



Maximize Your Message:

How to use Focus Groups, User-Testing, Data, and Real-Life Experience to Attract and Inform Participants

Elizabeth Weber, Grace Marvin, Jenny Taylor, and Manny Rodriguez

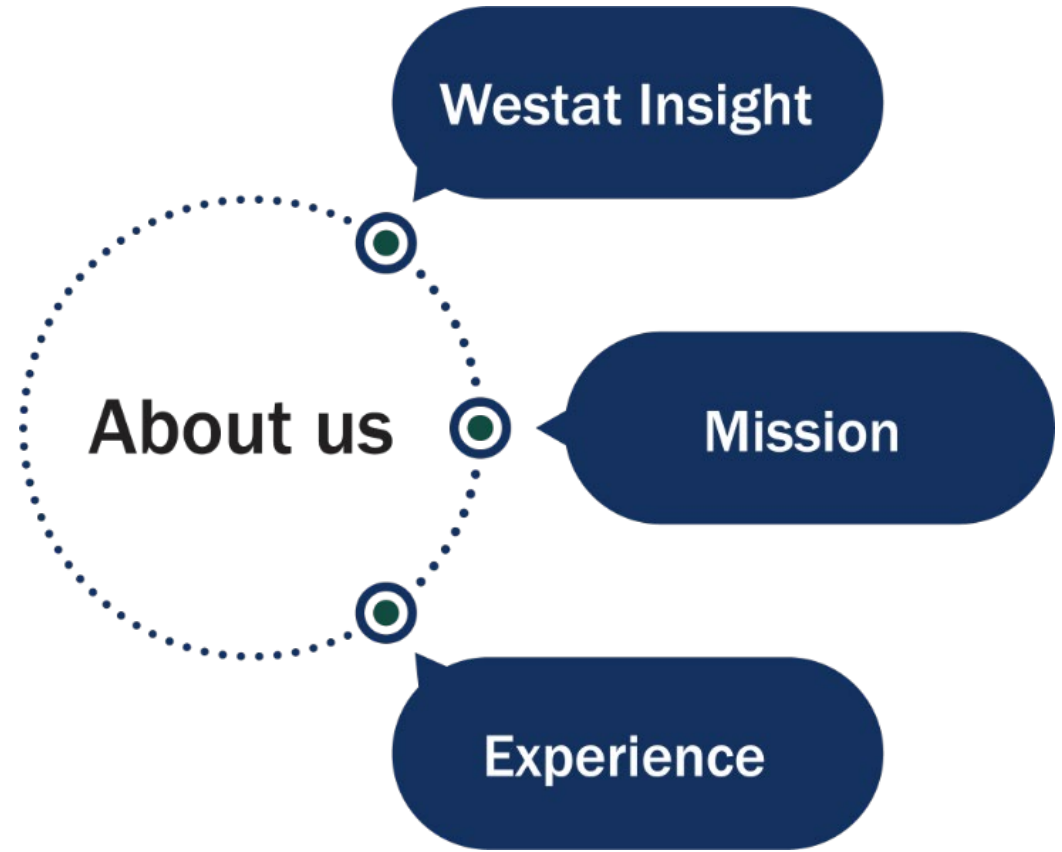
OCTOBER 29-30, 2024 | TYSONS CORNER, VA

Session Objectives

- What's the best way to explain SNAP E&T?
- What can we learn from the field about what messages work? (And which don't?)
- How can we apply this to our work?

Agenda

- Introduction to Client-Centered Communications
Elizabeth Weber, Westat
- More Than a Job: SNAP E&T's New National Campaign
Grace Marvin, Leonard Resource Group (LRG)
- SNAP E&T Marketing Campaigns in Action
Jenny Taylor, Goodwill of North Georgia
- Recruiting and Informing Frontline Perspective
Manny Rodriguez, Revolution Workshop
- Panel Discussion and Q&A



We know that...

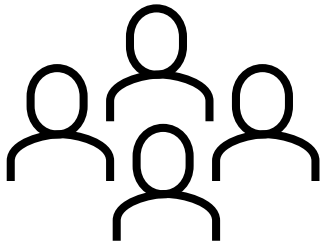
Good messaging helps clients
understand what they need to do
and **take action**



Client-Centered Communication: A Framework

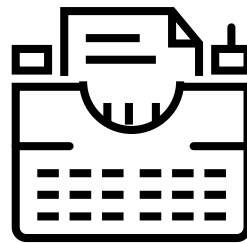
Audience

- Who is your audience?
- What do you know about them?



