

**Water and Sanitation Program: Toolkit**

# Introductory Guide to Sanitation Marketing

## Developing a Marketing Strategy

## III: Developing a Marketing Strategy

### Key Points

#### 3.1 Define Goals

- ✓ After the formative research is completed the next steps are to identify goals and develop a marketing plan and strategy
- ✓ Goals are often defined within a project's results framework. There can be more than one set of goals.
- ✓ A marketing plan typically has a one- to two-year timeframe and identifies outputs
- ✓ A marketing strategy explains how the plan will be implemented, usually within three- to -five years.

#### 3.2 Marketing Mix: Product

- ✓ A less-is-best approach is often more effective when it comes to product-related decisions.
- ✓ A marketing plan should focus on the product's benefits to the consumer rather than the product's attributes.

#### 3.3 Marketing Mix: Price

- ✓ Price includes the monetary cost of the product (the toilet), supporting services, and any nonmonetary costs, such as time, that the household might incur.

#### 3.4 Marketing Mix: Place

- ✓ Place refers to where a product or service is sold or obtained, as well as how it is distributed.
- ✓ To develop the distribution strategy, a sanitation marketing program will likely use a combination of capacity building or business development approaches and marketing principles.

#### 3.5 Marketing Mix: Promotion

- ✓ Promotion links consumers with suppliers, letting potential customers know about a product's benefits and availability.

### Key Terms

For definitions, see Appendix, p. 51

higher-level goals  
marketing mix  
marketing plan  
marketing strategy  
outcomes  
outputs  
results framework

branding  
demand responsive  
market segmentation  
modularization, branding  
product  
standardization  
technology options

affordability  
availability  
cost  
in-depth interview  
price  
price elasticity  
smart subsidies

accreditation  
business aggregators  
capacity building  
distribution  
franchising  
front-line providers  
place

acceptability	communication concepts
attractiveness	comprehension
behavior change	counseling cards
communication	creative briefs
brand	promotion

## III: Developing a Marketing Strategy

### 3.1 Define Goals

Once the formative research is completed and the findings are available, the next steps are to identify goals and develop an annual or biannual *marketing plan* that includes details on the *marketing strategy*. Goals are often defined within the project or program's *results framework*. Note that there can be more than one set of goals.

The marketing plan can be a short reference document that includes a detailed action plan showing roles and responsibilities, key milestones, the projected timeline and budget, and a research and monitoring plan. Marketing plans have a relatively short, one- to two-year timeframe and typically identify lower-level goals called *outputs*.

A marketing strategy should explain how the plan will be implemented, who will implement it, when, and at what cost. Marketing strategies have a three- to five-year timeframe and typically identify higher-level goals called *outcomes* or *intermediary outcomes*.

For example, based on the program's results framework and formative research, the marketing strategy might set goals of increasing coverage of improved toilets by 30 percent (outcome), improving affordability (intermediate outcome), and strengthening access to quality providers (intermediate outcome).<sup>23</sup> The marketing plan might set a goal of accrediting 500 new suppliers (outputs), launching one new financial service (output), and developing a new lower-cost pour-flush toilet (output).

Sanitation marketing employs the “marketing mix” or *Four Ps* (product, place, price, and promotion) to achieve the goals targeted in the marketing strategy and plan.

Although this document does not discuss it, another “P” often cited in social marketing literature is *partnerships*.<sup>24</sup> This element recognizes the potential of alliance platforms and other mechanisms to engage and link public and private institutions.

#### See Online

##### Marketing Mix: Product

[www.wsp.org/sanmarketingtoolkit/product](http://www.wsp.org/sanmarketingtoolkit/product)

##### Marketing Mix: Price

[www.wsp.org/sanmarketingtoolkit/price](http://www.wsp.org/sanmarketingtoolkit/price)

##### Marketing Mix: Place

[www.wsp.org/sanmarketingtoolkit/place](http://www.wsp.org/sanmarketingtoolkit/place)

##### Marketing Mix: Promotion

[www.wsp.org/sanmarketingtoolkit/promotion](http://www.wsp.org/sanmarketingtoolkit/promotion)



### 3.2 Marketing Mix: Product

A *product* can be a physical product (for example, a latrine), a service (for example, pit emptying), or a behavior (for example, regularly clean the latrine). This chapter focuses on products and services; for more on behaviors, specifically behavior change communications (BCC), see Section 3.5, Promotion.

Although the discussion and examples in this chapter focus on products and services targeted at end users (the households), products and services can also target suppliers. For example, the Easy Latrine (see Box 3) in Cambodia targets both potential vendors and households.

#### Key Principles

**Products should be demand-responsive.**<sup>25</sup> Available products, such as sanitation slabs for rural households, must be consumer-responsive and offer the desired features and benefits, which are identified through research.

**Think products, not technology options.** In the sanitation field, technology options include the specifications of what is below the ground (such as offset or lined pit), what is on the surface (such as slab), and what is above the ground (the superstructure). For most consumers, the product is what is

<sup>23</sup> Changes in determinants such as affordability and access/availability are usually considered intermediate outcomes.

<sup>24</sup> For more on partnerships, see Nedra Kline Weinrich, *Hands-On Social Marketing: A Step-by-Step Guide*, Sage, 1999

<sup>25</sup> Note that sanitation products must be suitable for the physical environment (for example, high groundwater tables) and meet relevant standards. These considerations are part of the technological aspect of product development and, though essential, are beyond the scope of sanitation marketing, per se.



visible or important to him or her, often what is above the surface: the shelter, slab, or seat. When developing marketing programs and strategies targeting end users (households), remember to think and communicate in terms of products and benefits and not in terms of technology options and specifications.

