



Condom. Hamesha.



“YAH! HAI SAHI!”

Growing the Condom Market in
North India through the Private Sector

foreword

Foreword

India has made rapid strides in economic growth in the last decade. Today, India is recognized as a world leader in many areas including highly-skilled human capital, technology and innovations; at the same time India is still coping with vast public health challenges that stretch available preventative and curative health infrastructure. This unique status presents an opportunity - to leverage the vision, leadership, commitment and entrepreneurship of a vibrant and highly developed private sector in India to provide and promote appropriate health technologies to the millions of people who need them.

The private sector is not seen as a natural stakeholder in the health status of its population. However, by working in partnership with the private sector, health programs can overcome one of the fundamental problems in development assistance – that of sustainability. Working with the private sector also often brings innovation and the best expertise in addressing a health problem. In such a case, external development assistance is best deployed towards developing and commercializing technologies that can be further expanded as a core business by the private sector or by offering innovative programs for continuation through the public health system.

It is with this vision that United States Agency for International Development (USAID) and ICICI Bank came together more than a decade ago to work to address key reproductive health, child health and HIV/AIDS issues in India. Recognizing that addressing these health challenges at a large scale and in a sustainable manner requires substantive increases in access to appropriate, high quality health technologies as well as a public desire to use them, USAID and ICICI Bank initiated the Program for the Advancement of Commercial Technology - Child and Reproductive Health (PACT-CRH) in partnership with the Government of India.

Implemented by ICICI Bank and funded by USAID, this program supported the introduction and commercialization of reproductive and child health

and HIV/AIDS technologies. The program took a two-pronged approach: it helped the private sector develop the capabilities to supply relevant quality products and services; and created public demand for products and services through marketing and behavior change activities.

PACT-CRH supported three integrated communication and marketing campaigns in urban areas of North India characterized by poor maternal health, child health and family planning indicators. These include the Goli ke Hamjoli Campaign (The Friends of the Pill Campaign) to promote the use of low dose oral contraceptive pills, the Saathi Bachpan Ke (The Friends of Childhood Campaign) to promote use of oral rehydration salts and home diarrhea management and the Yahi Hai Sahi/Condom Bindaas Bol Campaign (This is the right choice/Just say it Campaign) to neutralize the negative image of condoms.

These campaigns have demonstrated the power of the private sector in India and the potential for such partnerships to successfully achieve health goals hand-in-hand with market growth. This document shares the experience of the Yahi Hai Sahi/Condoms Bindaas Bol Campaign over the past four years of the program in India and highlights the partnerships, the innovations, the results achieved and the lessons learnt.

We hope that this publication will be of value to your work and inspire further creative approaches with the private sector in the health field.



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executive summary

Introduction / Project Rationale and Operating Context

Introduction

In June 2004, ICICI Bank initiated the Yahi Hai Sahi (meaning “This is the Right Choice” in Hindi) condom promotion project under the USAID funded Program for Advancement of Commercial Technology-Child and Reproductive Health (PACT-CRH), as part of its commitment to use the power of the private sector to improve reproductive health in India.

Three of the largest private sector condom marketers in India – JK Ansell Limited, Hindustan Latex Limited (HLL) and TTK-LIG Limited - agreed to partner with ICICI Bank in this project through a Memorandum of Understanding (MoU). ICICI Bank contracted Lowe India to implement marketing and communications activities in this project. Project strategies were developed and implemented with technical assistance provided by the PSP-One project with funding from the United States Agency for International Development (USAID). In 2006, the Yahi Hai Sahi project was repositioned as Condom Bindaas Bol (meaning “Condom Just Say It” in Hindi) to specifically address the issue of embarrassment. This report summarizes the project strategies, activities and results achieved in this program.

Project Rationale and Operating Context

This project was conceived in the context of a declining market for condoms in North India – both in value and volume terms. This declining trend was observed amongst both commercial brands and social marketed brands between 2002 and 2005. The key implication of this was the likely declining use of condoms (for family planning or STI prevention), assuming that use of freely distributed condoms has remained the same. Data of freely distributed condoms was not considered in the analysis, as estimates of wastage in freely distributed condoms vary considerably.

The response to this was modeled on the successful Goli Ke Hamjoli (GkH) project. The GkH project – another USAID funded PACT-CRH initiative to increase the Oral Contraceptive Pills (OCPs) market in India – successfully demonstrated that generic category promotion campaigns can increase the volume and value of the market thereby increasing:

- motivation of commercial marketers to invest in the category (a growing market is a more attractive investment), and
- ability of commercial marketers to invest in the category (improved bottom-lines allows for further investment).

