONE	UP COUNTRY	IU1	> 2,400
		IU2	> 2,100
		IU3a	> 1,900
		IU3b	> 1,700
		IU3c	> 1,600
		IU3d	> 1,300
	MID COUNTRY	IM1a	> 2,000
		IM1b	> 2,000
		IM1c	> 1,300
		IM2a	> 1,600
		IM2b	> 1,600
		IM3a	> 1,400
LOW COUNTRY	IL1a	> 1,400	
	IL1b	> 1,100	
	IL1c	> 1,300	
	IL2	> 1,600	
	IL3	> 1,100	
	IL3	> 1,100	
DRY ZONE	LOW COUNTRY	DL1a	> 1,100
		DL1b	> 900
		DL1c	> 900
		DL1d	> 900
		DL1e	> 900
		DL1f	> 800
		DL2a	> 1,300
		DL2b	> 1,100
		DL3	> 800
		DL4	> 750
DL5	> 650		

**8: Personas**



**Estate Community:**

**Demographic:**

Female, Estate Workers, 16-55, poor income, low education.

**Geographic:**

Central, Uva and Southern Provinces.

**Psychographic:**

Alcohol and Tabacco, poor attitude towards hygiene and sanitization.

**Behavioural:**

Low spending patterns due to poverty.



**Rural Community:**

**Demographic:**

Male and Female, 18-55, unsteady income, limited education.

**Geographic:**

Eastern, Northern, North Central, North Western, Sabaragamuwa Provinces.

**Psychographic:**

Perceptions and attitudes shaped by cultural and belief systems, traditional.

**Behavioural:**

Spending patterns based on requirement and needs, community driven.



## Pregnant and Lactating Women

**Demographic:**

12-51, majority have a high-school education or less, lack of medical insurance, limited income.

**Geographic:**

All Provinces.

**Psychographic:**

Nurturing, protective, eager for information, aspiring to improve habits.

**Behavioural:**

purchase patterns based on maternal instinct and what's best for the child, homely and territorial by instinct.



## Adolescents

**Demographic:**

Male and Female, 12-19, low and no income, receiving education.

**Geographic:**

All Provinces.

**Psychographic:**

Temperamental, fun oriented, less serious, sense of entitlement, trend focused.

**Behavioural:**

Influenced by peers, inspired by current trends and popular culture, carefree behaviour.



## Children

**Demographic:**

Male and Female, 1-10, low, no earnings, primary education.

**Geographic:**

All Provinces.

**Psychographic:**

Demanding, moody, observant, forming and developing habits.

**Behavioural:**

Power of influence over parents and guardians, impressionable, adaptive capabilities, keenness to imitate and learn.



## Urban Community:

**Demographic:**

Male and Female, 20-55, steady to reasonable income, sound education.

**Geographic:**

Western Province.

**Psychographic:**

Ambitious, Status driven, lifestyle oriented.

**Behavioural:**

High spending patterns, thrill seekers, adventurous, entitled, enjoys socializing.