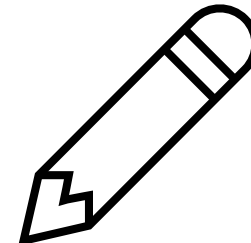
Message

- What is your message?
- What are you trying to communicate?



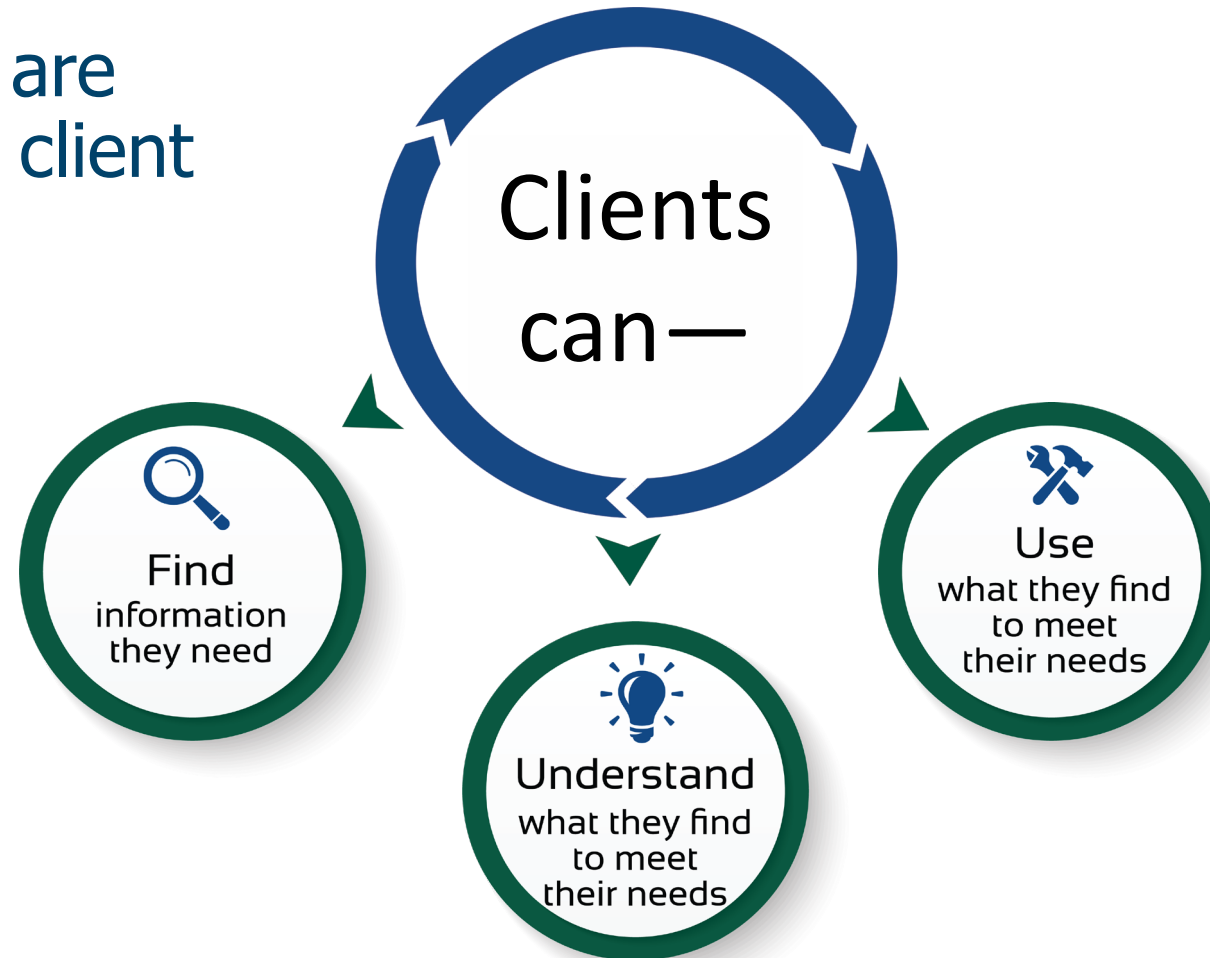
Purpose

- Why are you communicating with your audience?
- Why would someone need to pay attention?



Why Use Client-Centered Communication?

- When materials are written with the client in mind...

