



## GUIDANCE NOTE 7

### UNICEF Sanitation Marketing Learning Series

#### Demand Promotion and Marketing: How do we reach rural target markets in Sanitation Marketing?

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In this Guidance Note you will learn:

- Sanitation Marketing's three demand creation objectives and the role of marketing communications
- The importance of 'interpersonal communications' (IPC) in rural Sanitation Marketing, how IPC can help reinforce CATS, and examples of IPC activities and tools
- Steps and tips for developing IPC activities, tools, and materials for Sanitation Marketing

#### 1. Marketing to Increase Household Investment in Sanitation

Sanitation Marketing (SanMark) uses key insights from market research (Step 2 of the SanMark 7-Step Framework) to inform social marketing messages and communication channels that will reach and persuade individual households to invest in improved sanitation. At the same time, the approach adapts commercial marketing methods to reach and inform rural consumers and help sanitation businesses to introduce, promote and sell their new latrine products and services.

This Guidance Note outlines the three demand creation objectives and marketing communications methods that can be used to achieve these. It then focuses on developing communications and marketing techniques and tools at the critical interpersonal level required to stimulate household investment in improved sanitation, including low cost methods for community-based promotion and marketing of new latrine products and services. Demand promotion and product marketing communications in SanMark should be seen as one component of a broader behavior change communications strategy for sanitation (see Resources below).

#### 2. Three Demand Creation Communications Objectives in Sanitation Marketing

##### Objective 1: Reinforce CATS messages to stop open defecation (OD)

SanMark communications should reinforce CATS messages by using creatively designed tools and materials (see Figure 1) as well as through additional community engagement activities.



Figure 1: WaterSHED Cambodia “Hands-off” SanMark communications tools used to reinforce disgust of eating ‘shit’ from open defecation and promote latrine use as civilized, before introducing and promoting new affordable latrine products at village meetings

**Objective 2: Stimulate household desire for a durable hygienic latrine**

SanMark communications aim to position private ownership of a hygienic durable latrine as highly desirable by using persuasive messages, humor, and emotion to highlight the personal inconveniences and disadvantages of open defecation (Figure 2) or the dislikes of unhygienic latrines. This includes communicating the private benefits gained by investing in a good latrine, using consumer felt needs, motivations and insights from market research (see GN2).

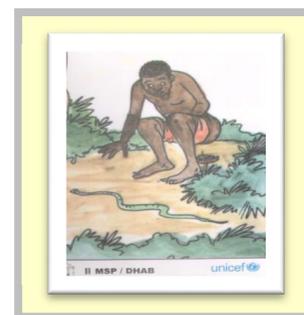


Figure 2: One of a series of communications tools from Benin’s National Rural Sanitation Promotion Program highlighting disadvantages of open defecation to motivate household investment in a good latrine

**Objective 3: Inform consumers and support sanitation businesses to introduce, advertise, promote, and sell their new products and services**

SanMark communications are needed to:

- Introduce new latrine products directly to households, communicating their costs, key features, how they are installed and operated.
- Introduce program partner businesses in the area that can supply the new products and services to households.
- Develop easy-to-understand generic business advertising, product/service marketing, and informational materials (e.g., fliers, business cards, banners, catalogs) that partner businesses can easily and cheaply reproduce, personalize, and use to promote their products and services in rural communities.
- Train and support businesses and front-line promoters to give consistent effective sales pitches to overcome objections and convince households to purchase.

**Which objective should you focus on?**

As long as OD is a risk practice, CATS should continue to be used and SanMark communications should address all three objectives. In rural Benin, OD rates are very high and most households have never thought about building a latrine before. Demand promotion and marketing thus has involved a sequence of communications activities beginning with a village-wide meeting using PHAST-inspired tools by government health staff to mobilize the community to stop OD and build latrines (Objective 1). This is followed by visits to each house by trained community-based volunteer promoters using interpersonal communications tools to motivate households to invest in building a durable latrine (Objective 2).

