



1. Identify the Audience and Behavior Change Objective

Identify a specific target audience that is actionable (e.g., you have financial/ human resources to reach this audience, you will be successful in appealing to this audience, etc.). Clearly define the behavior change objective.

EXCELLENT

An excellent score meets three criteria:

1. A choice to serve a specific audience.
2. The ability to reach this audience (sufficient human and/or financial resources).
3. Clarity about the required behavior change.

Exceptions: a broad audience, or multiple target audiences, may be appropriate when the implementer has the resources to reach each audience effectively and there is a common theme that unites each audience.

GOOD

The implementer has fulfilled two of the three criteria. For example, the implementer may have chosen more than one specific audience to serve, and may have clarity about the required behavior change for each audience, but does not have the resources to effectively reach each audience.

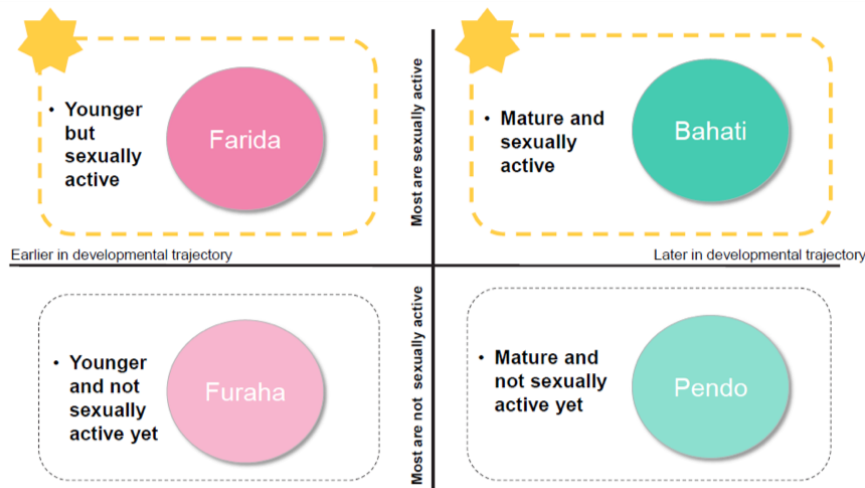
AVERAGE/POOR

The implementer has met only 1 of the criteria. For example, they may have made a choice about the target audience but may not have clarity about the behavior change. Alternatively, there may not be clarity about the target audience. The implementer may attempt to communicate to everyone for whom the initiative could be relevant.

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

A360 conducted a robust audience segmentation and identified two primary audience segments based on the risk of pregnancy: Farida (younger, sexually active, less experienced) and Bahati (older, sexually active, more socially independent). The behavior change objective was to use contraception, which required changing girls’ attitudes toward contraception (to make it relevant and valuable). In addition to the behavior change that the program sought for girls, it also sought behavior change at the broader environmental level, making service delivery appropriate and accessible for girls, improving supply, etc.

AUDIENCE SEGMENTATION



Four segments that differ on (a) their psycho-social development and (b) whether they are sexually active. Farida and Bahati are priority segments due to risk of pregnancy.

PRIMARY AUDIENCE IDENTIFICATION

Primary Segments



Farida



Bahati

Behavior Change Objective

Use contraception. Change attitude toward contraception – make it relevant and valuable

Intervention Focus

“Know your Body” (use menarche and puberty as an entry point) and then introduce “Know your Path”

“Know your Path” (inspire girls to dream, know what’s possible, and take action, including contraception)

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Through extensive research, including hundreds of interviews and in-home observations, Airbnb identified a specific psychographic segment, “Headfirst Explorers,” as their core audience. There are also specific segments within this overall audience, e.g., parents, business travelers, etc. In addition, Airbnb also targets hosts, as the company needs not only guests to rent accommodations and book experiences, but also hosts to provide them. For the purpose of this case study, however, we are focusing on the overall “headfirst explorer” guest as the target audience. We rate this best practice as excellent because it is specific and serves as a great example of a psychographic target. While we do not have details on Airbnb’s marketing plan or budget, we assume – based on the company’s technology and success to date – that Airbnb is able to target the audience using digital media and that they have enough budget to reach them.