**When it comes to products, less is best.** Conventional wisdom in the water and sanitation sector has been that the more products available, the better. Although consumers want options that meet their needs, you can have too many options. This can overwhelm consumers and complicate decision-making and supplier training. Although it might not be the case of “one size fits all,” fewer might be better.<sup>26</sup>

**Product features are different from product benefits.** A product’s features are its attributes; a product’s benefits are what the features convey or provide to the user. For example, a ventilated improved pit includes features such as a mosquito screen and ventilation. The benefits of a ventilated improved pit are freedom from annoying insects and a less unpleasant smell. As part of the Easy Latrine development in Cambodia, WSP and partners developed a benefits ladder based on data gathered during field testing (see Figure 5). From a marketing perspective, this approach might be more readily operational than the sanitation ladder, which plots technology options. Rather than focusing on features and technical specifications, product development should be based on the desired benefits and their price.

### Challenges

**Limited control.** Many program managers have limited influence and do not “control” the product, especially because they are not in the sales, distribution, or even product design business.

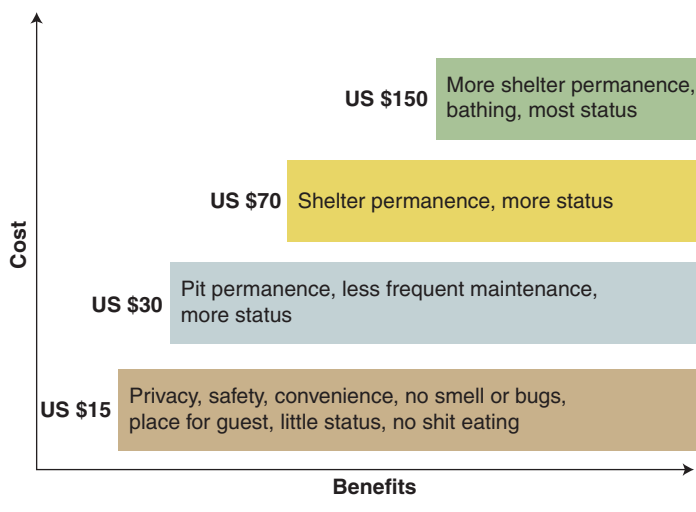
**Too many technological options.** The multitude of technological options above, at, or below the ground often results in many combinations that become difficult to translate into product packages following the less-is-best principle.

**Ideal toilets might be out of reach.** Because of a lack of awareness of options as well as social aspirations, the most desired features and

### Keep in Mind

To help develop your product strategy, be sure to think through the entire lifecycle of the facility. What products, services, and behaviors are needed at each stage?

<sup>26</sup> If there are distinct market segments identified by needs, preferences, willingness to pay, and other factors, several products and several marketing mixes may be needed. This approach is called *market segmentation*. It recognizes that markets are not often homogeneous. Within a given segment, however, the less-is-best principle might still apply.

**FIGURE 5: FINAL BENEFITS LADDER—CAMBODIA**

benefits of the “ideal” toilet are frequently out of reach for most rural households, particularly the poorest segments. In the state of Himachal Pradesh, India, a market assessment<sup>27</sup> revealed that the gold standard for rural households is a pour-flush “paca” (cement) toilet. In Cambodia, an “ideal latrine” consists of an offset tank, pour-flush pan, and solid walls and roof.<sup>28</sup> In Peru, preferred toilets eliminate odors, are attractive and modern as well as private, comfortable, and safe; ideally they are pour-flush as well.<sup>29</sup> The cost of materials and transportation, inadequate production methods, and other market impediment factors can lead to higher costs and thus exacerbate the situation. One of the key lessons from the development of the Easy Latrine led by IDE, WSP, and IDEO (see Box 3) was that the components for a hygienic and well-designed pour-flush latrine could be

privately produced and delivered for less than US\$25, whereas most projects had previously priced similar designs at US\$75 and up.<sup>30</sup>

### Strategies

**Standardization.** Strategies to standardize products are being used in several countries, most notably in Tanzania, where purchasing power is very limited. There, approximately 80 percent of households had a simple pit latrine in 2008. Findings from the household survey suggested a more homogeneous market in which, at least initially, no market segmentation was needed.<sup>31</sup> Thus, a strategic decision was made to help households move up the sanitation and benefits ladders by adding a SanPlat<sup>32</sup> to their existing pit latrine. Training of masons focused on how to make and sell the SanPlat and how to retrofit a latrine. All communication materials reflected this single product.

**Modularization.** Modularization involves standardizing the product in a way that allows for upgrading over time as needs and budget evolve. Ideally, the modularization follows the benefits ladder previously described. In East Java, a sanitarian named Sumadi developed a range of four products (see Figure 6), thereby letting households upgrade over time. Others are now replicating his model. Modularization follows the cultural pattern in many lower income communities worldwide of making incremental improvements to homes as money becomes available.

**Focus.** During the 2003–2006 sanitation marketing pilot study in two provinces of Vietnam, IDE focused on promoting and training providers on just four toilet models, following the less-is-best principle.

<sup>27</sup> See “Situation Assessment of the Supply Market for Rural Sanitation in Himachal Pradesh and Madhya Pradesh,” available in the online resources.

<sup>28</sup> See “Demand Assessment for Sanitary Latrines in Rural and Urban Areas of Cambodia,” available in the online resources.

<sup>29</sup> Sanitation Demand, Market Behaviors, and Baseline Study in Peru. 2007. Lima: IMASEN.

<sup>30</sup> Author communication with Jeff Chapin, IDEO, 2011.

<sup>31</sup> See *Product Range and Sanitation Market Assessment in Tanzania* available in the online resources.