Promoters return to motivated houses for a 3rd visit to introduce 3 latrine design options and the steps required to plan and build (Objective 3). Promoters then inform and introduce certified masons to ready-to-build households to negotiate and prepare building plans, while continuing to advise households on construction steps. Benin's SanMark communications activities are detailed in WSP's 2011 Field Note (see Resources below).

Where communities have achieved open defecation free status or where there is already a tradition of using household (unimproved) latrines, SanMark demand creation can concentrate on Objectives 2 and 3. This is the case, for example, in many communities in Tanzania and Uganda, where using latrines is a long-standing inter-generational practice.

If market research shows the majority of households are already motivated to invest in a particular 'high-end' improved latrine design, but lack access to affordable products and services, SanMark demand creation can concentrate on Objective 3. In Cambodia, for example, market research found that 98% of households had thought about building a latrine, knew what model they wanted, but could not find local suppliers offering what they wanted at reasonable prices.

### 3. Marketing Communications and the Importance of Interpersonal Communication (IPC) in Sanitation Marketing

Three main types of marketing communications are shown in Table 1. Interpersonal communication (IPC) is essential for demand creation in SanMark and critical to its success, but often overlooked in strategies based on mass media and direct consumer contact (DCC).

**Table 1: Three Types of Marketing Communications**

Category	Description and Examples	Main Purpose
<b>Interpersonal communication (IPC)</b>	2-way facilitated dialogue, in small groups or with individual household	Ask/answer questions, build skills/confidence, problem solve, provoke thinking, persuade, change attitudes.
<b>Direct Consumer Contact (DCC)</b>	Scripted events (theatre, product demonstrations, mobile video), using edutainment approaches at venues/ locations with large target audiences	Raise awareness, introduce and promote new products, convey information, provoke thinking, reinforce IPC messages.
<b>Mass Media</b>	TV advertising, radio, print (posters, billboards, banners, T-shirts, hats, flyers, placards, shop signs, etc.)	Raise awareness, convey information, remind and reinforce IPC messages.

(Adapted from WSP Introductory Guide to Sanitation Marketing, 2011)

Interpersonal communication (IPC) uses two-way dialogue with small groups or an individual to convey multiple interlinked messages, to answer questions, and to build trust between the target audience and the promoter. Examples of IPC tools include flip-chart stories, role plays, image cards and other materials that can be used in a face-to-face interactive setting.

Experience with SanMark has shown that rural households are most influenced to invest in a latrine by talking to trusted sources of information such as neighbors, relatives and friends, and learn most about latrine designs from direct exposure to the products.

Mass marketing, by contrast, is limited to one-way messaging in which a single idea is conveyed quite generally, often through media, posters, billboards and the like. While this type of messaging is good to raise awareness and reinforce personal experience, it is unlikely that a flyer or billboard, on its own, will motivate household investment. IPC also differs from Direct Consumer Contact (DCC) which typically uses scripted events requiring large budgets for skilled professionals, event set-ups, and travel costs, limiting DCC reach to big audiences in larger towns.

IPC tools are the most flexible and adaptable for reaching and persuading rural households. They can be used in community meetings, at village sessions following CATS triggering, and in one-on-one motivational visits or sales pitches to individual households. Promoters can use IPC tools in every village they visit as many times as they need, so there is no need for an on-going budget for media placement or DCC events. IPC tools can be used by respected community volunteer promoters, community health workers, front-line field staff of NGOs, local government, or others working in target communities. The key is that promoters be trusted sources of information with energy and enthusiasm for conveying the messages. IPC methods are cost-effective, scalable and sustainable, as well as operationally compatible with CATS programming in terms of their village-level focus.

It makes operational sense to prioritize IPC development for SanMark demand creation in early phases of program roll-out (Steps 6 and 7 in the SanMark 7-step Framework) because of the lead time needed to set up or improve local supply chains for new affordable/desirable latrines. If these products are not yet widely available to rural households, mass media and DCC advertising encouraging investment in lower cost products can result in households becoming interested, only to discover the new options do not exist in their community, thereby confusing and frustrating potential consumers. Mass media and DCC marketing can be secondary options for supporting effective IPC communications, and are most appropriate at later stages of SanMark once rural supply chains for the new products have been established and are within reach of the majority of your target communities and IPC activities are working well. Box 1 reviews excellent resources for developing and implementing a mass social marketing communications strategy and campaign for scale up.