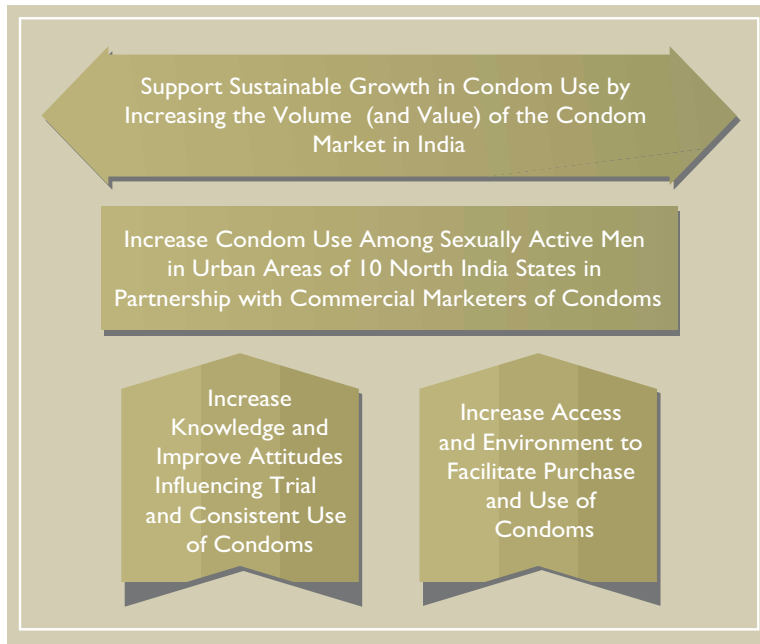
The project efforts were focused in North India for many reasons:

- **Size of the potential market:** Ten states in North India (Bihar, Haryana, Jharkhand, Punjab, Uttarakhand, Uttar Pradesh, Madhya Pradesh, Chattisgarh, Rajasthan and Delhi) account for 47%¹ of India's population allowing focused efforts to reach a large potential market.
- **Family Planning need:** Many of these ten states are characterized by poor health indicators (Contraceptive Prevalence Rates, Total Fertility Rates, Infant and Maternal Mortality Rates) and lower economic development levels.
- **Lower levels of HIV prevention efforts:** In these states the HIV prevalence amongst the general population has not yet crossed the 1% threshold. Consequently, these states receive lower levels of HIV prevention efforts as compared to high prevalence states.
- **Homogeneity:** Unlike other states in India where regional languages and dialects dominate all forms of communication, Hindi is spoken and understood in these 10 states. This allows for utilizing common communication material across these states.
- **GkH infrastructure:** Through the GkH project, with USAID funding, PSP-One had established an experienced field team of over 100 people for detailing chemists and doctors in North India.

Commercial condom marketers partnering in this project are JK Ansell (Kamasutra, Sajan), Hindustan Latex Limited (Moods, Rakshak), TTK-LIG (Durex, Kohinoor). Brands marketed by these companies together account for more than one third of the total condom market and over half of the commercial market in North India.

¹ Census of India (2001)

Results Hierarchy / Strategy for Growth



Results Hierarchy

The Yahi Hai Sahi project seeks to increase the volume and value of the condom market in India in partnership with commercial marketers of condoms through focused interventions in ten states of North India (Bihar, Haryana, Jharkhand, Punjab, Uttar Pradesh, Uttarakhand, Madhya Pradesh, Chattisgarh, Rajasthan and Delhi) characterized by poor health indicators (including low CPR) and lower economic development levels. The diagram below describes the hierarchy of desired results from the project.

Strategy for Growth

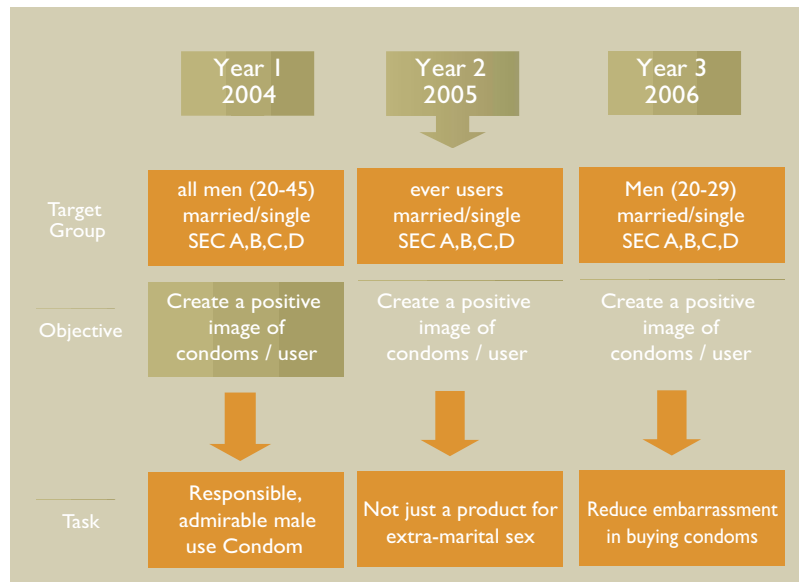
Formative research highlighted negative image of condoms and condom users as a key underlying barrier to condom use. This negative image - reflected in perceptions that condoms are to be used only in non-marital relationships, that condoms are a responsible thing to use yet an anti-thesis to enjoying oneself, and embarrassment in purchasing and using condoms – was identified as a central, strong, actionable and unaddressed barrier to increased use of condoms.

Based on this consumer understanding, the project took on the task of normalizing condoms as its key growth strategy. It was expected that the project activities would increase the use of condoms and also be complementary and synergistic to efforts by social marketing organizations (promoting family planning or HIV prevention) and commercial marketers of condoms.