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### 9: Lifestyle Habits

Target Segment	Conditions and Lifestyle Habits	Critical Evaluation
Estate Workers	<p>Estate level poverty is still a major issue. 58.5% of the sector households are among the poorest 40% households of the country (<b>DCS, 2011</b>).</p> <p>Majority of estate workers consume wheat-based foods as part of their diet. Severity of under nutrition. Unique causes of child and maternal malnutrition.</p> <p>Poor health and hygiene practices. Shortages and higher transportation of fish and certain nutrient foods cause low consumption (<b>SL Journal of Economic Research, Dec, 2014</b>).</p> <p>30% of children under 5 years are underweight with nearly one in three babies born having low birth weight, one third of women in reproductive age are malnourished (<b>Health Economic Series No.1, Sep, 2014</b>).</p>	<p><b>Education is poor</b> and lower than in rural and urban areas. Improving the levels of <b>sanitation facilities</b> is integral with this segment.</p> <p>Emphasizing on <b>maternal nutrition</b> is also important. Working on providing <b>enhanced maternal care, food security and health environments/services</b> is key. We need to <b>educate the estate sector</b> on reducing alcoholism and tobacco consumption which is a major issue in the sector. Less than half of women receive education up to primary level.</p> <p>Having <b>effective awareness campaigns</b> to educate the estate community to take advantage of awareness raising campaigns on family health and hygiene practices is integral involving the <b>government health service and the estate management to encourage special community driven programs</b>.</p>
Urban Dwellers	<p>Eating more refined grain-based foods and processed foods.</p> <p>Poor eating habits due to work related stress.</p> <p>A convenience based dietary pattern with higher intakes of starchy and fatty foods, fried and sweetened food.</p> <p>Less physical activities in comparison to food intake.</p>	<p>There is a growing risk of overnutrition, undernutrition and micronutrient deficiencies (<b>Department of Census and Statistics &amp; Ministry of Health, Nutrition and Indigenous Medicine, 2017</b>). <b>Street marketing campaigns</b> will enhance awareness with brand ambassadors hitting the streets for the campaign on select dates.</p>
Rural Dwellers	<p>Meals are prepared twice or three times a day.</p> <p>Home gardens are the main source of leafy vegetables.</p> <p>Many consume rice primarily for all meals.</p> <p>The households that prepare twice a day make breakfast and lunch together.</p> <p>Those who study and leave home for work consume meals outside.</p>	<p>We need to coordinate strategic entry points and ascertain the flow of information via <b>Farmers Organisations</b> including <b>Participatory Methods</b>. With the proper utilization of communication methods by way of <b>professional education, in-service training and advisory services</b> within communities. Have efficient mechanisms for <b>feedback and formation of service demands</b>. Coherent, suitable, <b>strategic messages</b> must be communicated through relevant tools.</p>
Pregnant/Lactating Women	<p>Avoiding eating due to nausea and morning sickness.</p> <p>In general, most PLW have a balanced diet.</p> <p>Tend to eat cooling foods prescribed by doctors, family etc.</p>	<p>There needs to be provisions of <b>cost-effective family planning</b> via outreach clinics. <b>Recruiting and training community health workers</b> and volunteers in regions where hospital care is too costly is valuable. Extending <b>facility-</b></p>

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	<p>Rural PLWs avoid heart food. Rural and Urban PLWs eating habits influenced by beliefs (Eg – eating kithul flour leads to abortions, curd increases phlegm). Eat less food from outside based on doctors' advice.</p>	<p><b>based services</b> on training equipment and supplies. <b>Gift guides</b> through paid placement or service networks will be effective. <b>Blog posts, press and magazine articles</b> and even popular female influencers positioned in cover stories in lifestyle and print publications talking about the importance of dietary balance will reach a large and diverse segment from different walks of life.</p>
Male Adolescents	<p>Receive money for food from parents. Skip meals more than any other group. Highly influenced by peers and workmates. Highly trend oriented. Socializing in select circles at popular hotspots and locations.</p>	<p>It is mandatory to keep up with the <b>interests</b> of adolescents as they seek <b>individualism and independence</b> and so communicating messages through music, TV shows they binge, sports practices and club/society rendezvous is vital. When targeting messages to adolescents via artwork and ads it's <b>psychologically</b> important to use <b>imagery of adolescents</b>.</p>
Children	<p>Prefer outside food. Artificial, processed and high sugary confectionery items are preferred. Fast food dinner at least once a week. Children with pocket money buy outside food. Inadequate consumption of fruits and vegetables daily.</p>	<p>We need to remember that children are an important demographic market because they are <b>potential customers</b> and <b>influence purchases made by parents</b> and households (McNeal, 1998; Moore et al, 2002). Making an effort to practice <b>family time-based eating patterns</b> is important for children. Measures need to be taken to stop children eating while watching television or on their mobiles/smart devices.</p>

### 10: Segmentation and Marketing Mix

Target Segment	Segmentation Factors	Marketing Mix
Estate Community and Rural Dwellers	<p>Land holding patterns, irrigation facilities, education levels, home socio-economic levels, proximity to cities/towns, progressiveness of farmers, occupation categories, sociological factors, cultural habits, belief systems.</p>	<p><b>Product:</b> Smaller units and low-priced packing Sturdier products New product designs Brand name Fulfil the basic requirements of the market</p> <p><b>Pricing:</b> Low cost/economically friendly products Refill/Reusable packs Simple packing Value engineering Depending on location</p> <p><b>Distribution:</b> Co-operative societies, public distribution system, agricultural input dealers, multi-purpose distribution centres.</p>