HEADFIRST EXPLORERS



“Airbnb has always defined its core audience, ‘head-first explorers,’ as a psychographic consumer segment that drives most of our business. These travelers consider new ways to travel and local experiences as a core part of their identity. An attitude once seen mainly in younger millennials, the tendency to value experiences over things had become a global mindset that crossed geographies and demographics.”¹

¹Mildenhall, Jonathan, “How Airbnb built its brand by telling the world not to travel.” PR Week, Sept 18, 2017

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

Based on epidemiological data of HIV prevalence and patterns, national health surveys, and quantitative and qualitative research, the team identified a primary audience (men 18-34) and secondary / influencer audience (women, older men, decision-makers, religious, community, and business leaders, etc.). Data indicated that HIV prevalence among men increased sharply after age 30 (25.6% prevalence among men ages 30-34); that men were less likely than women to get tested for HIV; and that when they did test HIV+, they were less likely to seek timely treatment and care. The overall behavior change objective is to inspire men to take personal responsibility for their health and wellbeing, with specific campaigns developed to tackle specific behavioral change objectives related to Brothers for Life’s focus areas of HIV/AIDS, SGBV, and MMC. The table below summarizes specific behavior change objectives based on a sample of the Brothers for Life campaigns over the past 10 years. We also note that each campaign identified a more specific audience. For example, the primary audience for the HCT campaign evaluated in this case study was “young, virile men in the prime of their lives” who are likely unemployed and also likely to engage in high risk sexual behavior.² Given the breadth of the audience (men 18-34, women, older men, decision-makers, etc.), we scored this best practice as “good.”

Primary Audience	South African Men, All Ethnicities, Age 18-34, low to middle income, in 27 priority districts Attained middle school education					
Campaign/ Issue ¹	Manifesto Brand Launch (2009-2011; updated in 2013)	“Game of Life” HIV and SGBV (2009-2011)	PMTCT “Brothers for Mothers” (2009-2011)	SGBV (2009-2011); Anti-rape (2017)	HCT (2016)	MMC (2017)
Behavior Change Objectives	Be the “new” man in South Africa: Take personal responsibility for your health, treat women with respect, protect your family	Do the right thing <ul style="list-style-type: none"> • Always wear a condom • Avoid unprotected sex, even when drinking • Know your HIV status • Oppose violence against women • Choose a single partner over multiple chances w HIV 	Support your partner in pregnancy, including taking steps to avoid HIV transmission	Oppose GBV, including how to support women who may be victims and men who may commit GBV Choose not to commit rape	Get tested for HIV; use condoms to maintain negative status or seek treatment if positive	Get medical circumcision

¹<https://www.brothersforlife.org/downloads.html>, ²Counselling and Testing, Presentation to Brothers for Life, Joe Public, Sept 2015

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

Originally, MSK used largely socio-demographic factors to define its primary audience as girls 15-19. However, during HCD prototyping, the team decided to focus the Future Fab program on girls who were not married, had not yet had children, and were living in urban areas, a group that face high levels of stigma deterring them from accessing contraceptive services. The intended behavior change was to support girls to move from being unaware or unaccepting of contraceptives to empowering them to try, continue, and advocate for contraceptives. Boys, due to their influence on contraceptive use among their female peers and partners, were identified as a secondary audience. Parents were also considered part of the overall audience, although the program was designed to appeal first and foremost to youth.



Primary audience: Kenyan girls, 15-19, unmarried, pre child-bearing, urban and peri-urban in the 4 project implementation regions.



Secondary audience: Boys, 15-19, who are the peers and sexual partners of 15-19 year old girls. Boys were a key influencer/ decision maker with regards to contraceptive use.