Project progression

Project progression

The project has periodically assessed retailers' and consumers' perceptions through primary research and taken into cognizance on-going interventions to develop appropriate yearly strategies. This is summarized below:-



Key changes in project design since inception

Some of the key changes in the project design and the rationale for these changes are highlighted below:

- Punjab and Haryana excluded from project geography:** Findings from a survey in early 2004 to assess the impact of the first year of activities suggested that Punjab and Haryana were socio-culturally very different from the other states and hence not responding well to the project activities.
- Narrowing down the consumer target audience:** Consumer directed activities in the first and second years of the project focused on sexually active men aged 20 – 45 years. However, in the third year, activities targeted sexually active men aged 20-29 years as this was the Primary target group with greater unmet need for spacing.
- Discontinuing the drive to increase access to condoms:** As a part of the first year's activities, the project opened more than 20,800 new condom outlets so as to provide easier access to consumers. However, increasing further access was discontinued based on evidence that access to condoms was no longer a barrier in urban areas.

Project components

Project components

The *Yahi Hai Sahi* project used an integrated communications and marketing approach involving a multitude of stakeholders including the media, opinion leaders, retailers and chemists to promote condoms as 'the right choice'. The campaign did not promote any specific brand and encouraged promotion of the entire category. The project was dynamic in its implementation, with continuous adjustments and fine-tuning of the strategy to ensure maximum responsiveness to consumer's needs. The project activities were focused towards sexually active men aged 20 - 45 years and belonging to middle and high socio-economic strata. Key project elements were:

Integrated Communications

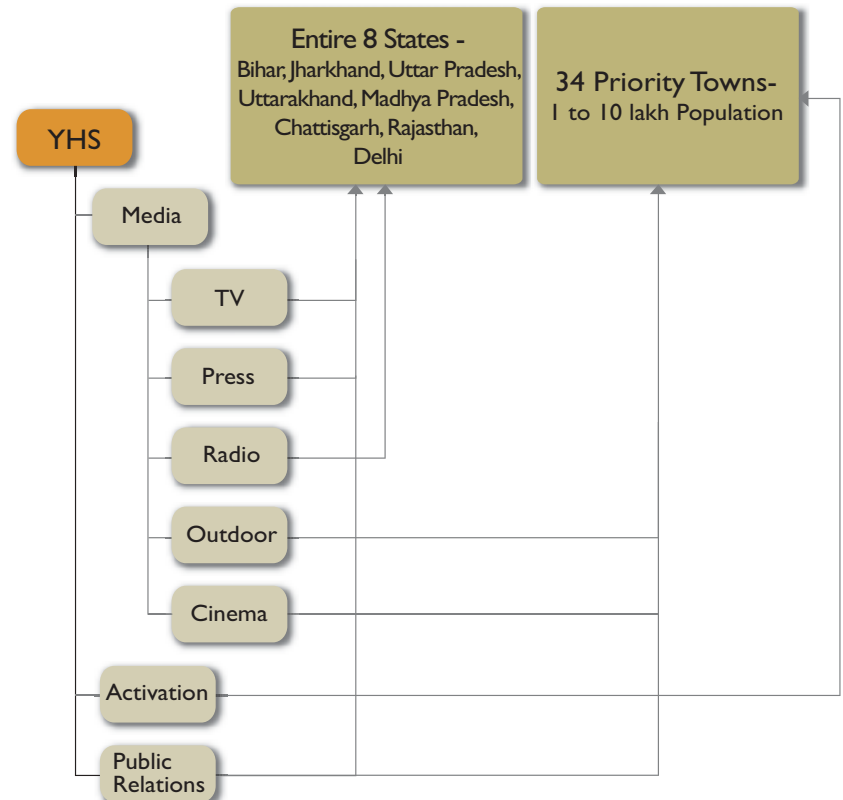
- Mass media advertising campaigns using multiple media vehicles that create a positive image of the condom user and the product.
- Active endorsement by celebrities through testimonial advertising and public relations.
- Innovative on-ground activation to reach out to the target audience and retail chemists.
- Intensive public relations to ensure wide press coverage and creation of a positive environment for condoms.

Retail Availability and Visibility

- Partnering with condom marketers to enhance retail visibility and access
- Detailing to over 40,000 health care providers (chemists, retailers stocking condoms and indigenous medical practitioners) on the importance of correct and consistent use of condoms and sensitising them on display and consumer handling.

Evidence base for Program Decisions

- Research to understand consumer attitudes, perceptions, beliefs and barriers to use, monitor the program, make mid-course changes and track the campaign progress.



Results

Results

The project has demonstrated clear and measurable results in terms of the volume and value of condom off-take. A comparison of the baseline and end-line surveys shows that there has been significant increase in levels of key indicators (reported knowledge, attitudes and use amongst target consumers). Key results achieved so far are summarized below:

Indicator	Objective	Data Source	Results
Annual volume of the condom market in project areas (pieces)	Sales volume of commercial condom brands increases by 5% of year 2003 volumes each year	ACN - ORG-MARG Retail Audit reports; condoms, project area, 2003 – 2006	Retail off-take ² (volume) of commercial condom brands increased by 6.4% (Compounded Annual Growth Rate) ³ during the project period
Annual value of the condom market in project areas	Not specified	ACN - ORG-MARG Retail Audit reports; condoms, project area, 2003 - 2006	Value of commercial condom brands sold through retail outlets increased by 10.3% (Compounded Annual Growth Rate) during the project period
Reported Condom Use	Improve consistent use of condoms by 2% points. Indicator to be measured by KAP tracking study.	Baseline survey (2004) vs. End-line survey (Feb 2007)	Consistent use of condoms ⁴ with non-spousal partners ⁵ amongst sexually active men increased by 5% points from 75% to 80%
	N/A	Baseline survey (2004) vs. End-line survey (Feb 2007)	Current condom use with spouse amongst married men increased by 22% points from 38% to 60%
Knowledge and Attitudes	Increase percent target audience who know dual purpose message to cover 95% by end of year-4.	Baseline survey (2004) vs. End-line survey (Feb 2007)	Declined marginally from 78% in 2004 to 75% in 2007
	Increase percent target audience who believe that condoms are not only for commercial sex	Baseline survey (2004) vs. End-line survey (Feb 2007)	Increased by 16% points from 54% to 70%
Increased access to condoms	Objective was dropped based on evidence that access to condoms is not a barrier to use in urban areas		