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		<p><b>Promotion:</b>  Special community driven projects (puppet shows in schools, mobile social skits, theatre troupes etc)  Wall art/paintings  Public transport art/stickers  Print media  Sinhala and Tamil Radio  Canteen menus  Infographic pamphlets in primary languages  Influencer marketing</p>
Pregnant/Lactating Women	Household income, poverty, mental health, labour standards, family size and DMU size, education levels, occupations, social and community support and acceptance, living conditions, social status.	<p><b>Product:</b>  Utilize nesting instinct  Comfort inducing packaging (ease morning sickness, stay hydrated etc)  Beautiful and tranquil imagery  Health factors on packaging  Emotional artwork and designs</p> <p><b>Pricing:</b>  Cost effective, higher quality products  Family and bundle packs  Appeasing and emotive approach</p> <p><b>Distribution:</b>  Health care institutions, community clinics, maternal clinics and hospitals, multi-purpose distribution centres, popular infant product stores</p> <p><b>Promotion:</b>  <b>Infographics and health-based information on product</b> packaging, press and magazine ads, pamphlets, personalized text messages, personalized emails, SEO marketing and Google <b>AdWords.</b>  Blog posts.  <b>Video based marketing.</b>  <b>Hospital and clinic visuals.</b>  <b>Supermarket aisle displays.</b>  Branded and personalized emails.  Special health promotion and health education awareness programmes.  Monthly women's group meetings  Family planning from outreach clinics  Community fund raisers and delivery kits</p>
Urban Dwellers	Lifestyle oriented. Income levels. Social status. Occupation. Attention seeking. Trend focused. Ambitious. Technology. Motivated by influencer marketing. Education levels. Causes (animal welfare,	<p><b>Product:</b>  Stimulating content  Value based offers  Popular themes and sentiments  Personalized approach  Reflect social status</p> <p><b>Pricing:</b>  Value for money  Higher switching cost</p>

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	<p>environmental preservation etc).</p>	<p>Perception of status</p> <p><b>Distribution:</b> Popular channels and hangouts, depending on requirement of different geographic regions, supermarket chains, socializing hotspots</p> <p><b>Promotion:</b> Pop-up food trucks in select locations Short food frequency questionnaires Influencer marketing Branding (brand differentiation, brand presence, brand relevance and brand performance) Lifestyle related (Personal trainers, Gyms, CrossFit Circuits) <b>Billboards</b> <b>Cinema Advertising, Dialog and Cable TV Adverts</b> personalized text messages, personalized emails, SEO <b>marketing and Google AdWords</b> Street marketing campaigns Branding buses, cabs, there wheelers, vans with FBDG imagery Street and graffiti art <b>Screensavers and wallpapers</b> Street theatre</p>
<p>Adolescents/Children</p>	<p>Trend oriented. Introverted. Influenced by peers and colleagues. Values privacy and personal space. Entitled. Opinionated. Motivated by contemporary popular culture. Obsessed with mobile technologies, social media networks and eSports/online gaming. Can influence purchase habits and decisions.</p>	<p><b>Product:</b> Resonating branding Popular cultural symbols and icons Out of the box, adventurous, fun, quirky</p> <p><b>Pricing:</b> Restricted income and so affable pricing Pool in opportunities with peers for collective purchases</p> <p><b>Distribution:</b> Social media communities, gaming communities and networks, sports and recreational clubs and societies,</p> <p><b>Promotion:</b> Branding (brand differentiation, brand presence, brand relevance and brand performance) Contests, customized games and competitions <b>Trade promotions, in-store displays, merchandise etc.</b> <b>Tri-lingual cartoons and comic books</b> Marketing with shock value is important <b>Viral videos through popular social media platforms</b> like Facebook, TikTok and Instagram <b>Esports and online gaming platforms</b> <b>Infographics in school text books, inner covers of CR and exercise books</b> <b>Create engagement and interactive experiences</b> <b>Street and graffiti art</b></p>

## **2. Marketing and Communication Plan**

### **2.1 Methodology**

#### **2.1.1 Data Collection**

Accurate data and content analysis used to investigate and evaluate the implementation plan, newly formed eating habits, nutritional quality intake and serving sizes of meals in homes, school and university canteens, eateries and restaurants.

**National food supply data:** Gross estimates of food availability but do not reflect consumption trends and cannot identify population subgroups at risk of inadequate intake.

**Household data:** Useful for comparing food availability among subgroups but will not provide information about individual consumption.

**Individual data:** The most useful for assessing dietary adequacy. To study individual food patterns, we need to utilize **food records, food frequency questionnaires, food habit surveys, diet histories and 24-hour recall.**

**2.1.2. Multivariate linear regression models** to assess the association between independent variables and dietary patterns. Undernutrition impairs immune function, due to food shortages, famines and eating incorrectly. Some micronutrients and dietary components have very specific roles in the development and maintenance of a lifelong immune system. Identifying the association between the influential components and habitual practices can prove useful.