<sup>32</sup> SanPlat stands for Sanitation Platform and is an improved latrine slab; see [www.sanplat.se](http://www.sanplat.se) for more information.

**BOX 3: INNOVATION AT WORK: WSP, IDE, AND IDEO TEAM UP TO DEVELOP THE EASY LATRINE**

In Cambodia, research findings suggested that most households aspire to a pour-flush toilet but cannot afford one. WSP, international NGO IDE, and design firm IDEO teamed up to develop an affordable and simple “latrine core” that would confer the benefits of a pour-flush but cost less than half the normal cost due to smarter use of materials, an improved production method, and a streamlined design.

Branded the *Easy Latrine*, the toilet is available through local producers who are trained in sanitation and hygiene education, production, and basic business and sales management. In addition, buying an Easy Latrine is a one-stop shopping experience. A customer goes to the supplier, pays, and has the toilet home-delivered. In the past, buying a latrine involved engaging a mason (to build the “box” surrounding the slab, which in the Easy Latrine is a prefab reinforced concrete product), visiting a culvert seller to buy the rings to line the pit plus a pit cover, and visiting a waterpipe shop to buy the pipe to connect the slab to the offset pit.



Easy latrine point of sale in Cambodia

**Keep in Mind**

Branding can be used on a wide range of applications, including a campaign (e.g., a national sanitation program), an ODF community, an accredited supplier, an idea (e.g., a modern ODF society) or a product.

**Branding.** A natural progression from standardization and modularization is to develop a brand name for each product. This reflects the principle of focusing on benefits and aspirations instead of its features or technology options. Branding allows an interested consumer to inquire about a “Royal Highness” instead of “a double offset pour-flush latrine with ceramic pan” and it leads, along with standardization, to potential economies of scale in advertising, promotion and other communication efforts, training suppliers, and in distribution. Branding has been used in Cambodia to support the Easy Latrine and in East Java, branding has been introduced through a select number of vendors. It is also being used informally in Tanzania, where the SanPlat is referred to as the *Sungura*, which means rabbit in Swahili.<sup>33</sup>

**Innovation.** Innovation might be needed if research shows that locally available products do not meet consumer preferences in terms of benefits or pricing (see Box 3).

**Complementary market opportunities.** The team should also analyze the need and potential for complementary products or services such as offering cleaning products, a handwashing station, and long-term maintenance services.<sup>34</sup>

**3.3 Marketing Mix: Price**

*Price* includes the financial cost of the toilet and supporting services (such as maintenance and desludging) as well as nonmonetary costs a household might incur (time, social shunning, and so on).

<sup>33</sup> The name *Sungura* was used because the shape of footrests and squat hole look like a rabbit.

<sup>34</sup> A database of handwashing station designs is available at [www.wsp.org/scalinguphandwashing/enablingtechnologies](http://www.wsp.org/scalinguphandwashing/enablingtechnologies).



**FIGURE 6: SUMADI'S RANGE OF PRODUCTS**

Type 1	Type 2	Type 3	Type 4
WC Tumbuh Sehat	WC Tumbuh Sehat	WC Ekonomis	WC Sehat Murah Sumade
180,000 Rp. (US\$18)	260,000 Rp. (US\$26)	600,000 Rp. (US\$60)	850,000 Rp. (US\$85)
Branded ceramic closet, slab, 1-day labor	Branded ceramic closet, slab, concrete ring, 1m (1), 1-day labor	Branded ceramic closet, slab, concrete ring, 1M (4), cover, 2-day labor	Branded ceramic closet, slab, concrete ring, 1M (7), cover, 2-day labor
Introduced October 2008	Introduced October 2008	Introduced October 2008	Introduced 2005

### Key Principles

**Target market.** Practically speaking, sanitation marketing targets the poorest segments of a population given that the commercial sector serves the middle and upper classes. However, there is debate within the WSS sector as to how to best serve the poorest (lowest) quintile.<sup>35</sup> Targeted or smart subsidies can play a role as long as they do not impede the development of a sustainable marketplace through sanitation marketing approaches. The promotion of Sangura slabs, which are sold at around US\$5 through the Choo Bora program in rural Tanzania, is an example of marketing an affordable option that enables low-income households to retrofit and upgrade simple pit latrines.

**Affordability versus availability of cash.** It is important to distinguish between affordability and availability of cash. For example, a rural household in East Java might not have the liquidity at any time of the year to buy their ideal toilet (pour-flush with septic tank), but they might still consider it affordable.

**Willingness to pay.** A qualitative study in Cambodia<sup>36</sup> asked respondents whether, if their “ideal” latrine was on sale for US\$100, they would be able and willing to buy it. Most said they would be willing to pay for this latrine but they would first need time to save. Many respondents felt they would purchase this latrine within three to six months. Several stated that they would not purchase this latrine at all if they did not have enough money. Note that willingness to pay results should be interpreted with caution: willingness to pay can shift as people gain awareness or knowledge of options or prices during the buying process.

### Challenges

**Lack of control.** Price control is beyond the reach of a sanitation marketing program. Because suppliers tend to look at unit margins or prices, keeping prices within reach of lower income quintiles is a potential challenge.

### Keep in Mind

Understand the difference between affordability, availability of cash, and willingness to pay. Interpret willingness to pay results with caution: a household's willingness to pay can shift as individuals gain awareness or knowledge of options or prices. Similarly, a household might consider a product affordable, yet not have the cash liquidity to purchase it.

<sup>35</sup> See *Financing On-Site Household Sanitation for the Poor*, available in the online resources.

<sup>36</sup> See *Demand Assessment for Sanitary Latrines in Rural and Urban Areas of Cambodia*, available in the online resources.