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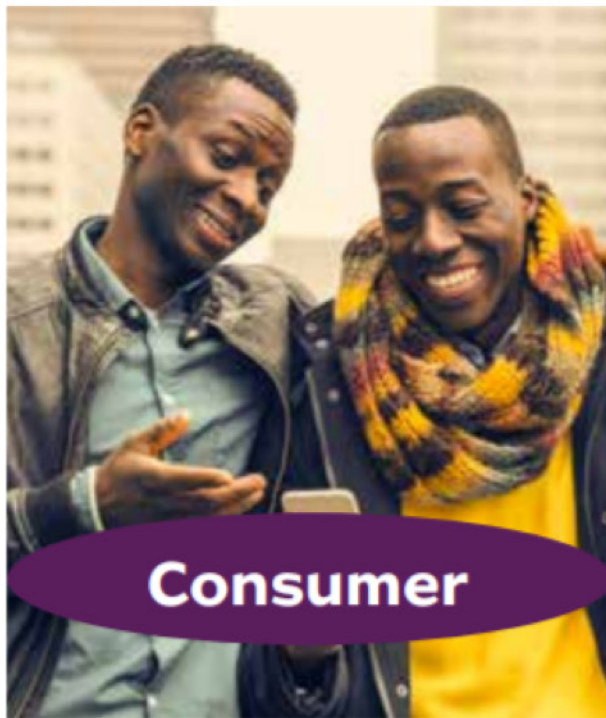
Mankind has several target audience groups: primary care doctors in remote villages and Tier II and III cities; specialist physicians in Tier 1 cities and metros, and the consumers who purchase Mankind OTC and FMCG products. While we did not have specific information on Mankind’s OTC/FMCG target audience(s), we attempted to define the audience for Mankind’s sexual and reproductive health portfolio based on a review of the company’s marketing materials. We scored this best practice as “excellent” because Mankind has significant resources to reach each segment (e.g., a field staff of approximately 14,000 medical representatives – more than any other pharmaceutical company in India – is a primary “marketing” investment to reach physicians); there is also clarity on the behavior change objectives.

Audience	Primary Care Doctors in rural areas and Tier II and Tier III cities	Specialty physicians in Tier 1 cities and metros	“Lifestyle progressives” Young adults who aspire to a modern lifestyle and seek control of their sexual and reproductive health
Product Portfolio	Acute Therapy drugs	Chronic Therapy drugs	Mankind’s flagship OTC products: Manforce condoms, Prega News, Unwanted 72
Behavior Change Objective	Prescribe Mankind pharmaceuticals	Prescribe Mankind pharmaceuticals	“If you don’t want babies, use Manforce Condoms. After unprotected sex, you can opt for Unwanted 72. And if you want to know whether your partner has conceived, Prega News is there.” ¹
Comments	Mankind further segments physicians based on their prescribing practices (e.g., “very important physicians”). Behavior change objectives change somewhat based on the physician segment (e.g., increase prescriptions of drug A, etc.).	After the Company’s initial success reaching general practitioners in remote locations and Tier II and III cities, Mankind needed to establish itself in the competitive urban market.	This target audience was identified based on a review of Mankind’s marketing materials.

¹Singh, Rajiv, “How Sunny Leone’s Manforce ad helped Mankind Pharma rake in 3000 crore” ETRetail.com, March 26, 2014

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

MTN is a private sector company operating in a highly competitive market segment; it is therefore not surprising that we found no information on their audience. For this reason, we did not score this best practice. The available information describes the company's business segments, depicted below. These include: the consumer segment, which serves both rural and urban consumers with a focus on youth (given the large and growing youth market in countries where MTN operates¹); the enterprise segment, which includes large as well as small-medium enterprises; and the wholesale segment, which serves other telecom and technology companies that purchase MTN excess capacity.



¹The youth market in MTN countries is forecast to grow by another 50 million within the next few years, MTN Group Limited, Integrated Report for the year ended Dec 31, 2018

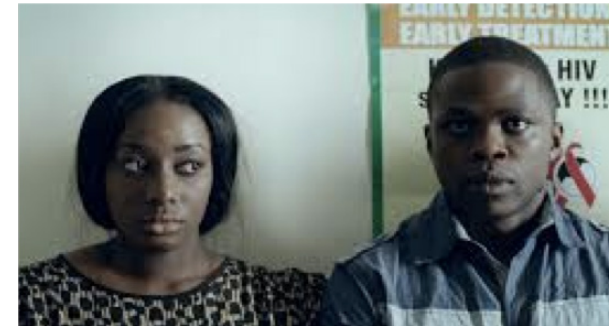
1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

MTV Shuga targets young people ages 16-25 with a specific focus on youth ages 16-19.