### **2.2 Internal Communications Mix**

- **Face to face, team and departmental meetings**
- **Emails**
- **ZOOM conferences**
- **WhatsApp chat groups**
- **Intranet**
- **Newsletters**
- **Phone calls**
- **Social Media**
- **Events, seminars and conferences**

## Strategic Marketing and Communication Plan FBDG 2021

### 2.3 Marketing Tools and Tactics

Marketing Tools	Implications and Impact	Target Group/Timeline
Infographics	Can be turned into useful social assets through pamphlets, leaflets, tickets, shopping and utility bills. Infographics are understandable. Greater visual impact and less chance of information misinterpretation. Creating a <i>'Did You Know?'</i> styled segment of infographics we can stimulate responses to all target groups in three languages.	All key segments/2021
Special community driven programs	Community inspired programs, events, seminars, workshops will inspire camaraderie and community engagement, interaction and help spread messages more effectively.	Rural, Estate Community, PLWs/2021-2022
Prepare a meal in class	A monthly or quarter year classroom activity for students to prepare a balanced meal in the classroom using a low budget and minimum facilities. This initiative will aid them in making a balanced diet at a young age and polishing their basic skills from a young age.	Children, Rural/2021
Using the support of local religious institutions	Integrating with temples/mosques/churches to spread the message on having healthy meals since they act as a central point within the rural areas where a lot of people could be addressed at once and get the support for different initiatives.	Rural, select Urban, PLWs/2021
<b>Nutrition based Food Truck / Vehicle Branding</b>	Branded nutrition trucks with an interesting selection of FBDG servings will attract lots of attention,	Children, Adolescents/2021
Mobile Text Updates	Tie up with Mobile Networks and Telecom Conglomerates to send out regular notifications and messages.	Urban, Adolescents, select Rural/2021
Street art	Graffiti and street art is powerful as it will frequently be seen by passers-by at key locations and hotspots like outside schools, offices, restaurants, pubs and liquor stores, community car parks, sports complexes and grounds etc.	Children, Adolescents, Urban, Rural/2021-2022

## Strategic Marketing and Communication Plan FBDG 2021

Traveling theatre troupes	Street theatre is a powerful communication tool as it can be used to tell stories in all three languages in different regions in a variety of public and outdoor spaces and places like car parks, shopping centres, campuses etc.	All key segments/2021
Puppet shows	Resonating storytelling can be done to all segments of youth through this engaging form of entertainment.	Children, Adolescents/2021
<b>Caricatures/Comic Strips</b>	A trilingual original story told in three languages embedding the messages and overall themes in a creative, funny and relatable new way.	Children, Adolescents, Rural, Urban/2021-2022
2021 Calendar	A branded calendar with all of the Guidelines highlighted throughout the months of the year and highlighting key nutritional and health related days on both Physical and Digital formats will be a powerful awareness tool as it will inspire top of mind recall as a tangible asset people check out and revisit constantly.	All key segments/2021
Promotion of Homegrown or Locally Produced Greens	Encouraging more homegrown and neighbourhoods produce will help develop local economies and push self-sufficiency along with healthier eating habits and saving money.	Rural, Estate Community/2021-2022
Financial institutions and services Credit facilities	We rope in financial institutions and services to offer credit facilities for entrepreneur start-ups, SMEs to support and promote homegrown produce.	PLWs, Rural, Estate Community/2021
Influencers	Create short interactive, powerful videos by key influencers from different professions and vocations talking about the importance of nutrition and a holistic dietary balance. Eg: Derena Dreamstar, RAIGAM Tele'es.	Urban, Adolescents/2021
Packaging	Promotion of sustainable eco-friendly key message driven packaging will help encourage social networks, activist groups and individuals leaning towards environmental sustainability to integrate with us to help spread the FBDG message.	Urban, PLWs, Adolescents/2021-2022
Government funded gymnasiums	Invent government funded gymnasiums and promote health, fitness and mental health using influencers.	Rural, select Urban/2021
Integrated sustainability initiatives	By tying up with shopping and supermarket conglomerates to help spread the FBDG messages we will have a wider reach and higher frequency of directly engaging with	All key segments/2021-2022