**Keep in Mind**

Remember to build in financing strategies for both suppliers and households as you develop the marketing mix.



**Varying degrees of microfinance options.** The degree of development of the microfinance sector varies considerably from region to region. In some areas, there might be limited opportunities to tap into formal financing mechanisms or institutions. In this case, informal mechanisms such as savings groups might prove useful.

**Strategies**

**Innovation and standardization can reduce production costs and increase affordable options.** In Cambodia, the Easy Latrine design led to a reduction in production costs through the use of fewer materials and improved production methods, with savings passed on to households. Standardization of a product can lead to economies of scale and result in lower production costs, a savings that can be passed on to households.

**Suppliers should use the principles of price elasticity to maximize sales.** Although suppliers tend to propose and market more upscale models, this might just reflect a lack of awareness of other options, as they are no doubt motivated by the unit price and/or margin. During basic business training, suppliers should be introduced to the basic principles of price elasticity so they understand that selling lower-cost models will result in higher unit sales, which may in turn lead to greater revenue. (See Section 5.3, Capacity Building, for additional information.)

**Modularization allows households to upgrade over time as needs evolve, budgets expand, and cash constraints are reduced.** This strategy is based on the assumption that households want to address sanitation needs in the same way they handle items such as home improvements. However, there is anecdotal evidence in Cambodia that households "hold off" for their preferred option. Any strategy must be informed by insights from research.

**Access to financing must be built up at the same time as supply and demand.** In IDE's pilot project in Vietnam, small suppliers were able to grow their business by providing informal credit to trusted households. In East Java, the more successful small businesses have tapped into local savings schemes (*arisans*) that organize bulk buying for their members. In Peru, WSP has brokered important relationships with banks and microfinance institutions that have developed financial products for hardware stores and their clients. Whether they involve linking suppliers and households to informal savings groups or advocating with microfinance institutes to develop products specific to the sanitation sector, financing options must be an integral part of a marketing strategy.



**Repositioning lower-end options to be more aspirational can be successful if lower-cost models respond to the benefits sought at that price level.** This can be achieved through promotion.

**Conduct advocacy if non-market impediments are creating upward pressures on prices.** If the supply chain and enabling environment analysis shows that the high price of materials is due to high import tariffs or other factors, advocacy can lessen or remove these impediments. Savings can be passed on to households, resulting in improved access to both supplies and products.

**Building capacity to buy sanitation products in bulk can reduce unit costs.** This has been done in India where purchases are pooled at the *Gram Panchayat* (district) level to purchase pans.

**Targeted or “smart” subsidies.** Some public health interventions have used subsidies to reach the poorest segments (for example, through the use of vouchers or behavioral outcomes) and can provide a useful model. The challenge is often to ensure that the subsidies reach those who are being targeted. Untargeted or supply-driven subsidies can potentially undermine market-based approaches.

#### Keep in Mind

Smart subsidies may have a role. The challenge is to develop them in a way that they effectively reach the targeted segments while not hampering market-based approaches.

### 3.4 Marketing Mix: Place

#### Key Principles

**Points of sale must be easily accessible to customers.** Front-line providers (suppliers that households go to early in the buying process) should be conveniently located and easily accessible. In Peru, WSP has worked with hardware stores as front-line providers for households interested in sanitation products (See Box 4).

**Providers need to know how to build and offer safe sanitation products and services (including proper sludge disposal).** They must also know how to maintain inventory and perform other basic business tasks. This training is standard practice in sanitation marketing efforts to date.

#### BOX 4: SANI-CENTRES IN NIGERIA

In Nigeria, WaterAid has promoted the establishment of a sani-centre in each project community to tackle transportation and market-access challenges faced by remote populations. WaterAid trains several community members as artisans to construct low-cost slabs and provides each community with seed money to build 20 to 30 slabs in each community. The goods supplied to each sani-centre are designated to be sold to community members at affordable prices, and any income generated used to replenish the stock of raw materials. However, evidence from the study to date suggests that the sani-centres are not effectively reaching the poor in these communities.

Source: Sustainability and Equity Aspects of Total Sanitation Programmes: A Study of Recent WaterAid-Supported Programmes in Three Countries. 2009. Available at [http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/clts\\_synthesis\\_report.pdf](http://www.communityledtotalsanitation.org/sites/communityledtotalsanitation.org/files/clts_synthesis_report.pdf)

**Keep in Mind**

Make shopping for sanitation products as easy as possible for the consumer. Consumers should have easy access to knowledgeable, courteous, and customer-oriented suppliers of sanitation products.



Sanitation provider in Indonesia



A hardware store in Peru sells sanitation supplies

**Sanitation suppliers must be courteous and customer-oriented.** They should be able to discover customer needs and benefits sought, and match those with products and services, including financial ones. In Cambodia, suppliers often provide a warranty whereby they repair the latrine free of charge if it breaks due to faulty components (for example, a cracked ring in the pit leading to collapse). Providing a warranty enhances a supplier's reputation and can lead to other work or services.

**Challenges**

**The distribution of sanitation products and services is often highly fragmented and in most countries is dominated by the informal sector.** For example, in East Java alone, it is estimated that there are thousands of small providers, many of whom are masons.<sup>37</sup> Many masons do not have storefronts, resulting in fewer opportunities for point-of-sale branding (see Section 3.5, Promotion).

**Sanitation is not a core business for many suppliers, which lessens their interest in capacity building and marketing initiatives.** Given that most suppliers are small-scale and that sanitation is not their core business, it might be unrealistic to assume that capacity-building efforts will result in active promotion of safe sanitation. A case study conducted by WSP and IRC on the sustainability of an IDE rural sanitation project in Vietnam<sup>38</sup> revealed that few businesses actively promoted sanitation during and since the pilot, despite training received in this area. Most relied on their reputation and referrals.