## Resources

### Box1: Guidance for developing large scale sanitation social marketing communications campaigns to support IPC activities in scale-up

- WSP's Introductory Guide to Sanitation Marketing and On-line Toolkit has guidance on developing, budgeting, procuring, managing, and implementing large-scale social marketing campaigns, including formats and guidance for writing a creative brief for the advertising firms, and practical tips for pre-testing creative materials. <http://www.wsp.org/toolkit/what-is-sanitation-marketing>
- Hands-on Social Marketing (N.K. Weinreich 2010) is a manager's workbook containing step-by-step guides for designing a social marketing campaign from start to finish.
- The Fundamental Templates of Quality Ads (J. Goldenberg 1999) has guidance for developing quality creative advertising using 6 templates. Whether developing ideas in house or with a supplier, these will help you identify formulas to connect with target audiences. [http://pluto.huji.ac.il/~msgolden/home\\_page/pdf/ads\\_templates\\_MS.pdf](http://pluto.huji.ac.il/~msgolden/home_page/pdf/ads_templates_MS.pdf)
- USAID HIP (2010) Sanitation Marketing for Managers includes guidance on rural communication channels and designing district-based rural social/commercial marketing tools including for IPC and product promotion. <http://www.hip.watsan.net/page/5007>

#### 4. EXAMPLES OF IPC ACTIVITIES AND TOOLS

Below are examples of SanMark IPC activities and tools (Table 2) and tips for designing effective communications (Box 2).

**Table 2: Examples of IPC Activities and Tools for SanMark Demand Creation**

Demand Creation Objective	Examples
<b>1. Reinforce CATS messages to stop open defecation</b>	<ul style="list-style-type: none"> <li>• Creative visuals to reinforce fecal disgust, new social norms against OD, and pride in total sanitation during an IPC session (see video link in resources below)</li> <li>• Activity to remind villagers of commitment to being ODF during IPC session</li> </ul>
<b>2. Stimulate household desire for a durable hygienic latrine</b>	<ul style="list-style-type: none"> <li>• Steps and messages for a village session, or house visit, highlighting disadvantages of OD, dissatisfactions with unimproved latrines, private advantages of improved latrines</li> <li>• Invitation flyer distributed before a village session to each family to achieve high attendance</li> <li>• Simple training tools for promoters to make learning how to conduct village sessions and house visits easy</li> <li>• Simple visuals for use by promoters to introduce latrine design options, construction planning, and/or installation steps.</li> </ul>
<b>3. Inform consumers and support sanitation businesses to introduce, advertise, market, and sell their new products and services</b>	<ul style="list-style-type: none"> <li>• Steps and materials for a village “sales” event to introduce new latrine products, highlight desirable features, good prices, steps to purchase, and how to correctly install and use</li> <li>• Invitation to businesses to a village session or “sales” event to introduce themselves, their products and services.</li> <li>• Invitation flyer distributed before a sales event to each family to achieve high attendance</li> <li>• House-to-house product education, promotion/sales pitch visits</li> <li>• Simple training tools for local promoters to learn sales techniques, overcome objections, etc</li> <li>• Visual steps on how to order a latrine</li> <li>• Simple tools for registering new orders, including an ordering receipt to reduce error for sales agents</li> </ul>

### Tips

#### Box.2: Tips for Designing Successful SanMark Communication Tools

- Use strong emotional appeal (e.g. Figures 1 & 2) by engaging relevant drivers for improved sanitation (e.g. disgust of eating shit, comfort, convenience, nurture, self-esteem, dignity, social acceptance, personal/community/national pride, privacy, etc).
- Dare to be memorable and thought provoking! (e.g. Figure 1)
- Less is more. Narrow down messaging and focus on simple messages.
- Use photos and experiences to convey messages, instead of text, cartoon, or verbal only.
- Create tools that are **easy, enjoyable** and **satisfying** for front-line promoters to use.
- Develop materials that are low cost and easy to reproduce in quantity for all promoters and by partner businesses on their own.