² **Off-take:** The total volume (or value) sales of a product from retail outlets to customers. This represents the actual volume (or value) of the product purchased by customers and is different from the volume (or value) of the product supplied to the distribution network by manufacturers/marketers. The off-take of numerous product categories is determined through a syndicated survey amongst a longitudinal panel of retail outlets by AC Nielsen-ORG-MARG, a leading research agency in India

³ **CAGR:** The rate at which a given present value would grow to a given future value in a given amount of time.

⁴ **Consistent use of condoms:** Analyzed as those reporting having used a condom in the last sex act with their partner and reporting that they have used a condom "Always" or "Most of the time" with that partner in the preceding year.

⁵ **Non-spousal partners:** Partners other than spouse with whom the respondent has had sex in the preceding year in exchange for money or without exchange of money.

A LARGE PROPORTION OF THE
TARGET AUDIENCE STUMBLE AT
THE FIRST STEP IN

**JUST SAYING THE
WORD CONDOM**

Learnings

Learnings

Market approach reduces possibilities of negative externalities

It is increasingly becoming evident in India as in other countries that stigmatization of condoms and the people who use them has arisen, in part, as a response to programs targeting condoms largely to sex workers and "at risk men". On the other hand, the Yahi Hai Sahi / Condom Bindaas Bol campaign has had a demonstrated impact in decreasing such stigmatization. This "market approach" suggested here could be more relevant to mass media campaigns that are more likely to have spillover to unintended audiences and are likely to have greater influence on social norms at a large scale.

Breaking down the promoted behavior into "baby steps"

A distinguishing feature of the Bindaas Bol campaign is that the call to action is only to say the word 'condom' without embarrassment (the campaign does not call for consistent use of condoms overtly). This was based on the insight that a large proportion of the target audience stumble at the first step in using condoms – just saying the word condoms

without embarrassment. Some subsequent "baby steps" in using a condom could be: ask for condoms without embarrassment → carry condoms without embarrassment → use condoms.

Retailer as a medium and agent of behavior change

During the Bindaas Bol campaign's on-the-ground events, retailers were asked to be agents of behavior change – by encouraging their customers to ask for condoms without hesitation and by selling condoms like they would sell any other product: openly and without embarrassment.

In contrast to previous on-ground events where retailers' primary task was to display condoms openly, we found their participation and enthusiasm levels to be much higher when we included them as change agents.



RETAIL VISIBILITY
AND
AVAILABILITY



situational analysis

Project Area

The Condom Market in North India

The condom market in India in 2002 (Source: ORG-MARG retail audit of condom off-take) was approximately 650 million pieces (excluding condoms distributed free), of which 250 million (38.5%) was accounted by the commercial sector. As illustrated in the figure below, the off-take of condoms in urban North India which had been steadily growing by 4% per year until 2001 started declining. This alarming decline in the market for condoms led to the genesis of the *Yahi Hai Sahi* program.

Focus on North India:

The program initially focused its activities in the urban areas of ten states (Bihar, Haryana, Jharkhand, Punjab, Uttarakhand, Uttar Pradesh, Madhya Pradesh, Chattisgarh, Rajasthan and Delhi) in North India, for many reasons:

- **Size of the potential market:** Ten states in North India accounts for 47% of India's population allowing focused efforts to reach a large potential market.
- **Family Planning need:** Many of these 10 states were characterized by poor health indicators and lower economic development levels. For example, while the All-India average Contraceptive Prevalence Rate (CPR) was 51.2%, in UP it was 36.6%, in Rajasthan it was 46.9% and in Bihar it was 35.4%⁵.
- **Lower levels of HIV prevention efforts:** In these states the HIV prevalence amongst the general population had not yet crossed the 1% threshold. However out migration from some of these states was very high putting them at risk for a potential HIV epidemic. Consequently, these states received lower levels of HIV prevention efforts as compared to other states.
- **Homogeneity:** Unlike other states in India where regional languages and dialects dominate all forms of communication, Hindi is spoken and understood in these 10 states. This allowed use of common communication material across these states.
- **GkH infrastructure:** Through the USAID funded GkH project, PSP-One had established a field team of over 100 people thereby reaching out to 60,000 chemists/retailers and ISMPs.