**Strategies**

**Fostering loose affiliations among suppliers can help create networks.** For example, in East Java, the WSP has mentored an entrepreneur, Sumadi, who works closely with a cohort of masons and preferred wholesalers through whom he gets volume discounts. Networks let members grow their customer base and sanitation business through referrals. The IDE sanitation marketing pilot project in Vietnam encouraged suppliers to create networks and follow-up research showed these networks remained, and, in many cases, grew and prospered.<sup>39</sup> Networks can also be a more formal arrangement such as an association, as in Uganda, for example, through the Association of Pit Emptiers.

**Drawing on techniques used in the commercial and social marketing fields, franchising<sup>40</sup> is a potential business model for scaling up**

<sup>37</sup> See *Opportunities to Improve Sanitation: Situation Assessment of Sanitation in Rural East Java, Indonesia*, available in the online resources.

<sup>38</sup> See *Case Study on Sustainability of Rural Sanitation Marketing in Vietnam*, available in the online resources.

<sup>39</sup> Ibid

<sup>40</sup> Franchising is a business model that involves creating a network of sales outlets (the franchisees) that are locally owned but act in coordinated manner with guidance from a central organization (the franchisor).

**BOX 5: LESSONS LEARNED FROM THE ACCREDITATION PROGRAM AT THE INSTITUTE OF TECHNOLOGY OF SURABAYA (ITS)**

- Avoid overly technical training content and emphasize practical information and skill-building. A field practicum is a good way to accomplish this.
- Focus training on product options that will be promoted through the demand creation efforts or that are commonly offered.
- Establish or integrate linkages with the sanitation marketing intervention (such as by using brand names or product catalogs).
- Be clear on participant eligibility selection criteria so that those chosen are more likely to be able to apply newly learned skills.
- Identify quality-assurance strategy during the development of the accreditation program (for example, how long accreditation will be good for, presence of national standards, clearly assigned responsibilities for monitoring these standards, renewal conditions, and whether and under what conditions accreditation can be revoked).

**sanitation businesses.** Through standardization of product range and quality, franchising offers potential economies of scale in promotion and training. WSP is testing elements of the franchising model in East Java, where efforts to replicate promising aspects of Sumadi's business model (notably linkages to microfinance institutions and informal savings groups, supply chain management, and the offering of standardized modular products) are underway with sixteen other small businesses. Franchising has challenges, including the need for an appropriate franchisor who can manage the franchisees. A recent study suggests that franchising has not yet proven itself as an effective way of reaching the poorest segments of the population.<sup>41</sup> However, variations on the franchising model such as micro-franchising, which aims to impact poverty by facilitating job creation and sale of products and services to the base of the pyramid may have promise.<sup>42</sup> Moreover, additional data is likely to be generated through members of SF4Health, a community of practice around social franchising for health (see [www.sf4health.org](http://www.sf4health.org)).

**An accreditation program through a regional or national organization or institute can potentially improve quality.**<sup>43</sup> Accreditation has applications for scale and sustainability because capacity is built in institutions rather than by individuals—for example, through a training-of-trainers process that must be continuously managed. Accreditation ensures that national standards are being used, by building capacity in a “wholesale” context (institution) versus a retail one (individuals), and it opens up marketing and branding opportunities (see Section 3.5, Promotion) that have been used successfully in social and commercial marketing to reach scale. In East Java, WSP enlisted the Institute of Technology of Surabaya (ITS) to conduct a five-day training in improved sanitation and basic business skills. Some

**Keep in Mind**

When developing an accreditation system, try to avoid overly technical training content. It is better to emphasize practical information and skill building. A field practicum is a good way to accomplish this.

<sup>41</sup> Ashish Karamchandani, Michael Kubzansky, and Paul Frandano, *Emerging Markets Emerging Models*, Monitor Group, 2009

<sup>42</sup> *Franchising in Frontier Markets*, Dalberg Global Development Advisors, Dec. 2009; [www.franchise.org/uploadedFiles/Franchise\\_Industry/Resources/Education\\_Foundation/Frontiers Markets\\_content\\_print\\_marks.pdf](http://www.franchise.org/uploadedFiles/Franchise_Industry/Resources/Education_Foundation/Frontiers%20Markets_content_print_marks.pdf)

<sup>43</sup> A complementary quality-assurance strategy is to strengthen the enabling environment so that standards (such as for quality of construction) are established, communicated, and monitored.