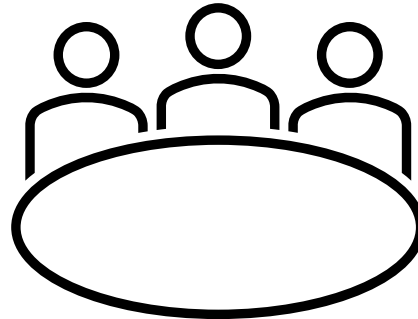


Recommendations adapted from resources available at <https://www.plainlanguage.gov/>.

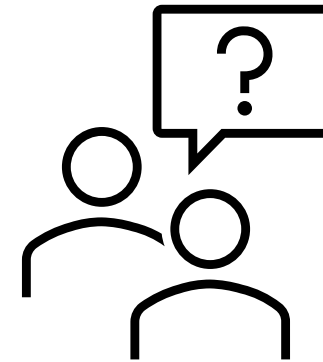
How Do We Test ?



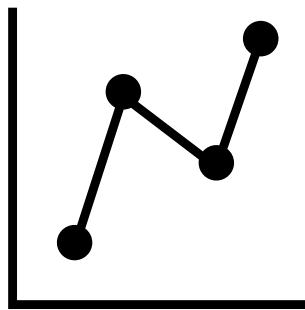
Surveys



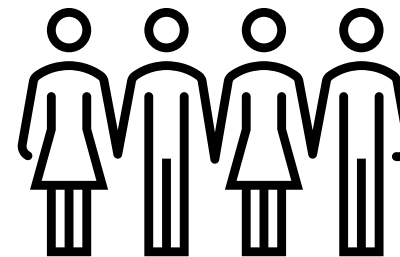
Focus Groups



Interviews



Data Analysis



Lived Experience

More Than a Job: SNAP E&T's New National Campaign

Grace Marvin, Senior Director of Communications and Marketing
Leonard Resource Group (LRG)

Background + Goals

- In 2022 LRG supported FNS in developing a marketing & outreach campaign that would...
 - Communicate positive outcomes of SNAP E&T and draw a connection between the programs and a path toward economic upward mobility.
 - Center the experiences and testimonies of SNAP E&T participants in campaign materials and share authentic stories of success.
 - Create new opportunities for SNAP participants to encounter the programs in their daily lives.
 - Raise awareness nationwide about the wide spectrum of services SNAP E&T offers and promote the programs' tailored approaches to assistance and case management.
 - Increase enrollment desire among SNAP participants.
 - Apply a cohesive set of marketing and communications visuals to outreach materials.

Gaining Perspective: Discovery Research

- What is discovery research?
- Some of what we learned:
 - **Info Sources:** Effective information sources include word-of-mouth, one-on-one meetings with staff, referrals, and flyers/posters at local businesses and local community organizations.
 - **Trusted Messengers:** Participants or prospective participants hear about SNAP E&T through local community organizations, community colleges, SNAP E&T providers, the local SNAP office, and the Department of Social Services.
 - **Effective Campaign Components:** SNAP E&T campaign examples include success stories, information about the main benefits, a call to action, and are visible in high traffic areas such as buses, billboards, and at SNAP offices.

Gaining Perspective: Discussion Groups

- Discussion Groups
 - 3 discussion groups with State agency representatives
 - 3 discussion groups with regional representatives
 - 1 discussion group with national partners
 - 3 discussion groups with SNAP participants
- Some of what we learned:
 - Campaign materials **MUST** be **customizable**.
 - **Eligibility** initiates the SNAP E&T journey path—that singular point of entry may lead participants to awareness of SNAP E&T programs. How can our campaign increase that awareness?
 - Urgency of meeting immediate needs (i.e., putting food on the table) is the top priority—SNAP E&T is an afterthought.
 - Focus on the **human** aspects of SNAP E&T.

Gaining Perspective: Discussion Groups (cont.)

- Insights from SNAP Participants:
 - Messaging should focus upon providing a clear pathway with personalized support along the journey.
 - Testimonials or real-life stories are a compelling marketing tactic.
 - SNAP participants are partial to receiving communication on their mobile devices.
 - Connect to SNAP benefits to establish credibility and increase awareness of the programs.

"Where are you now? Where are you trying to get to? How do I get past, whatever your situation is, see past just checking in and clocking and clocking out and actually see the person and their end game and what they're trying to do." – **Discussion Group 1**

Concept Testing



Discover your new career.

Have you ever had a dream you don't know how to achieve?

SNAP Employment & Training programs connect you to employment opportunities, job training, transportation, childcare and more.

