
THE HEALTHY RETAIL TOOLKIT

SUSTAINABLE ECONOMIC ENTERPRISES OF LOS ANGELES
POMPEA SMITH GOOD COOKING/BUENA COCINA
NUTRITION EDUCATION PROGRAM



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SUMMER 2019

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SEE-LA

Sustainable Economic Enterprises of Los Angeles (SEE-LA) is a non-profit organization established in 1991. SEE-LA's mission is to build sustainable food systems and promote social and cultural activities that benefit both low-to-moderate income residents of Los Angeles while also supporting California small- and mid-sized farms and local small businesses. SEE-LA operates six farmers markets, improves access to healthy foods, and provides nutrition education to low-income Angelenos.



POMPEA SMITH GOOD COOKING/BUENA COCINA NUTRITION EDUCATION PROGRAM



Since 2002, the Pompea Smith Good Cooking/ Buena Cocina Nutrition Education Program has provided nutrition education to low-income individuals in communities with a high prevalence of obesity to inspire healthy eating and physical activity. The nutrition education classes include skill-building and cooking components to build confidence in making healthier nutrition choices and to promote consumption of fresh produce from local California farmers.

Another element of the program works collaboratively with corner stores and farmers' market vendors to enact healthy retail strategies within South Los Angeles' food environment.



WHY HEALTHY RETAIL?

Healthy retail describes programs and activities that encourage healthy food choices in unhealthy retail environments, like corner stores. Unhealthy retail environments typically include advertisements of unhealthy products like alcohol, tobacco, and highly caloric, processed foods. They also tend to not carry affordable quality produce and other healthy food and beverage choices. Healthy retail programs can improve the affordability and accessibility of healthy foods in low-income urban communities with an overabundance of these unhealthy retail environments.

Community-based organizations like SEE-LA can provide support to store owners and communities through a number of healthy retail strategies. SEE-LA's Healthy Retail Program takes a unique approach, combining a number of evidence based strategies and hands on support to facilitate success. SEE-LA's Healthy Retail Program integrates social enterprise principles with public health approaches, like Community Based Participatory Research, throughout planning, implementation, evaluation, and sustainability phases.



Signage to advertise fresh produce at Windsor Hills Wine & Spirits



SEE-LA's Healthy Retail Specialist, Consuelo, providing samples of healthy snacks to customers at Azteca 99cents Plus Market



THE HEALTHY RETAIL PROGRAM

The Healthy Retail Program at SEE-LA launched in June 2015 with a promising partnership with a corner store housed in South Los Angeles. Over the next four years, the program expanded to five corner stores and three farmers' markets. SEE-LA implements healthy retail strategies in corner stores to transform them into healthier retail environments. As farmers' markets are already healthy retail environments, SEE-LA uses the same healthy retail strategies as a way to improve business profitability, promote healthy products and educate market patrons with nutrition information and recipe ideas.



THE 5P'S OF MARKETING

SEE-LA prioritizes healthy retail strategies with revenue building potential for retail owners. To do so, SEE-LA's Healthy Retail Program utilizes established marketing principles: the 5P's of Marketing. The following section includes descriptions of each marketing principle, as well as examples of each one in action at our corner stores.



A wide variety of newly stocked healthy snack and produce options at Windsor Hills Wine & Spirits

PRODUCT

Activities that add healthy food items that ensure customers are willing to purchase the products and that those products are within the financial capacity of the store. Examples of SEE-LA's effective 'Product' strategies include stocking high quality produce and healthy grab-and-go snacks.

PRICE

Activities that utilize competitive pricing strategies while remaining affordable to the community.

Examples of effective 'Price' strategies that SEE-LA implements include eye-catching price tags, weekly healthy food specials and produce discounts.



Price tags displayed next to healthy products at Azteca 99cents Plus Market.





Window decal developed to promote the healthy products found in Windsor Hills Wine & Spirits.

PROMOTION

Activities that advertise and promote healthy products through appealing signage. SEE-LA's 'Promotion' strategies include food demonstrations, signage, and social media advertisements.

PLACEMENT

Activities that arrange store products so that the healthy ones are the most convenient and attractive choice. SEE-LA implements effective 'Placement' strategies like healthy checkout stands, placing healthy products at the front of the store, and use of directional signage to lead customers to produce displays.