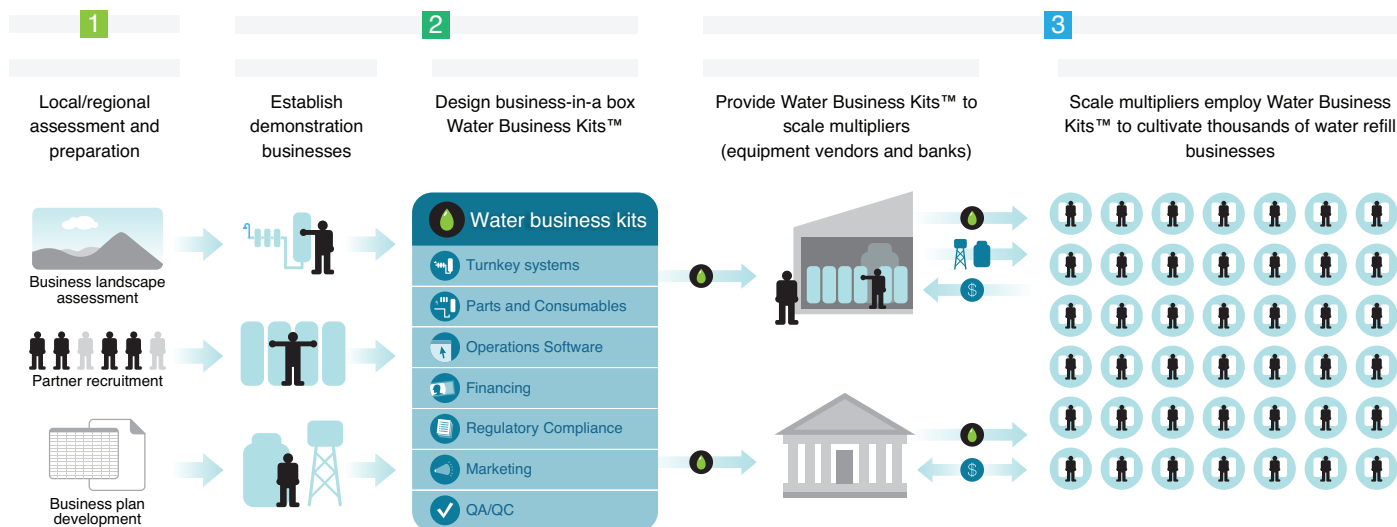
**FIGURE 7: AQUAYA'S WATER BUSINESS KIT™ MODEL**

Illustration used by permission of Aquaya.

### Keep in Mind

As sanitation marketing evolves, much of the learning underway is around how to strengthen supply at scale. Strategic options for place (distribution) are therefore likely to expand or evolve over time. The distribution strategy encompasses marketing and business and capacity development. Please contribute to the dialogue and keep us informed of your learning!

1,600 small providers (including masons and sanitarians) have become accredited through this program and are encouraged to use the *WC-ku sehat* (Safe Toilet) logo. Box 5 highlights the key lessons learned from this approach.

A variation on franchising is the concept of selling a turn-key-like “business-in-a-box” to prospective entrepreneurs. Aquaya has used this approach with its Water Business Kit Model™, creating an estimated 8,000 water businesses in Java (see Figure 7).

**Depending on the results from the supply chain analysis, it might be possible to identify business anchors with a vested interest in developing a market for sanitation.** These anchors or *aggregators* organize the entire supply chain, including masons and producers. A theoretical example of this approach is to award limited-time concessions to district-level hardware stores. These stores would receive technical assistance and market exclusivity, and would benefit from demand-creation campaigns for a fixed period. Implementing these types of approaches might require contracting or partnering with consulting firms or organizations that have experience in market transformation.

### 3.5 Marketing Mix: Promotion

Sanitation marketing uses two approaches to *promotion*, or communication:

- *Branded advertising and promotion* aims to create awareness of a particular product, point-of-sale, or brand. Branding is a way to standardize products, services, ideas, or behaviors and position them in an appropriate way. It can be used for various applications, such as identifying and marking open defecation villages, accrediting suppliers, creating an umbrella for a communication campaign (see Box 6), and naming products (sanitation

**BOX 6: EXAMPLES OF SANITATION MARKETING BRANDING**

**Himachal Pradesh, India.** Building on insights from research, WSP created a program logo and brand that supports the Total Sanitation Campaign (TSC) and conveys the message that residents can choose between an embarrassing practice (open defecation) and pride and dignity through the use of a toilet.

**East Java, Indonesia.** Signs designed for use by accredited providers prominently feature the WC-Ku Sehat slogan and 'thumbs-up' logo.

**Tanzania.** The distinctive Choo Bora logo and signature color was used to brand everything from clothing worn by masons and DCC facilitators to signs and umbrellas.



or financial). In sanitation marketing, the branded advertising and promotion approach is particularly useful for strengthening linkages between supply and demand.

- *Behavior change communication (BCC)* aims to motivate people to modify or adapt a desirable behavior.

These two approaches can work together. For example, a campaign to improve clean cook stoves could use BCC approaches to raise awareness of the dangers of inhaling the smoke from traditional cook stoves. A local business could capitalize on the increased demand generated through the BCC and promote a brand of improved cooking stoves. Social marketing organizations have used a dual approach utilizing both branded advertising and BCC in efforts to expand access to and use of products such as condoms, mosquito nets, and point-of-use water products at large scale.

### Key Principles

**Effective BCC builds on the findings and insights of formative research.** Findings should include relevant behavioral determinants and the media habits of the target audience. Figure 8 illustrates how the Global Scaling Up Rural Sanitation Project went from formative research

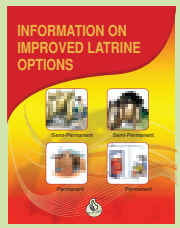

findings to communication objectives in Indonesia. Similarly, Tanzania developed the *Choo Bora* campaign based on formative research findings (see Box 7 on page 29).

**Advertising agencies have a role.** Government agencies such as the Information, Education, and Communication (IEC) units found in ministries of health do not always have the capacity or resources (such as staffing, equipment, or budget) necessary to develop large-scale BCC campaigns. In such cases, program managers should consider engaging an advertising agency. While mostly versed in branded advertising and communication for the commercial sector, advertising agencies have experience developing campaigns to reach a large audience and they are increasingly knowledgeable about BCC approaches, with experience developing social marketing campaigns for health products and other applications. WSP has engaged advertising agencies to develop materials for dissemination at local levels.