Learn more about your state's program at fns.usda.gov/snap-et



"I was in college when I got pregnant. I had nothing and no one. I received cash assistance through SNAP E&T that was key in helping me get through school and allowed me to support my child."

- Carrie, Welder

MORE THAN A JOB

Work is more than a job. Everyone's path to employment looks different, and outside factors impact your ability to do your job. We connect you to employment resources, job training and reimbursements for services such as transportation and childcare.

Text us to learn more. (XXX)-XXX-XXXX



fns.usda.gov/snap-et



I WANT TO GO TO CULINARY SCHOOL, BUT WHO'S GOING TO TAKE CARE OF MY KIDS?

START WITH SNAP E&T.

Our programs provide you with reimbursements for childcare, bus passes, school supplies and more.



Explore what your state's program can do for you. fns.usda.gov/snap-et.

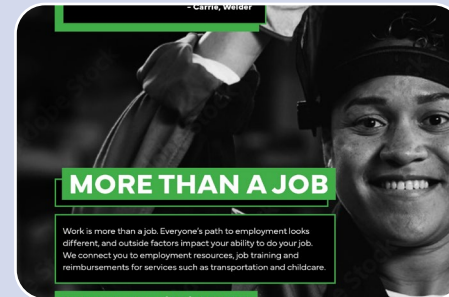
Concept Testing: Results

Attribute
Is easy to understand
Makes you want to know more about the SNAP E&T Program
Makes you think more positively about the SNAP E&T Program
Grabs your attention
Imagery is culturally relevant
Says something different than other ads you've seen before
Messaging is culturally relevant
Aligns with information about SNAP (food benefits)
Is relevant to you
Other (specify)
None of these



Selected by 55% of all respondents and 58% of stakeholders.

Stakeholders believe the messaging will relate to the audience and is appealing to their desire to reach their dreams and achieve their goals.



Selected by 32% of all respondents and 29% of stakeholders.

Stakeholders like that it explains SNAP as a resource and provides a story that participants can relate to.



Selected by 13% of all respondents and 14% of stakeholders.

Stakeholders like that it addresses a major barrier their clients face: childcare.

Concept Testing: Key Takeaways

- The concepts “Discover Your Purpose” and “More Than A Job” tested the best.
- Position the programs as a place that offers participants assistance to find a **career** instead of a job.
- Messaging showing participants reaching dreams and achieving goals, especially through **testimonials**, is powerful and relatable.
- What are the **real-life benefits** of SNAP E&T—include specifics about the resources and services available to participants.

The Campaign: More Than a Job



I got into trouble with the law and got locked up. When I got released that's when I thought to myself, **I don't want another job; I actually want a career.**

— Usman, Welder

Get more than a job with SNAP Employment and Training.

Learn more about your State's program at fns.usda.gov/snap-et



USDA
SNAP Supplemental Nutrition Assistance Program
Putting Healthy Food Within Reach

FNS-1012-05 • December 2023 • USDA is an equal opportunity provider, employer, and lender.



More Than a Job.

Build a better future with SNAP E&T.

SNAP Employment and Training programs offer more than a job. Find programs that can connect you to training, personal support, and help with things like books, uniforms, and childcare.

Learn more about your State's program at fns.usda.gov/snap-et



USDA
SNAP Supplemental Nutrition Assistance Program
Putting Healthy Food Within Reach

FNS-1012-03 • December 2023 • USDA is an equal opportunity provider, employer, and lender.



Más que un trabajo.

¿Quiere regresar a la escuela o cambiar de carrera?

Los programas de Empleo y Capacitación del Programa de Asistencia Nutricional Suplementaria (SNAP E&T, por sus siglas en inglés) ofrecen más que un trabajo. Encuentre programas que puedan conectarlo con capacitación, apoyo personal, y ayuda con cosas como libros, uniformes y servicios de guardería.

Obtenga más información sobre el programa de su estado en fns.usda.gov/es/snap-et



USDA
SNAP Supplemental Nutrition Assistance Program
Atreveso Sitios de Ayuda

FNS-1012-02 • Diciembre de 2023 • El Departamento de Agricultura de los Estados Unidos (EUA) por sus siglas en inglés es un proveedor, empleador y prestamista que ofrece igualdad de oportunidades.

The Campaign: More Than a Job



I dropped out of high school pregnant and got married at a young age. SNAP E&T gives you a support system and the drive to **be someone you never thought you could be.**

– Christy, Lab Technician in Training

Get more than a job with SNAP Employment and Training.