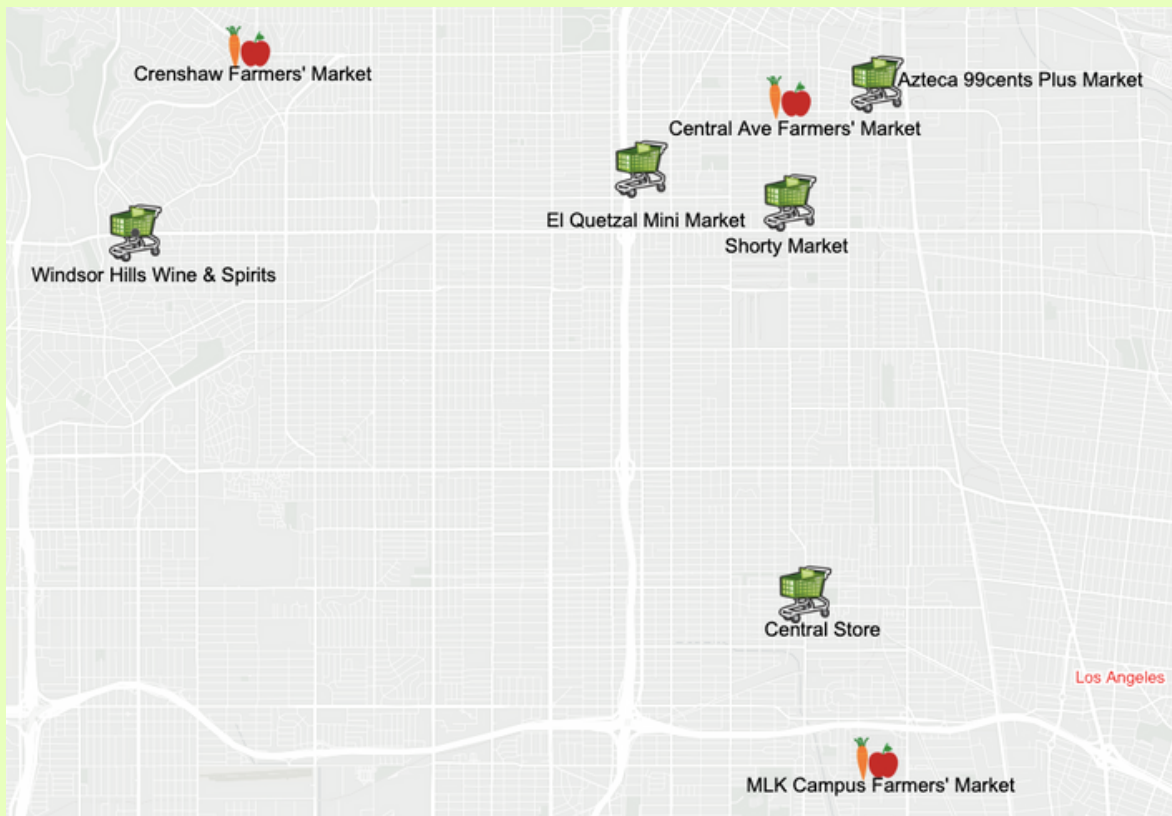


Healthy checkout stand found in Azteca 99cents Plus Market.



PREVALENCE

Activities that increase the number and density of stores selling healthy food products in a geographic area. SEE-LA aims for strategic selection of retail partners in close proximity within low-income communities to build prevalence of healthy retail sites, shown in the map below.



Map of SEE-LA's healthy retail sites in South Los Angeles.



THE 6TH P: PERSONALIZATION

WHAT SETS SEE-LA'S HEALTHY RETAIL PROGRAM APART?

SEE-LA adds a 6th "P" to its healthy retail approach: Personalization. The Healthy Retail Team provides support that is specifically tailored to the partner site's needs and capacity, bringing about greater success and owner, staff, customer satisfaction. Since the strategies cater directly to the needs of the store, they more often lead to increased sales and customer engagement. The effective 'Personalization' approach is so highly regarded by SEE-LA's Healthy Retail Partners, that SEE-LA believes the 5P's of Marketing can be amended to 6P's to include this essential marketing strategy.