**Integration across channels ensures that messages are consistent, reinforce one another, and result in repeat exposure.** For example, the *Choo Bora* logo and slogan in Tanzania is integrated in the radio soap opera, radio commercials, direct community events, and training materials for masons and outreach workers so that all channels



**FIGURE 8: FROM FORMATIVE RESEARCH FINDINGS TO COMMUNICATION PRODUCTS IN INDONESIA**

Behavioral Determinants	Communication Objectives	Marketing Mix	Mechanism and Tools	
<b>Ability/Affordability</b> Perception that latrines are expensive	Knowledge about options to improve sanitation that are affordable	Formal and informal community compensates to provide information improved latrine options	Provide facilitators, sanitarians, natural leaders with informed choice catalog and flyers that stress low starting prices	
<b>Opportunity/Social Norms</b> Open defecation is a common and accepted practice	Open defecation is no longer acceptable	Promote feeling of embarrassment and fear of gossip	Support CLTS through integrated communication campaign featuring character of <i>Lik Telek</i>	

communicate the same message. Likewise, *Lik Telek* (“Uncle Shit” in Bahasa Indonesia) is a character that has been woven into various BCC materials in East Java.

*Mass media*, *interpersonal communication* (IPC), and *direct consumer contact* (DCC) are three channels that are typically used to reach target audiences.

- *Mass media*, including print, radio, and television, can raise awareness at the institutional, community, and individual levels and is particularly appropriate if the campaign is aimed at improving knowledge around a particular issue. In addition to developing traditional spots, you can insert key messages into existing or planned programming such as dramas, soap operas, or talk shows. Newspapers can reach policymakers.
- *Interpersonal communication* (IPC) is often carried out by health extension workers (HEWs), community volunteers, or outreach workers. It is one of the few channels that allows for two-way communication with the household, in small group settings, or face-to-face, with opportunities to clarify and ask questions, and is suitable for building skills, and for joint problem-solving. Other media channels should be used to confirm and support information provided through IPC efforts.
- *Direct Consumer Contact* (DCC) involves community events that communicate key behavior change messages using entertainment-education approaches. These can be delivered through road shows or mobile video units.

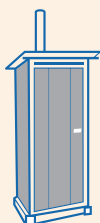
### Keep in Mind

Promotion includes behavior change communication as well as branded advertising and marketing approaches.



**BOX 7: MARKETING STRATEGY IN TANZANIA****Campaign platform**

The campaign targets rural heads of household and their families. Formative research revealed that the campaign needed to propose that good sanitation can be easily achieved and is not just for the wealthy, as many assumed. In addition, sanitation improvements needed to be linked with improvements in status, convenience, and safety—especially for children. This led to the development of a marketing campaign, *Choo Bora Chawezekana! Tumeamua Maendeleo Hadi Chooni* (roughly “A Good Toilet Is Possible! We’ve Taken Our Development All the Way into the Latrine”). Representatives of the target audience found the Swahili version to be nuanced and humorous while linking the desire to improve one’s life to sanitation. *Choo Bora* messaging is integrated into all aspects of the intervention and the target audience encounters it through several junctures, including masons, community sanitation committees, mass media (radio), and Direct Consumer Contact (DCC).

**Product**

Households are encouraged to make various upgrades with special attention on the *Sungura* slab. This 2-foot-by-2 foot concrete slab is a consumer favorite. It is smooth, washable, and safe for children; it has a drop hole in the middle; with a concrete cover that seals the hole, effectively containing the feces; and has raised footrests to ensure good aim, especially at night. The slab is especially useful for upgrading existing latrines, which is what most rural Tanzanian households need to do to realize the health and economic benefits of sanitation.

**Price**

A *Sungura* slab is approximately US\$5 to purchase and US\$4 to produce. In some areas, US\$5 will include installation; in others, customers have to pay about US\$1 extra.

**Place**

Because villages in Tanzania are separated by large distances, transportation is a major constraint. Sanitation goods and services are not readily or widely available. WSP trained approximately 470 masons residing in or around priority villages to produce and sell *Sungura* slabs. Masons purchase raw materials and manufacture them on-site near village centers, sometimes using makeshift workshops. Orders are taken directly from households. Access to capital is a continuing issue for masons who often cannot buy in bulk on their own. Masons often rely on the district government to lend them the molds needed for manufacturing.

**Promotion**

- *Mass media.* Produce was soap opera; five 15-minute episodes airing twice a week before the evening news on TBC Taifa (AM and FM frequencies); show is supported by spots, songs, and DJ mentions.
- *Direct Consumer Contact (DCC).* Interactive roadshows promote sanitation upgrading in rural villages through entertainment, contests, and testimonials.
- *Interpersonal Communications (IPC).* Initial community engagement comes through CLTS triggering in which the community decides how and when to improve their sanitation facilities; carried out by district or ward facilitators with coaching from resource agencies; “unbranded” and not explicitly linked to the *Choo Bora* campaign.
- *Sanitation committees and masons.* Once the community triggers and establishes an action plan, a mason can begin promoting upgrades; a sanitation committee is formed to perform day-to-day promotion and monitoring.
- *Promotional materials.* *Choo Bora* materials produced including such as calendars for offices and public places, T-shirts for sanitation committees, masons, champions, point-of-sale branding for masons, *kangas* (traditional cloth) for households, and notebooks and pens for local officials.

Within each channel there are a range of options to consider. Print materials are often appropriate for health workers, trained volunteers, and policymakers. Low-literary materials relying heavily on illustrations can provide useful reminders and reinforce messages conveyed through interpersonal communication or DCC. For example, counseling cards have pictures on the front to illustrate recommendations and questions on the back to facilitate discussions between the counselor and the families. These can also include suggestions for how to negotiate small improvements in sanitation practices; another option is community theater, which can be used to model desired behaviors and address common barriers to sanitation in an entertaining way, reaching families and influential community members, and loudspeaker announcements in the community.