[Insert State Name/State Program Name]'s program offers:

- [Insert a list of your program's services, examples below]
- [Job search assistance]
- [Transportation support]
- [Child & dependent care support]

[Insert State QR code below]

SNAP Supplemental Nutrition Assistance Program
Putting Healthy Food Where People Need It

December 2023 • USDA is an equal opportunity provider, employer, and lender. Funding provided by United States Department of Agriculture.

- Phase I Campaign Materials:

- Posters Series
- Flyer Templates (customizable)
 - Consider the flyer to be a companion piece to consolidated work notices or other official communications (digital or mail) with SNAP participants.
- Social Media Assets
 - Static Graphics
 - Videos
 - Social Media Guide
- QR Code library

Phase II campaign materials coming soon!!

SNAP E&T Marketing Campaigns in Action

Jenny Taylor, Vice President of Career Services
Goodwill of North Georgia

SNAP E&T Marketing: Where to start?

- RESEARCH: as a best practice, research is an ideal way to ensure a strong foundation and understanding before kicking off an external marketing and communications campaign
- There are many different types of research methods that use both *qualitative* and *quantitative* measures
- Human-Centered Design is an ideal method for understanding SNAP E&T audiences as it's suited for complex, non-linear challenges where gaining an understanding of a person leads to better solutions

Research: can be cost-prohibitive

- **What do you know about your target audience?**
 - Spend time immersed in perspective with an empathetic lens
 - Understand the current environment of your target
 - Identify tensions, needs, motivations of your target
- ↓
- Develop key insights and stories (personas)
 - Identify themes and opportunities
 - Map the journey of a typical SNAP E&T recipient in your state

Georgia SNAP Works 2020 Research

- Georgia Division of Family and Children Services (DFCS) is the primary source of information for participants who ultimately enrolled in Georgia SNAP Works
- In general, most SNAP recipients are unaware of the E&T component that may be available to them
- The general perception of “vocational training” is concerning



Research: Themes

- **Family & Children:** family and children can motivate a person to obtain training, but childcare is a common barrier
- **Lack of Understanding:** many recipients don't understand SNAP E&T, how it works, and what it can do for them
- **Motivation:** both the desire to be self-sufficient and the lack of support and confidence can impact whether a person enrolls

Research: Awareness

- **Driven by DFCS:** most recipients surveyed learned about SNAP Works from DFCS, yet out of the hundreds of SNAP recipients recruited for our study, many were not aware of SNAP Works at all
- **Goodwill's mission is unclear:** while not a new discovery, many do not understand specifically Goodwill's mission and role in workforce development



Campaign Positioning, Media Strategy and Creative

BRAND CLARITY DOCUMENT (FINAL)

MISSION What you do every day.	To provide the training and support our participants need to find a job or career that eliminates their need for all public assistance.
VISION What you aim to achieve by living out your mission every day.	We provide the resources, skills and knowledge a person needs to enhance their self-reliance and start focusing on their dreams and desires.
KEY PRODUCTS & SERVICES What you offer.	Primary: Occupational training, GED, vocational training for specific jobs, assistance with job placement Secondary: Work support, such as transportation and financial aid for incidentals related to job search or training
BRAND ARCHETYPE & VOICE How the brand behaves and speaks.	Brand Archetype: The Liaison, serves as a bridge or connection to help and vital resources. Voice: Encouraging, Positive, Confident, Succinct, Straightforward
BRAND ATTRIBUTES Key adjectives that describe your brand.	Helpful, uplifting, resourceful, realistic, thorough, empathetic, informed
TARGET AUDIENCES The audience whose needs you best meet.	Primary: State of Georgia residents; SNAP recipients; Unemployed/Underemployed Secondary: DFCS case workers engaging with SNAP recipients; Various partner providers, like Goodwill, Technical College System of Georgia, CEFGA and First Step Staffing
BRAND POSITION The brand's unique place in the market and how you want participants to think about you.	A tipping point opportunity, when the fog clears and you are finally prepared, confident and qualified for a great job or career.
VALUE PROPOSITION The benefit that will most resonate with your target audience.	A workforce development and training program driven by industry demand that will prepare you for a more self-sufficient, brighter future.