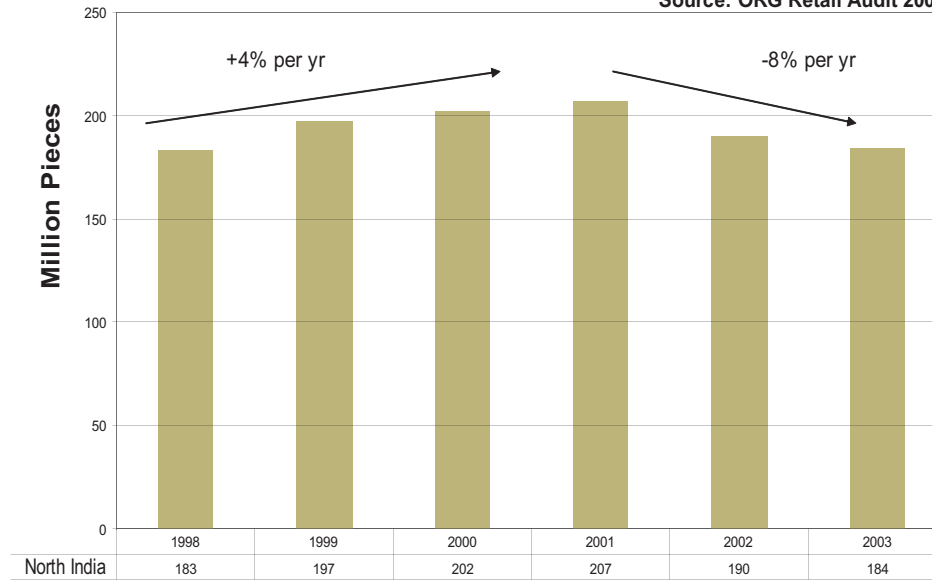
An alarming decline in the market for condoms led to the genesis of the **Yahi Hai Sahi** program.

⁵National Family Health Survey –II (1998-99)

⁶Prevalence estimates from National AIDS Control Organization

North India Volume Trends (prior to the campaign)

Source: ORG Retail Audit 2003

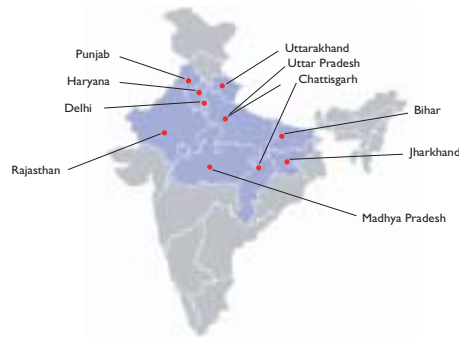


Condom Market in Urban North India

Project Area, Partners and Audience

Project States

Based on the criteria described in the section 'Project Rationale' (page 4) the states selected for project implementation were: Punjab, Haryana, Delhi, Rajasthan, Uttarakhand, Uttar Pradesh, Bihar, Jharkhand, Madhya Pradesh and Chattisgarh.



Why Commercial Condom Marketers

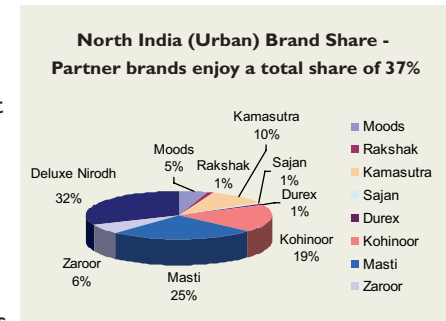
There were more than 10 Social Marketing Organizations (SMOs) in India who were distributing and promoting condoms. However, the overall volume of the market had not grown during the period from 2000 to 2003. On the other hand, inappropriate price segmentation by SMOs had resulted in SMO brands competing with commercial brands, reducing the ability of commercial marketers of condoms to invest in market growth. In order to re-invigorate commercial marketers' interest and ability to invest in growing the condom market, it was therefore necessary to design a project in partnership with commercial marketers.

There were over 190 condom brands on the market in India, with prices ranging from a mere Rs 0.4 to Rs 7.0 per condom. Commercial brands accounted for 57% of the Indian market and the rest 43% were subsidized social marketed brands (ORG-MARG Retail Audit; All-India – 2003). In the context of this highly fragmented market, the project formed a

partnership with the three largest manufacturers of quality condoms in India – JK Ansell, TTK-LIG and HLL (Hindustan Latex Limited). The brands of these partners together accounted for 37% of the condom market in north India (ORG-MARG retail audit; 2003).

Forging these partnerships was considerably easier in this project than for the Goli Ke Hamjoli project for two key reasons:

- The GkH project provided a case study to articulate benefits to partners. By utilizing the GkH experience as an example, the project was able to demonstrate the potential benefits to partners in the form of sales and brand share growth and the feasibility of achieving these through generic campaigns. Key expectations from partners in the project were (a) support towards increasing access to condoms, (b) sharing costs of on-the-ground activities (c) providing merchandising material and free samples and (d) increasing visibility in project area and reaching out to more chemists/ISMPs.
- TTK-LIG and JK Ansell had received support from ICICI Bank for technology improvement in the USAID funded PACT-CRH project and thus were keen to build upon this relationship. Additionally, all three partners (JK Ansell, TTK-LIG and HLL) also had pre-existing financial relationships with ICICI Bank.