## 5. Steps for Developing your Sanitation Marketing IPC Tools and Materials

The steps below can help UNICEF develop tools and materials for local demand creation and product marketing for the demand creation objectives (see above) relevant to your situation in the piloting stage of your SanMark program strategy, as well as in on-going expansion and scale-up. At later stages, once IPC tools and activities are working effectively with supply chain strategies to create new demand and stimulate product uptake, these steps can be adapted to develop other types of marketing communications, such as mass media and DCC, to further support demand creation in SanMark.

### Step 1: Assess the teams' skills

If UNICEF or your partner organization lacks staff capacity to manage the creative communications development work, consider engaging short term expertise in behavior change and marketing communications to support the team.

### Step 2: Identify and develop a rough budget

Develop an initial budget for producing tools by answering the following questions. This does not need to be overly detailed to provide a framework for moving forward.

- How much is your “printing budget” for printing all IPC materials?
  - How much is your “consultant/agency budget” for third party consultants or agencies to help you design the tools, take photos, hire models, do illustrations, etc?
  - How much is your “training budget” for training front-line promoters and others who will be using the new tools and doing the activities?
- OR
- If your budget is flexible, what is your total “budget envelope” for printing, consultant/agencies, and training?

### Step 3: Decide how much of the creative work to contract out vs. keep in-house

There are two main ways professional creative agencies, designers, trainers, or sales consultants can work with you: as partners or providers of services. Partners work with you at a strategic level. They question your assumptions, provide strategic direction, and give you ideas to make your project as successful as possible. Partners should be capable of developing much of the content for the IPC or training themselves after getting your input. Usually partners are more expensive but can offer greater value when your team does not have expertise in behavior change and marketing communications. By contrast, service providers execute whatever you tell them to do. For example, a graphic designer will ask you to provide all the copy (i.e. text and creative direction). A trainer may ask you to provide all the training content. Usually service providers are less expensive and brought in later in the process.

### Step 4: Develop a set of working draft tool briefs

Whether you are considering a single 1-hour village session to achieve one or more SanMark demand creation objectives, a shorter session or house visit on just one objective, or a flier to advertise a product or business, tool briefs will be the foundation to help you develop them. A creative partner can work with you to complete your IPC tool briefs. If you hire a service provider, you will probably need to develop them yourselves. Table 3 shows an example of a simple tool brief.

**Table 3: Template for IPC Tool Brief and Example**

Question	Example Answer
1. What tool do you want to create?	A generic advertising flier with contact information for the local toilet business.
2. Why is this tool important? What problem do you want it to solve?	Many villagers do not know the toilet producer exists, their phone number, the cost of his/her latrine, or that they offer a delivery service
3. Who will be using the tool(s)?	Community health volunteers with limited literacy.
4. Who is the target audience?	Rural villagers, mix of ages, both genders, including household heads, with limited literacy.
5. When will the tool be used?	The tool will be used at the end of a 1-hour IPC session and during house visits.
6. Where will it be used?	In rural villages in the province.
7. What's the most important thing you want the participant(s) to remember or do after interacting with the tool?	They can own a latrine today if they call their local business or contact the local sales agent.
8. What are some potential reasons to believe this message?	There are now latrines available for only \$35. The local business will deliver it to your door!
9. How long will the facilitator have to use the tool?	5 minutes
10. How many copies do you need to print?	10,000 pieces
11. How much budget do you have to print the required copies?	\$500 for all 10,000 pieces

After developing a set of tool briefs (you may have anywhere from 2-20), decide with your team (creative partner included) which tools are the most important and balance this with what you can afford. Select the final briefs and engage your partner or service provider to produce the tools.

### Step 5. Manage the design process

Before hiring, review portfolios of past agency or consultancy work. Meet with shortlisted candidates (based on portfolio quality), and introduce the tool briefs you have developed. Ask them to walk you through the process they would use to turn the briefs into a final product and ask questions until you are comfortable.