Media Strategy (Adults 18+, HHI \$22,000)

Media selection based on:

- Targeting capabilities: ability to reach our target audience with limited waste
- Contextual relevance: reach people in relevant environments
- Geographic relevance: prioritize areas with over-indexing of SNAP households
- Efficiency: with limited budget, identify tactics to allow our dollars to work harder

Media Executive Summary

	OUTDOOR	DIGITAL	SOCIAL	YOUTUBE
WHY IT WORKS	<ul style="list-style-type: none"> ● Excellent ability to reach a lot of people ● Targets consumers where they already are ● Outer markets 	<ul style="list-style-type: none"> ● Precise targeting capabilities ● Very cost effective ● Storytelling ability of pre-roll video 	<ul style="list-style-type: none"> ● Ability to target on multiple points of information ● Trackable to landing page 	<ul style="list-style-type: none"> ● Popular site for the target audience ● Only pay for completed videos (saves money)
ROLE OF MEDIA TACTIC	<ul style="list-style-type: none"> ● Awareness 	<ul style="list-style-type: none"> ● Awareness ● Retargeting 	<ul style="list-style-type: none"> ● Storytelling 	<ul style="list-style-type: none"> ● Awareness ● Storytelling

INTERNAL MARKETING to support information for SNAP eligibility workers and internal DFCS staff



GET MORE THAN A JOB.

snapworksga.org

SNAP
WORKS





FIND MORE THAN A JOB.
FIND YOUR PASSION.

snapworksga.org

SNAP
WORKS





**FIND MORE THAN A JOB.
FIND YOUR PASSION.**

snapworksga.org

SNAP
WORKS





All Banner Sizes

300x250 - F1



Text animates in.

300x250 - F2



New text animates in and the underline draws on.

300x250 - F3



SNAP Works logo and DCFS seal animate on larger.

320x50 STATIC



300x50 STATIC



160x600 - F1



160x600 - F2



160x600 - F3



300x600 - F1



300x600 - F2



300x600 - F3



728x90 - F1



728x90 - F2



728x90 - F3



Internal Materials for DFCS Eligibility Workers



SNAP WORKS
GET MORE THAN A JOB.

Through the DFCS SNAP Works program, many Georgia SNAP recipients are eligible for free training in high-demand industries like healthcare, IT, logistics, hospitality, and more.

Free training options are available from providers located throughout the state of Georgia.

Additional services include resume writing, interview preparation, and job skills support.

Training programs typically last from 4 to 12 weeks.

Many programs include certifications with industry credentials.

Training requirements vary by location and program.

LEARN MORE AT [SNAPWORKSGA.ORG](https://snapworksga.org)



SNAP WORKS
Find more than a job. Find your passion.

As a SNAP case worker, you can help spread the word about SNAP Works, the DFCS program that offers free training to eligible SNAP participants in high-demand industries like healthcare, IT, logistics, hospitality, and more.

Many SNAP participants do not know that they could be eligible for FREE training to help them learn new skills and prepare for a new career!

Often we hear...

- "I'm having a hard time finding a job."
- "I wish I could find work to help me support my family."
- "It doesn't seem like my skills are helping me find the job I want."
- "I would love to find work that I enjoy."

But SNAP Works can help!

How SNAP Works helps:

- ✓ You're looking for a job, but not sure where to start.
- ✓ Get training in new fields like IT, healthcare, or logistics.
- ✓ Receive résumé help and interview tips.
- ✓ You're struggling to find work because of criminal background, homelessness, lack of education, and/or work experience.

Did you know?

- Eligible participants can choose from a variety of training options from providers located throughout the state of Georgia. Visit snapworksga.org for a list of current providers.
- Training is free, and some training programs include support for transportation, childcare, clothing for work, and other supplies.
- In addition to job training, SNAP Works providers provide additional services including résumé writing, interview preparation, and job skills support.
- Training programs vary by location, but typically last from 4 to 12 weeks. Many programs include certifications with industry credentials.
- Training requirements vary by location and program. Many programs will work with participants that have experienced barriers to employment – such as lack of education, criminal backgrounds, and more.
- SNAP Works can help with GED and ESL preparation.
- Through SNAP Works, providers can support enrollment for a two-year degree.

How should I explain the training?

- The SNAP Works job training options are a great opportunity!
- Through SNAP Works, you can build a career path for yourself and your family.
- SNAP Works is here to help! We want to see you succeed and you'll receive support throughout your training program to help you along the way.
- SNAP Works providers have relationships with employers throughout Georgia to help with your job search after you complete the training.

To learn more about eligibility, participants should call SNAP Works at 404-463-1417 or email snapworks@dhs.ga.gov. If one-on-one help is needed, participants can visit or contact a SNAP Works provider directly and they will help SNAP recipients enroll through a reverse referral. Find the provider list at snapworksga.org.