The goal of MTV Shuga is, “to improve the quality of life and health of people in African countries with an HIV-burdened population by empowering individuals with the agency to protect themselves and others from sexually transmitted infections (STIs), particularly HIV/AIDS, such as by getting tested for HIV. Each season integrates new messages around relationships, sexuality, and health, supporting seven concrete behavior change objectives: 1) consistent and correct condom use; 2) empowerment to negotiate safe sex; 3) HIV testing after risky exposure; 4) positive attitudes towards people living with HIV; 5) contraceptive use in one’s last sexual encounter; 6) knowledge of three different forms of contraception; and 7) desire to use forms other than condoms.

We rated this best practice as excellent. While the target audience definition is large the project can reach the audience (the show reaches an estimated 720 million and social media reaches 118 million). Also, while there are several behavior change objectives, they are interrelated and focused on HIV prevention.

**Young people
ages 16-25**
with access to
television, radio,
or internet



1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

The NURHI team targeted “urban dwellers” and identified five specific life stage segments. For each segment, the team identified specific issues and barriers, developed detailed personas based on qualitative research, and articulated specific communication objectives (we found specific communication objectives for all segments except older couples). The project identified three behavior change objectives, depending on a woman’s attitudes and practices regarding contraception: (1) Women will want to delay, limit, or stop childbearing; (2) Women who want to delay, limit, or stop childbearing will start using contraception; (3) Women who are using contraception will continue to do so. We scored this best practice as “good.” The target audience segments are specific and the behavior change objectives are well-defined; however, there are likely too many subsegments and too many communication objectives to reach each audience and communicate effectively.

Overall Audience: Urban Dwellers					
Life stage segments	Young, unmarried women Typically lives with relatives, works to support family, sees herself as modern/ aspires to life with modern amenities	Young, unmarried men May live with relatives or rent a shared space, they are focused on earning and saving money. Living in the city is challenging, but also affords the opportunity to go out and socialize with friends.	Younger married couple (lower SES) Family/ social pressure to have children; couple is likely struggling to make ends meet and save for household necessities	Older couple (lower SES) They have children and are established; nonetheless, they struggle to provide for all of their family’s needs (school fees, etc.)	Older women (over 30) Is likely raising children and may be the sole provider for her family’s needs
Communication objectives: “Increase % of audience segment who...	<ul style="list-style-type: none"> • Believes FP is a normal life decision • Has accurate information about FP • Can appropriately weigh of risk of FP use • Knows where to go to comfortably and confidently access FP methods • Uses modern FP methods • Is willing to share accurate knowledge and safety of FP with peers 	<ul style="list-style-type: none"> • Believes FP is a normal life decision • Believes they have a responsibility to use FP • Speaks with partner(s) about FP • Uses FP or supports partners’ use of FP • Initiates knowledge/ discussion of FP with peers • Uses condoms 	<ul style="list-style-type: none"> • Believes there is a safe and effective contraceptive method for them • Believes FP is a normal life decision • Can appropriately weigh the risks of FP use • Has full and accurate understanding of modern FP methods • Does not stop using FP between pregnancies • Consider cost of FP an important expenditure • Openly discuss FP needs • Believe in consistent FP use 	We did not find communication objectives for this segment	<ul style="list-style-type: none"> • Has correct information about FP methods • Can appropriately weigh the risks of FP use • Knows where to go to comfortably and confidently access FP methods • Uses modern FP methods

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

A successful political campaign must appeal to multiple audiences. In order to win the primary and the general election, Obama needed to:

- Appeal to existing voters
- Engage new voters (those who have recently turned 18 and can vote for the first time)
- Register previous "never voters" (the campaign aimed to appeal to people who had been disengaged in politics)

The campaign also needed a "50-state strategy" that recognized the unique identities and needs of Americans across and within all geographies. The campaign was successful in reaching multiple audiences because it developed a shared identity among all voters – as Americans with a common dream of a better country.