## Tips

### Box 4: Tips for Managing the Design Process

- **Tip 1:** Many agencies do not test prototype designs with target audiences and promoters as part of their regular process. However, pre-testing is a critical step. Ask if the agency or supplier has experience doing audience testing in rural communities and how they plan to test their early designs. (See Box 1, WSP's SanMark Toolkit, for audience testing guidance.)

After these discussions, potential suppliers should be able to prepare their budget and work plan which will allow you to make your final decision. If you have hired a partner, allow them to lead the process, but keep up on progress and results.

- **Tip 2:** For an efficient design process, UNICEF should designate one key contact person who can give final design approval. If multiple team members need to review designs, do it in one meeting all together with the supplier/partner, rather than by email or multiple individual review rounds.

Request a work plan with key milestones and dates when UNICEF review/approval is needed

If working with a partner, allow some creative freedom for them to develop their ideas. Be open minded to new ideas that may challenge your assumptions. Testing first or prototype designs is the best way to understand what works best with your target group.

## 6. Going Forward

Once your tools are designed and tested, and your promoters are trained (Step 5), your SanMark pilot program is ready to launch. Be sure to include regular field supervision and frequent opportunities for feedback from front-line promoters so that IPC activities and tools can be improved over time.

### Resources for Further Reading

1. Video link to WaterSHED village sales meeting and IPC tools in action: <http://www.watershedasia.org/selling-toilets-in-cambodia-watershed-style/>
2. WaterSHED Stop Diarrhea Social Marketing Campaign materials: <http://www.watershedasia.org/stop-the-diarrhea-campaign-menu-of-options/#latrine>
3. WSP (2012) Sanitation Marketing Lessons from Cambodia. Field Note. <http://www.wsp.org/sites/wsp.org/files/publications/WSP-Sanitation-marketing-lessons-Cambodia-Market-based-delivering-Sanitation.pdf>
4. WSP (2011) Experiences from Rural Benin: Sanitation Marketing at Scale. Field Note. <http://www.wsp.org/sites/wsp.org/files/publications/wsp-benin-sanitation-marketing.pdf>
5. UNICEF (2008) Writing a Communications Strategy for Development Programmes. [http://www.unicef.org/cholera/Chapter\\_7\\_communications/UNICEF\\_Writing\\_a\\_Comm\\_Strategy\\_for\\_Dev\\_Progs.pdf](http://www.unicef.org/cholera/Chapter_7_communications/UNICEF_Writing_a_Comm_Strategy_for_Dev_Progs.pdf)
6. UNICEF (2005) Strategic Communication For Behavior and Social Change in South Asia. [http://www.unicef.org/rosa/Strategic\\_Communication\\_for\\_Behaviour\\_and\\_Social\\_Change.pdf](http://www.unicef.org/rosa/Strategic_Communication_for_Behaviour_and_Social_Change.pdf)

### About the UNICEF Sanitation Marketing Learning Series

This Guidance Note is part of the UNICEF Sanitation Marketing Learning Series, a learning initiative designed by the University of California Davis (UCD) to improve Sanitation Marketing knowledge and practice within UNICEF. The Learning Series is delivered by Mimi Jenkins (UCD and London School of Hygiene and Tropical Medicine), Danielle Pedi (Consultant, WASH Catalyst), Jeff Chapin (Consultant, IDEO), and Mike Rios (17 Triggers Behavior Change Lab).

The ten Guidance Notes in the Series are available for download here: <http://uni.cf/Xo2o2l>

1. *Situation Analysis – How do I know if SanMark will work in my country?*
2. *Consumer Behavior – How can we understand sanitation consumers in target markets?*
3. *Sanitation Supply Chains and Business Models – How can we improve market systems?*
4. *Private Sector development - How do we improve capacity of local sanitation businesses?*
5. *Getting the Product 'Right' – How do we design affordable, desirable latrines that businesses can profitably produce and sell?*
6. *Enabling Environment – What roles and functions are needed in the new market?*
7. *Demand Promotion and Marketing – How do we reach rural target markets in san mark?*
8. *Equity in Sanitation Marketing - How can we support the market to reach the poorest?*
9. *Monitoring and Evaluation – How do we measure sanitation marketing progress?*
10. *Sanitation Marketing and CATS – How do we link approaches?*