Target Group

Based on available secondary research, the project focused upon **sexually active men (married or unmarried) who are 20-45 yrs old belonging to SEC A, B, C and D in urban areas of the ten states.**

SEXUALLY ACTIVE MEN

(MARRIED OR UNMARRIED) WHO

ARE 20-45 YRS OLD, BELONGING TO

SEC - A, B, C and D

IN URBAN AREAS OF NORTH INDIA.



project partners and their roles

Project Partners

Project Partners:

Partner Agencies	Key responsibilities
ICICI Bank	Sign Memorandum of Understanding with partners Financial management under PACT-CRH project contracting communication agency (Advertising, PR and Outreach)
United States Agency for International Development (USAID)	Program funding agency Determine health priorities and target areas Technical oversight
PSP-One	Provide technical direction and program management • Market research • Liaison with partner condom manufacturers • Provide field force to detail to chemists/ISMPs • Provide local coordination
Lowe	Evolved the overall 360-degree communications strategy • Develop all mass media and on-ground POS materials • Develop, implement and evaluate media planning and buying • Implement on-ground interventions – consumer events and retail chemist outreach, distribution drive to increase condom availability
Condom Manufacturers - JK Ansell, TTK-LIG and Hindustan Latex Limited	Increase brand availability and visibility at retail level • Work closely with PSP-One and LOWE in distribution expansion and other on-ground activities • Provide samples for consumer outreach activities • Provide sales and other data on a regular basis

The Steering Committee

Consisting of ICICI Bank, USAID and PSP-One prepared the scope of work for the program and selected an advertising agency. The steering committee then met on a regular basis (usually quarterly) to review program progress and approve plans for subsequent phases. These review meetings were usually conducted with the participation of the advertising agency. Separate meetings were held periodically with partner manufacturers, USAID/India and ICICI Bank representatives.

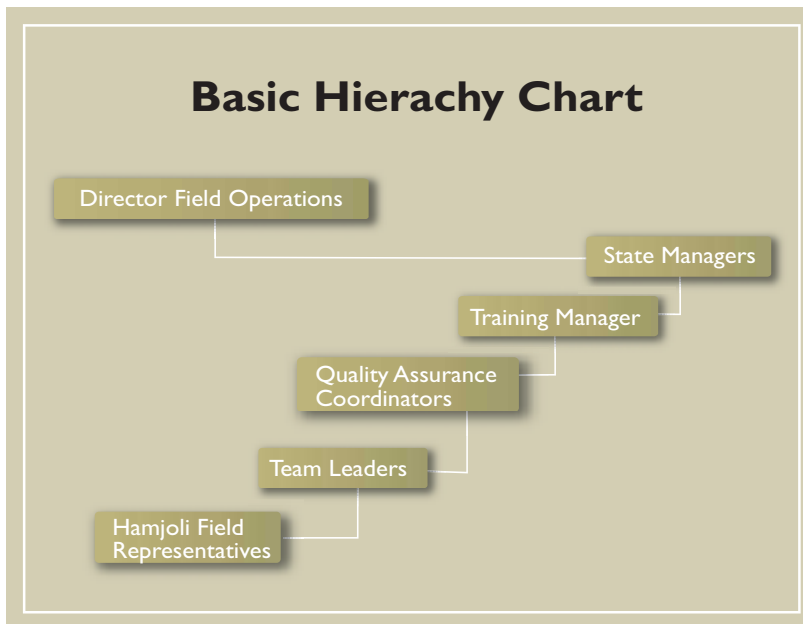
PSP-One Field Force

PSP-One Field Force:

The 100 plus field force of PSP-One (also referred to as the *Hamjoli* field team) translates the program strategies and plans into action by implementing the ground level activities across 10 program states with field presence.

- Identify and call providers (chemists / doctors / ISMPs / others) for promotion and training on program activities and partner brands
- Ensure judicious and proper use of communication and merchandising materials by distributing among providers
- Liaise with the local representatives of the Condom Manufacturers for enhancing the results of the program
- Work closely with outreach agency for on-ground activation campaigns

Basic Hierachy Chart



Role in on-ground activities

The field teams have worked both independently and with implementation teams of outreach agency during on-ground activities of Yahi Hai Sahi and Condom Bindaas Bol campaigns. The USAID funded PSP-One field team plans out the logistics and relevant operational details and supervises the activities of outreach agency teams. Since display drives at retail outlets constitutes the core of condom program on-ground activities, the PSP-One field team:

- identifies the chemists, briefs them and elicits buy-in for participation in condom display contests
- encourages chemists to give prominence to sponsoring partner brands through high visibility of packs and condom messages at their outlets
- encourages chemists to "positivise" the image of condoms among customers by initiating friendly discussions on condom, its variants and help them overcome their inhibitions through high visibility of condoms and campaign messages
- tie-up with local media contacts to create a buzz at local level
- liaise with local representatives of partner manufacturing companies for merchandise.