Young and old, rich and poor, Democrat and Republican, black, white, Latino, Asian, Native American, gay, straight, disabled and not disabled – Americans who sent a message to the world that we have never been a collection of red states and blue states: we are, and always will be, the United States of America.”

- “Transcript: ‘This Is Your Victory.’” CNN

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

Targeting decisions were driven by the diarrhea prevalence rates, focusing on factors that included populations of lower wealth and different geographies. The priority states of Uttar Pradesh, Madhya Pradesh and Gujarat were targeted given most of the diarrhea related morbidity and mortality occurs in these three states, with a focus on rural villages (< 20,000 population). Mothers, as the primary decision makers in the health of a children under 5, were the primary target of the intervention, while fathers, mothers-in-law, and health care authorities were recognized as important influencers. The behavior change objective was to motivate mothers to switch from using home remedies and / or taking a “wait and see” approach to seeking and purchasing zinc/ORS from the nearest provider or store (35% of mothers use home remedies or no treatment while another 29% use antibiotics).¹



Image from the Upscaling Zinc & ORS Usage in India (2012-2016) DISSEMINATION REPORT

PRIMARY AUDIENCE: MOTHERS OF CHILDREN <5 IN RURAL VILLAGES²

As caregivers, mothers are the primary decision makers in the health of a child. Using findings from qualitative research, the team segmented the audience based on attitudes toward treatment-seeking practices (those who seek treatment at onset of symptoms, those who only seek treatment if it is urgent, etc.); however, given the low coverage of zinc/ORS, the perceptions that ORS was not effective, and the broad lack of awareness of zinc, the program broadly targeted all mothers of children <5 in the priority states, focusing on rural villages with low access to and usage of quality treatment.

SECONDARY AUDIENCE:

Various influencers, including fathers, in-laws, and key opinion leaders including RHCPs (rural health care providers) and ASHAs (accredited social health activists) were also important to reach in order to inspire the desired behavior.

¹ Generating Caregiver Demand for Zinc/ORS, CHAI India Essential Medicines, 2012-2016, webinar; ² Upscaling Zinc & ORS Usage in India (2012-2016)

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

Overall, Shujaaz targets adolescents and youth ages 15-24 in Kenya (and most recently in Tanzania as well). The team believes that identifying the smallest possible audience will enable more effective communications. Based on this philosophy, the Shujaaz team developed each fictional character to represent a specific youth segment (boys, girls, older, younger, urban, peri-urban, rural, middle-class, subsistence, etc.¹). Beyond this overall audience approach, the team develops a segmentation and behavior change objectives for each communication campaign.

GENERAL AUDIENCE



CAMPAIGN SPECIFIC SEGMENTATION

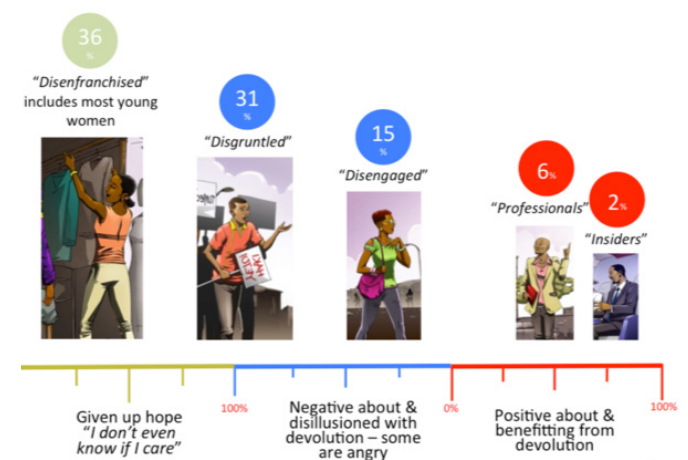
YOUTH SEGMENTATION

We identified 5 youth segments each with different information needs & different perceptions of devolved government

- 1 **"Insiders"**: the chosen ones favored by media, trusted by government authorities & looked up to by peers and juniors
- 2 **"Professionals"**: the ones who blindly hang around politicians doing the underpaid part of *youths* tenders. Self-perpetuated sense of importance.
- 3 **"Disengaged"**: those who feel excluded, although they want to be a part of the system. They had hopes in the devolution but have given up.
- 4 **"Disgruntled"**: the 'angry' youth, with skewed or no information, feeling excluded & voiceless.
- 5 **"Disenfranchised"**: a bulk of female youths, who 'don't even know if they care' about politics.