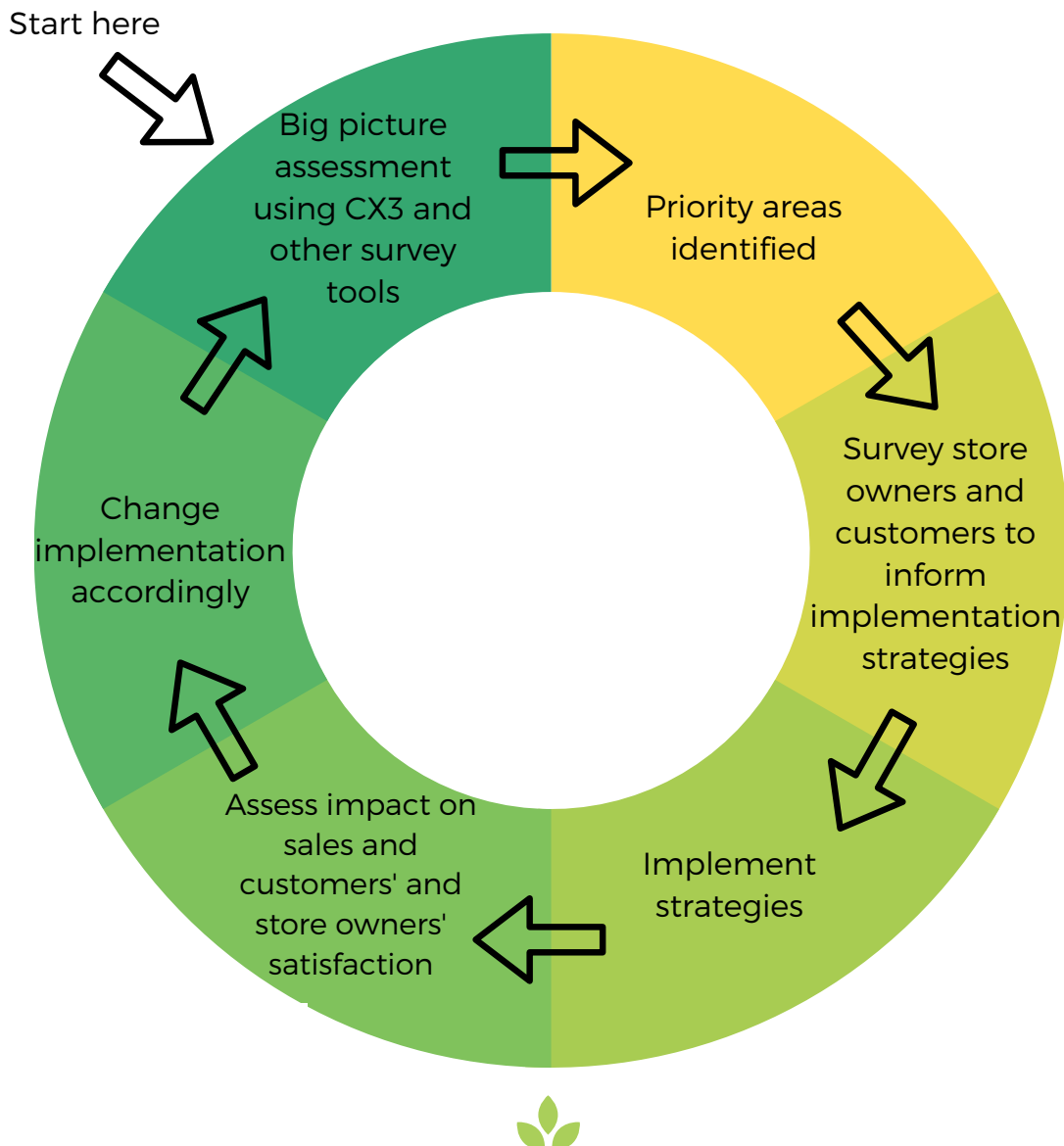
**Proven
Success!**

SEE-LA'S PERSONALIZED
TECHNICAL ASSISTANCE AVERAGES AN INCREASE IN
CORNER STORE PRODUCE INVENTORY BY
50-150%!



EVALUATION

SEE-LA evaluates its Healthy Retail Program through established measurement tools and input from community members. Progress is tracked using the California Department of Public Health’s Communities of Excellence in Nutrition, Physical Activity, and Obesity Prevention (CX3) tool. The circular evaluation process is demonstrated below.



STEPS TO HEALTHY RETAIL IMPLEMENTATION

The previous pages established SEE-LA's approach to developing, implementing, and evaluating healthy retail strategies. The following list further summarizes SEE-LA's Healthy Retail Team process with each partner site.