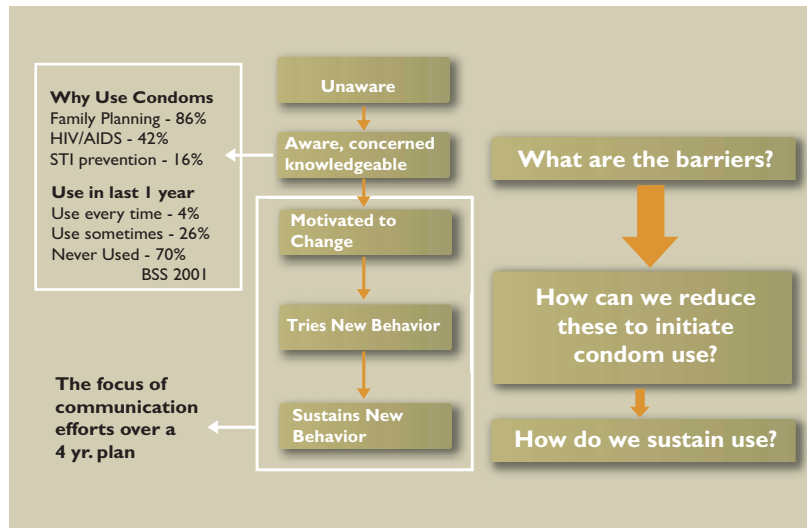


analysis of consumers

Analysis of Consumer / Communication

Analysis of Consumers' Readiness to Change

Information from large scale national surveys has repeatedly shown a gap between awareness / knowledge and actual practice or behavior. Awareness of condoms, of the benefits of family planning and of HIV/AIDS is very high, particularly in urban India. However, condom use has remained low. Therefore, the project strategically chose to address key barriers that need to be overcome in bridging the "KAP-gap" and to promote consistent use of condoms. The diagram below schematically represents the project strategy.



Analysis of previous and on-going communication

In preparation to developing the campaign, on-going and other recent condom communication in mass media were mapped. These included brand promotion campaigns from commercial and social marketed brands, as well as social campaigns promoting use of condoms for birth spacing and STI prevention.

The mapping (on page 26) revealed that condom advertising falls into two clear categories - social marketed condoms and commercial marketed condoms. Social marketed condoms had been promoted via the need for safety and threat based imagery, whereas, commercial condoms have usually taken the high ground on pleasure.

HIV has ushered in a new era of condom promotion. Generic promotion of condoms was largely the domain of HIV-prevention campaigns. Media spends on commercial condoms were low and this combined with the high presence of HIV communications is likely to have resulted in the over-riding imagery of condoms as a product to be used only in high-risk situations.



A SENSE OF
RESPONSIBILITY AND
THE **CONFIDENCE** TO
ASK FOR PROTECTION

Condom Brand and Issue Communication / Barriers to condom usage

Condom Brand and Issue Communication



The other salient finding from the review was that most communication tells people to use a condom without addressing their deep-rooted barriers to the category. Awareness about condoms is high but use remains very low. The social and moral stigmas attached to buying or talking about condoms is still very high. It has proven to be difficult to promote a practice / product that can interfere with sexual pleasure, can be awkward to use, provides no immediate rewards, is often associated with distrust and immorality and whose reliability and effectiveness is questioned.

Barriers to condom usage

One of the barriers uncovered through formative research is the perception of condom users - **a condom user is seen as someone who is a 'high-risk / promiscuous' individual**, resulting in denial syndrome - "condoms are not for me".

The baseline tracking study conducted in 2004 provides some additional insights into the barriers associated with condom use. The study interviewed over 3,000 men aged 20-45 in 30 cities across North Indian states. Across both married and sexually active single men three distinct barriers to condom use were repeatedly expressed –

- Product related – “condoms reduces sexual pleasure”
- Image related – “If I love my partner I don't need to use a condom”
- Embarrassment related – buying, storing and talking about it is embarrassing.

**A CONDOM USER
IS SEEN AS SOMEONE
WHO IS A 'HIGH-RISK /
PROMISCUOUS' INDIVIDUAL**



SOCIAL and **MORAL**
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The 360° Communication Strategy

The 360° Communication Strategy

Through extensive consumer research and analysis conducted by PSP-One at the inception of the campaign, it was recognized that although awareness levels were high about condoms and reasons to use them, social and attitudinal barrier towards condom usage remained un-addressed. Therefore, Yahi Hai Sahi focused on an invigorated communications' strategy to "normalize" the image of condoms in order to establish the credibility and confidence of the existing and potential condom users and create a culturally acceptable image of condoms as an integral part of healthy lifestyle behavior. The project was dynamic in its implementation, with continuous adjustments and fine-tuning of the strategy to ensure maximum responsiveness to consumer needs.

Yahi Hai Sahi, in its **first year**, focused on creating a positive image of the condom user lending an aspirational imagery to the condom user. In the second year, the key task of communication was to increase the relevance of using condoms in not just high risk situations, but in regular relationships as well, and to promote the decision to use a condom as a reflection of caring for the partner. In the last year of the campaign, analysis of other on-going communications suggested the need to address the embarrassment towards this category.

The Yahi Hai Sahi project used an integrated communications and marketing approach involving a multitude of stakeholders including the media, press, opinion leaders, and retailers and providers, a complete circle

of communication (360° approach). The campaign did not promote any specific brand, instead encouraged promotion of the entire condom category.

For instance, in the **second year** of the campaign, the core concept was to promote the idea that "if I care for my partner I should always use a condom". The challenge was to implement the 'care' concept in all channels of the media in a 360° approach. Mass media was utilized for a highly visible campaign based on this thought. In addition advertisements, using real life celebrities as a couple, were produced and aired on all leading channels such as ZEE TV, Sony TV, and Aaj Tak and were supported through print and radio.

Continuing with the theme of caring for your partner, a new game show for couples called 'Ek Dujhe Ke Liye' was launched across 10 cities in North India that invited couples to prove how well they knew their partners and how much they cared for their partners.