BEHAVIOR CHANGE OBJECTIVES

YOUTH SEGMENTATION & THE "REJECTION SCALE"



In a blog post entitled "segment, segment, segment," the author makes an analogy to a radio presenter who connects with the audience by having an imaginary listener in mind. Shujaaz takes this approach by developing characters around imaginary audience members.

The audience helps with segmentation: "Young people are brilliant at describing the different groups ...and the different views that make up their world. We then cross-check and triangulate these in different locations and communities to test their universality...²"

In the governance segmentation described above, objectives for the disgruntled and disengaged segments included: participation in online conversation about a governance issue, engagement of government officials, intention to vote, etc.

¹ <http://www.welltoldstory.com/segment-segment-segment/r/>; ² Ibid.

Image source: <http://www.welltoldstory.com/i-dont-even-know-if-i-care/>

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

The overall Trust target audience -- men, ages 18-30 – is consistent with epidemiology and transmission cycle data (HIV prevalence is high among this age group, who also play an important role in transmitting HIV to their younger female partners). Within this overall audience, Trust focused on a “prime prospect” of lower-middle to middle income unmarried males in urban settings. Given Trust’s affordable price point, marketing efforts targeting this influential emerging middle-class prime prospect were expected to appeal to lower income men as well.



Prior to 2014, Trust users were switching to alternatives like Salama, an overly subsidized condom brand leaking across the border from Tanzania, and which the retail trade preferred due to large margins. According to PS Kenya, 40% of Trust Classic users switched to the Salama brand in 2013.* Trust’s high brand awareness (and one associated by youth as “my father’s brand”) was not converting to purchase, specifically by younger audiences. Condoms were increasingly perceived as a commodity, with purchase decisions driven by price-driven consumers. Trust therefore turned back to its origins with a focus on younger consumers.

Prime Prospect

Lower-middle to middle income unmarried males in urban settings age 18-30, who are at particularly high risk of HIV.

*<https://www.psi.org/2015/08/new-trust-kuwa-true-campaign-live/>

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

The Truth initiative is “dedicated to making sure all populations have the opportunity to live tobacco free lives.”¹ While the organization has initiatives targeting different audiences (see table below), the primary focus is on inspiring teens and young adults to reject tobacco. Truth meets our criteria for strong audience identification: it has both an overarching message (inspiring tobacco-free lives) that is relevant for all audiences, and the resources to reach multiple target audiences effectively. For the purpose of this case study, we are focused on youth 15-21, which is the audience targeted by the flagship national “Truth” campaign. Truth chose not to focus on the small minority of smokers, but instead to focus on encouraging non-smokers to influence others.

	Primary Audience		Secondary Audience	
Audience	“Finishers” Youth 15-21 who don’t smoke but want to effect social change.	Regulators and policymakers	Smokers	Persons of color and low-income populations
Example Initiative	National Campaign Finish It (2014) Safer ≠ Safe (2018)	Publication of peer reviewed papers and comments to regulatory agencies.	EX Quit Plan (assists smokers to identify their smoking triggers and develop ways to handle them without cigarettes)	Grant support to community colleges and HBCUs to adopt and implement a smoke free or tobacco free campus
Behavior Change Objective	Inspire non-smokers to use their influence to persuade peers not to smoke	Create legislation and policies to put all tobacco products under FDA authority; limit advertising on unregulated social media channels, restrict youth access to e-cigarettes, etc.	Develop behaviors to manage smoking triggers, leading to smoking cessation	Prevent smoking onset among non- smokers and reduce smoking among smokers

¹Legacy 2014 Annual Report, page 3