- 1 Select retail site based on community needs assessment and retail owner interest.
- 2 Build relationship with the retail owner and work with the store owner to identify their healthy store vision.
- 3 Conduct retail assessments and host community outreach events to establish priority areas for improvement.
- 4 Develop site-specific healthy retail strategies that prioritize business needs.
- 5 Implement customized strategies and provide technical assistance.
- 6 Assess impact of strategies and other areas for improvement.
- 7 Continue circular evaluation process to refine current strategies and identify any additional priority areas.



SUSTAINABILITY

SEE-LA builds in sustainability practices in its healthy retail work, supporting the long-term continuation of successfully implemented healthy retail strategies. When asked, corner store owners and managers shared their long-term plans for healthy retail in their stores and noted a variety of sustainable strategies they will continue.

"Los precios... [las] baskets para la fruta, el refrigerador que pusieron ahí también el pequeño para la fruta. La fruta picada... y los samples."

The prices, baskets for the fruit, the refrigerator that you put there also -- the small one for fruit. The sliced fruit cups and the samples.

-Veronica, manager of Central Store

"Usando los displays que me trajo para poner comida saludable y el agua -- [de] tener esa especial permanente ciertos días."

Using the displays you brought me to put healthy food and the water, to have that [weekly healthy product] special certain days permanently.

-Leopoldo, owner of Azteca 99cents Plus Market

"Creo que todo. Por ejemplo vender frutas y verduras. Siempre las voy a seguir vendiendo."

I think everything. For example selling fruits and vegetables. I'm always going to continue selling them.

-Elizabeth, owner of Shorty Market



CASE STUDY: CENTRAL STORE

Central Store, SEE-LA's first Healthy Retail Partner in 2015 was originally chosen due to its proximity to one of SEE-LA's farmers' markets and its proximity to a well trafficked local park, which facilitated broad community support. After identifying areas of improvements through big picture assessments, the Healthy Retail Team implemented a wide range of healthy retail strategies at Central Store. As a result, Central Store doubled their produce purchases! The following section highlights some of these successful and sustainable strategies related to the P's of Marketing.

PROMOTION: STORE LOGO

SEE-LA developed the store logo to highlight and establish the stores' changing brand to emphasize healthy options and an expanded produce section. The store continues to use the logo for marketing efforts.



PERSONALIZATION: DELI MENU

The bilingual deli menu was an extremely successful addition to the store, as they did not have one before. The menu also made ordering easier for customers and reduced produce waste by 50%.



PROMOTION + PRICE: FOOD DEMONSTRATIONS

Food demonstrations are an effective way to engage customers at all sites, including Central Store. At SEE-LA's food demonstrations, health educators provide healthy recipe samples, healthy cookbooks, and informational cards spotlighting produce. Central Store often supplemented the event with promotional discounts as a way to boost sales of healthy products.



PLACEMENT + PRODUCT: PRODUCE DISPLAY

SEE-LA connected staff to produce display management training and provided ongoing support to encourage best practices and maintain an attractive display. Central Store's produce display transformed from disorganized to orderly, colorful, and inviting. The store also added fruit cups and salsas to this section, increasing the availability of healthy grab and go products.



TESTIMONIALS

AZTECA 99CENTS PLUS MARKET



Pictured:
Owners
Leopoldo and
Elvira

Leopoldo learned a lot about the importance of providing healthy products and has adopted more healthy behaviors in his personal life as well. He further witnessed the benefits of the program when it increased produce sales by 90%.

SHORTY MARKET



Pictured: Owner
Elizabeth

Elizabeth shared that she would not have been able to become a WIC vendor without SEE-LA's help. Elizabeth is very busy, so she appreciated that the program gave her more time that she otherwise would not have for her store.

WINDSOR HILLS WINE & SPIRITS



Pictured:
Owners
Jan and
Mike

Jan's favorite part of SEE-LA's program was the personal touch. She loved that the healthy retail Team catered to the needs of the store, going above and beyond with support and finding resources that the store could utilize.

CENTRAL STORE



Pictured: Owner
Jose and
SEE-LA's
Director of
Nutrition
Programs, Cara

Central Store manager, Veronica, praised the program's implementation process. She enjoyed working together as a team with the Healthy Retail Program in a slow and steady way. The consistent and diligent process led to successful results.



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