## Strategic Marketing and Communication Plan FBDG 2021

	customers from different regions. (Keels, Food City, Sathosa, Arpico etc).	
Location Branding	Bus Stops, KIOSKS and Information Counters at Airports, Banks, Railway Stations will be key hotspots to carry the FBDG messages.	All key segments/2021-2022
Mobile Apps	Branding on Pickme and UBER apps with crawlers and pop up messages will engage with a sizeable demographic.	Adolescents, Urban/2021
<b>Strategy/Interactive Games, Competitions, Prize based Challenges</b>	Engagement is key in this day and age. It is vital that through interactive, interesting and fun means that we communicate the messages.	Children, Adolescents/2021-2022
Music	Develop a trendy and emotional song based on the value of nutrition and resonant themes in three languages with music videos pushed across the board on all social media channels and Youtube to generate awareness among a significant and large target group.	Adolescents, Urban, select Rural/2021
Food tasting events/programmes	Promote home based entrepreneurs/chefs to showcase their products and inspiring more people to enjoy and appreciate cooking at home.	Urban, PWLs, Adolescents/2021-2022
Merchandise	A series of powerful key message driven merch with key words and phrases (t shirts, caps, workout wrist/sweat bands, supermarket fabric bags etc).	All key segments/2021
TV and Radio	Promote TVCs and have AOBs on Radio on all language stations at different time belts to target different key segments.	PLWs, Rural, Urban/2021-2022
Print and Online Media	Ad placements and PR Campaigns in leading publications, sites and blogs island wide	Urban, Rural, PLWs/2021-2022

## Strategic Marketing and Communication Plan FBDG 2021

### 2.4 Marketing Plan

#### 2.4.1 Plan One

Elements	How to Conceive
Define the Objectives	Refer Audit 3: Strategic Intent
Establish the Personas	Refer Audit 8: Personas
Measure strengths and opportunities	Refer Audit 1: SWOT Analysis
Create our S.M.A.R.T goals	<p><b>Specific:</b> We figure out <b>what</b> it is we want to accomplish, <b>why</b> the goal is important to us, <b>who</b> is involved, <b>where</b> we are located and <b>which</b> resources will we use.</p> <p><b>Measurable:</b> Having measurable goals and figure out ‘How Much?’, ‘How Many?’ and ‘How will I Know when it is Achieved?’ will aid to our progress.</p> <p><b>Achievable:</b> Finding the right balance of the goal being realistic but attainable, identifying previously overlooked opportunities and resources.</p> <p><b>Relevant:</b> It is essential that we assess that the goal matters to us and aligns with other relevant goals.</p> <p><b>Timely:</b> Setting about deadlines is integral to work towards our objective, prioritizing the goals accordingly.</p>
Formulate strategy based on Lifestyle and Habits	Refer Audit 9: Lifestyle Habits
Select the Marketing Tools	Refer Audit 10: Segmentation and Marketing Mix
Set the Marketing Budgets	Based on Goals and Objectives, Communication Strategies and Key Segmentation.
Launch the Campaigns	Launching in 2021 utilizing the right tools, touchpoints and communications to implement the strategy effectively.
Track and Monitor Results	Measuring the performance and results of the strategy and campaign utilizing analytic tools such as Google and Social Media Analytics, Google Ads etc.

#### 2.4.2 Plan Two



## **Strategic Marketing and Communication Plan FBDG 2021**

Business Objectives: **Refer Audit 3 Strategic Intent**

Marketing Priorities: **Refer Audits 2 & 5: Critical Success Factors & Key Issues, Scenario Plan**

Marketing Goals: **Refer Audit 3 Strategic Intent**

Marketing Strategy: **2.1.1 Data Collection, 2.2 Internal Communication Mix, 2.3 Marketing Tools and Tactics**

Key Actions: **Refer 6 Resources, Capabilities and Core Competencies**

Dependencies and Risks: **Refer Audit 1 SWOT Analysis**

### **2.5 Marketing Metrics and KPIs**

We know from all the findings and research that the previous implemented campaigns have reach. But we need to understand the depth of that reach. Which is why unique Marketing Metrics and new adapted Key Performance Indicators will enable us to track and measure what kind of reach has been achieved.

**Awareness Matrix** – We can use the **AIDA** framework and a survey based quantitative approach to use the sample size to determine the degrees and levels of health awareness along different steps of the target audience journey but also specifics like how effective a balanced diet and improved food consumption habits are.

**Return on Communications** – We need to assess the **desired effect versus the actual impact** of the FBDG campaign to evaluate if we can achieve return on communications. Furthermore, by assessing **impact versus impression** we can identify the generated leads from the conversions.

**Key Stakeholder Awareness Matrix** – Using the key segmentation we can analyse the stakeholder groups based on geographic, demographic, psychographic and behavioural characteristics.

**Cost Associated per Lead Acquisitions:** This will aid us in measuring how cost effective our marketing campaigns are for generating new leads for your sales team. However, calculating leads alone is insufficient as we need to assess conversion as well.

**Social Media Traffic Monitoring** - Site Traffic, Lead Ratio, Online Marketing ROI, Reach, Frequency, Engagement, Impressions, Share of Voice, Audience Growth Rate, Amplification and Virality Rate, Click-Through Rate, Cost-Per-Click.