SNAP
WORKS



Return on Investment: Cost per Registration



Career Connector Campaign

Reporting dates: 2/1 – 6/30/21

AWARENESS		INTEREST		ACTIONS		
Impressions	→	Clicks	→	Total Actions	Accounts Created	Registrations Completed
31,312,980		15,077		1,652	1,342	310
Element	Timing	Spend to Date	Impressions	Clicks	Accounts Created	Registrations Completed
Facebook	2/1/21 – 6/30/21 five months	\$33,172	1,106,268	5,797	912	180
Programmatic Banners	2/1/21 – 6/30/21 five months	\$10,643	3,378,852	4,819	343*	103*
Google Discovery	2/1/21 – 6/30/21 five months	\$10,660	404,846	4,463	87	27
Poster Billboards	2/15 - 4/11 eight weeks	\$24,525	18,858,316	---	---	---
MARTA Buses	2/15-6/6 16 weeks	\$8,000	7,562,308	---	---	---
Retargeting Postcard	4/26 – 6/30/21 two months	\$2,000	Quantity: 2,390	---	---	---
TOTAL		\$89,000	31,312,980	15,079	1,342	310

***Banner** actions includes people that were exposed to our ads (they either clicked or did not click). And within 30 days took an action on Goodwill site. **Facebook and Google Discovery** are only clickers and the took an action immediately. So, we value the Facebook and Google actions more since we know the advertisement drove the action. With banners, the ad may have impacted the action.

Data Analytics by Channel

Highlights by Media Channel

Facebook

- **Drove the most actions** (accounts created and completed registrations), and the highest clicks.
- Our audience skews heavily female and spans a wide range of ages (18 – 64), with 63% ages 25-54.
- Future campaigns: recommend maximizing spend on Facebook (spend as much as possible based on audience size). Use a combination of Newsfeed and Carousel ads.

Google Discovery

- Discovery is a newer Google product. It is a feed that appears on the home page of Google, Gmail, and the YouTube Home Feed on mobile devices. Good channel for our audience, as they are mobile dependent.
- Interesting, the headline Top Performing: *Find the Job you need* outperformed *Find the Job you want*.

Banners & Native

- Native ads are headlines and images that direct people to the Goodwill success stories. Although the stories are a really great way to show the impact of Goodwill services, the **banner ads drove more actions**.
- Why? The banners included a more direct in the Call to Action vs. the Success Stories, which were a softer sell.

Retargeting Postcard

- New program, retargets visitors to the Goodwill Career Connector website pages.
- Very low cost, and great second touch point.
- **Total 2,390 postcards mailed**. (program ran for 10 weeks, average 235 per week).
- In order to determine impact, Goodwill could send us a list of all registrations and accounts created (need mailing addresses) and vendor can match back addresses.

MARTA Buses

- Reaches low-income audience.
- **Captive audience** that can use their mobile devices to search Goodwill website.
- In the right mind-set, going to or coming home from a job that they do not enjoy.
- Approx. 3 weeks of bonus space on the MARTA.
- **Value of bonus: \$3,300**

Poster Billboards

- Although the campaign ended 4/11. All 27 boards received extra bonus days posted (ranging from 5 extra days to 3+ months).
- In fact, four boards are still posted now.
- Total of 67% bonus impressions.
- **Total value of bonus postings: \$16k**

Targeting Tactics = Results



Career Connector Campaign

Reporting dates: 2/1 – 6/30/21

AWARENESS

Impressions
1,106,268

INTEREST

Clicks 5,797
Click Thru Rate 0.52%

ACTIONS

Accounts Created 912
Registrations Completed 180

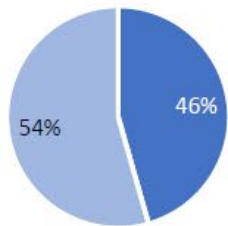
Media Spend
\$33,172

Campaign Timing
2/1 – 6/30

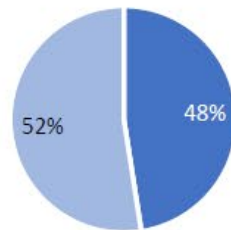
Results by Ad Unit

Facebook Carousel Facebook Newsfeed

Accounts Created



Registrations Completed



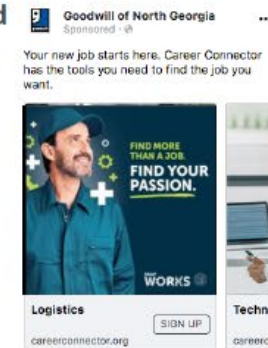
- Newsfeed ads drove more actions.
- However, **our audience was responsive to both units.**
- Therefore, we recommending running a combination for future campaigns.