In addition, specific *advocacy activities* can aim influencing decision-makers to focus more attention and resources on sanitation and hygiene improvement and carry out specific policy or institutional reforms, earmark specific budgets, etc. With all options, effectiveness rests on conveying key messages and issues and on stimulating discussion.

**Centralizing the development of the communication messages yields economies of scale.** It would be extremely expensive to develop communication messages and materials tailored to each segment of the target audience or every district or province where your target audience resides. Any country can have large populations with distinct linguistic or cultural characteristics that warrant the need to tailor messages. However, experience to date demonstrates that centralizing the development of communication messages produces economies of scale. Once these messages and materials are produced, they can be replicated and disseminated by lower tiers of government that allocate part of the sanitation budget to promotion. Note that centralization of messages can occur at different levels—national, regional, state, provincial, and so on, and does not preclude required adaptations (e.g., language).

### Challenges

**Advertising agency capacity can vary.** Advertising agency capacity varies from country to country and even from year to year, especially given high staff turnover in this sector. Some agencies, especially in smaller countries, offer a full range of services from design to media buying. In larger countries, agencies often specialize in a key area such as media placement. Agencies can also vary in their understanding of BCC. Agencies with little experience will require a learning curve. Regardless of experience, program managers should plan the time and effort required to manage the ad agency (see Box 9, Section 5.6, Procurement) and review products against the brief.

**Developing evidence-based communication products requires time, particularly if new formative research must be conducted first.** This timing issue poses challenges, especially when integrating sanitation marketing and CLTS activities. In East Java, CLTS triggering had already occurred in many districts by the time

the communication materials were available. Development needs to begin early in the process.

**Complete control of the implementation of the full communication strategy is not always possible at the program level.** This is especially true in large scale projects targeting long-term sustainability, where the program often runs through local governments. In these cases, there may be trade-offs in terms of quality or level of intensity and adequate monitoring should be planned.

### Strategies

Some overall strategic options to keep in mind are as follow:

**Integrate sanitation marketing and CLTS.** In Tanzania, the *Choo Bora* message (“A good toilet is possible—take development to your home”) was used immediately after the CLTS triggering through all the BCC and sanitation marketing channels and materials. Greater

integration is theoretically possible if the CLTS triggering also makes use of the drivers identified through the formative research.

**Use centrally developed, locally implemented BCC materials.** In East Java, WSP developed BCC materials based on findings from the formative research. Materials included an eight-minute video drama, radio spots, and posters. Templates and guidance on how to use these materials were then provided in a tools menu. Representatives of the 29 districts in which the program is being implemented were oriented on the materials and received training to develop a promotional budget and plan. Since the training in 2009, more than 15 districts have used the materials, benefiting from economies of scale. The WSP team in India is adopting this approach with the intention of conveying messages supporting other behaviors targeted through India’s Total Sanitation Campaign (TSC), including improved solid waste management at the household level.

### See Online

#### Marketing Mix: Product

[www.wsp.org/sanmarketingtoolkit/product](http://www.wsp.org/sanmarketingtoolkit/product)



#### Marketing Mix: Place

[www.wsp.org/sanmarketingtoolkit/place](http://www.wsp.org/sanmarketingtoolkit/place)



#### Marketing Mix: Price

[www.wsp.org/sanmarketingtoolkit/price](http://www.wsp.org/sanmarketingtoolkit/price)



#### Marketing Mix: Promotion

[www.wsp.org/sanmarketingtoolkit/promotion](http://www.wsp.org/sanmarketingtoolkit/promotion)



Below is a sample of resources available. Additional resources will be added on an ongoing basis.

*Creative Brief for Advertising Agency* (WSP)

*Pre-testing Communication Materials* (WSP)

*Sample Communication Campaign Materials* (WSP)

*Output Based Aid for Sustainable Sanitation* (WSP)

*Making it Easy: Sanitation Marketing in Cambodia* (WSP)

*Sample Communication Campaign Materials* (WSP)

*Sanitation: A Good Deal for All* (WSP)

*The Story of Younis* (WSP)

*Inaugurating a Dream* (WSP)

*Let’s Change Their Future* (WSP)

*Moving Households Up the Sanitation Ladder in Rural Tanzania* (WSP)

*Sanitassi-Sanitation Promotion-Septic Tank Cleaning* (WSP)

*Research and Metrics* (PSI)

*Sample Communication Campaign Materials* (WSP)

#### Additional Reading

*Qualitative Methods in Public Health—A Field Guide for Applied Research* (2004), by Priscilla R. Ulin, Elizabeth T. Robinson, and Elizabeth E. Tolley

**By Jacqueline Devine and Craig Kullmann**

Today, 2.6 billion people live without access to improved sanitation. Of these, 75 percent live in rural communities. To address this challenge, WSP is working with governments and local private sectors to build capacity and strengthen performance monitoring, policy, financing, and other components needed to develop and institutionalize large-scale, sustainable rural sanitation programs. With a focus on building a rigorous evidence base to support replication, WSP combines Community-Led Total Sanitation, behavior change communication, and sanitation marketing to generate sanitation demand and strengthen the supply of sanitation products and services, leading to improved health for people in rural areas. For more information, please visit <http://www.wsp.org/scalingupsanitation>.

This Toolkit is one in a series of knowledge products designed to showcase findings, assessments, and lessons learned through WSP's Scaling Up Rural Sanitation program. It is conceived as a work in progress to encourage the exchange of ideas about development issues. For more information please email Jacqueline Devine at [wsp@worldbank.org](mailto:wsp@worldbank.org) or visit [www.wsp.org](http://www.wsp.org).

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