Top Creative

Top Newsfeed Ad

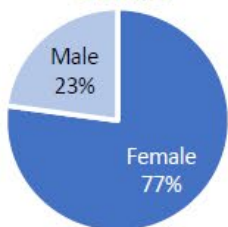


Top Carousel Ad (only one ad ran)

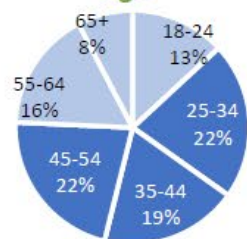


Demographics

Gender



Age

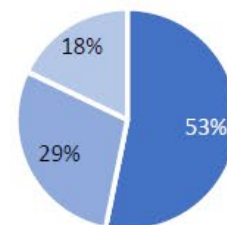


- Demographics of people that took an action (either created an account or completed a registration.)
- Our audience skews **heavily female.**
- The age span from 18-64, with **63% are 25-54 years old.**

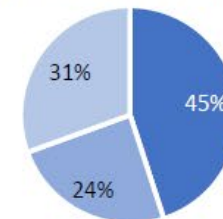
Targeting Tactics

Interests Lookalike Retargeting

Accounts Created



Registrations Completed



- We are using three types of targeting and Interests continues to drive the most conversions.
- **Interest** targeting drove the most actions, while **Retargeting** tactic had the lowest cost per conversion at \$13 cost per action.

Recruiting and Informing Frontline Perspective

Manny Rodriguez, Founder & Executive Director
Revolution Workshop



Revolution Workshop at a Glance

- Non-profit organization dedicated to helping underserved communities gain meaningful careers in construction
- Two pre-apprenticeship programs
 - Trades Pathway Program - 12-week program
 - Field careers such as carpenter, electrician, plumber, etc.
 - Professional Pathways Program - 14-week program
 - Entry level positions in architecture, engineering, and construction management
- Industry-driven
 - Operate in dual customer approach
- Sweet sauce is wraparound supports
 - Executive functioning, financial capabilities, and employability
 - One-on-one coaching
- Alumni Services
 - Critical support, especially in first two years
 - Leverage social enterprise for transitional employment

Revolution Workshop and SNAP E&T

- Serve 20 eligible participants through 50/50 program
- Work within an intermediary model
 - Special shout out to National Able Network
- Utilize SNAP 50/50
- Benefits of intermediary
 - Advocate with State agency
 - Help with administrative lift
 - Reverse referral process

Revolution Workshop Recruitment and Enrollment

- Same recruitment material and initial messaging to all clients
 - Human-centered approach focuses on how program can help with their needs
- Tailor informational sessions for different populations
 - High school students
 - Returning citizen gatherings
 - Violence prevention organizations
- Two-week probationary period
- Enrollment includes:
 - Determining eligibility for a grant/program
 - Assign individual to a funding stream
 - Thoroughly educate trainee on requirements and rights provided under that grant
 - Collect all relevant documents

Examples



RW REVOLUTION WORKSHOP

JOIN A WEEKLY INFORMATION SESSION

Virtual: Tuesdays 1-2PM
In-Person: Wednesdays at Garfield Park 2-3PM
Thursdays at Roseland 1-2PM

AVERAGE STARTING WAGE
\$19.00/HR



Point your smartphone camera

[RevolutionWorkshop.org](https://www.RevolutionWorkshop.org)



JUMPSTART YOUR CONSTRUCTION CAREER

FREE 12-WEEK TRAINING BOOTCAMP

Mon - Fri • 8 am - 4 pm
Workshops in Roseland & East Garfield Park

TRAINEES RECEIVE	GRADUATES EARN
• Expert Instruction	• NCCER Core Certificate
• Stipend	• OSHA-10 Certificate
• Tools + PPE	• Technical Skills
• Transportation Assistance	• Life Skills
• First Aid + CPR	• 85% Placement Rate
• Job Placement Assistance	

Panel Discussion and Audience Q&A

Thank you!

Elizabeth Weber, Westat: elizabethweber@westat.com

Grace Marvin, LRG: gmarvin@lrginc.com

Jenny Taylor, Goodwill of North Georgia: jtaylor@ging.org

Manny Rodriguez, Revolution Workshop: mrodriguez@revolutionworkshop.org

We want to hear from you!

Provide feedback on this session by scanning the QR code and filling out the survey



QR: <https://www.surveymonkey.com/r/F6HFLHH>