PR activities were three pronged and focused on sensitizing media, getting media leverage from Ek Dujhe Ke Liye events, and pro bono endorsement by celebrities. Winning couples were featured in the local press through articles that talked about their relationship, lifestyle, desires, dreams etc., with the idea of portraying real life couples under the banner of the category campaign.

Yahi Hai Sahi met all leading publications in target cities to sensitize them about the issue. As a result most publications took up the cause and

wrote generic campaign related articles. Yahi Hai Sahi created a total buzz around the 'Ek Dujhe Ke Liye' events. Celebrity presence was leveraged on the day of the event to attract a large audience, and in keeping with the 'care' concept, contests held to choose the 'best couple'. Post event, winner couples were interviewed by media which helped in normalizing the image of the condom users.

In the **third year**, the key task of the communications campaign was to 'bring condoms out of the closet' by directly addressing embarrassment. The campaign focussed on Bindaas Bol "Just Say It." Again there was a concerted effort to involve multiple media channels in the campaign and use as many vehicles of communication as possible to carry this core concept.

A series of high energy, engaging TV advertisements were produced and aired around the theme of Bindaas Bol. At the launch of the campaign media partners were provided with the Bindaas Bol TVCs which resulted in numerous stories on key channels and magazines such as: NDTV, Brunch, Brand Reporter, Pitch, and Hindustan Times. In fact, Condom Story got voted as viewer's choice 'My Story Of The Day' on NDTV.

These in turn supported town level contests that were organised locally by the campaign team. The primary idea of the contest was to re-enact the advertisement - be it by retailers, consumers, or celebrities. This resulted in prominent coverage of the campaign across all the important publications. Some channels such as Zee TV and Hindustan Times did

stories on the campaign impact and retailers feedback to the contest. To multiply the message effect, the campaign roped in male TV celebrities to do pro bono advertisements of them re-enacting the advertisements. They also gave media interviews to talk about the campaign and why they are endorsing the campaign. The campaign also roped in celebrities at the local level to give prizes to the winners in all the target cities to create more impact and buzz.

The campaign tied up with Bhaskar TV to do a three episode show called Condom Bindaas Bol to discuss the issues and misconceptions related to condoms and condom use. The campaign even created a Condom Bindaas Bol community on youth websites such as Orkut, which opened up another platform for exchange of ideas and opinions.

Subsequent market surveys show that the 360 ° communications strategy was successfully used to overcome key barriers identified and increase the acceptance and use of condoms. The campaign met key editorial teams to make them aware of the issue and shared the campaign tracking study. This resulted in stories and features on the issue of embarrassment in top media such as Hindustan Times, Times of India and CNN-IBN.



project strategy and progression

Communication Strategy

Communication Strategy

The analysis revealed that a social and attitudinal barrier towards condom usage remains un-addressed. Therefore, the need gap that Yahi Hai Sahi filled was to “normalize” the usage of condoms.

Establish the credibility and confidence of the condom user

- target model – young, active, ambitious, a leader
- positive and socially acceptable image of the condom user as a responsible, admirable male with attitudes and behaviors to be emulated

Create a culturally acceptable image of condoms as an integral part of health and lifestyle behaviors

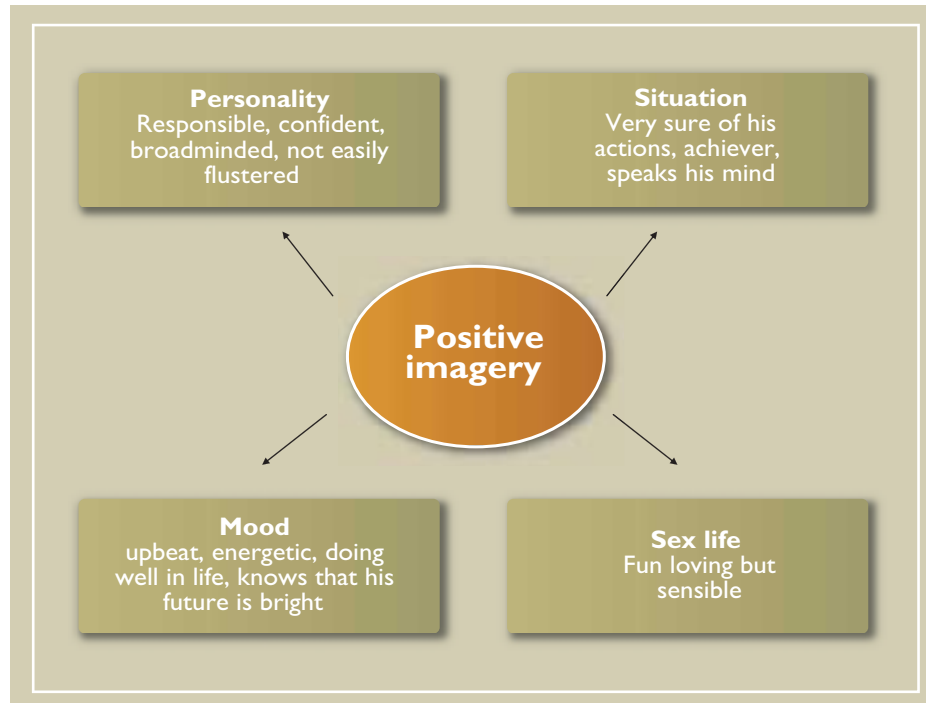
- wholesome, natural, socially acceptable image of condoms to overcome the current perceptions of the product primarily for extra-marital use
- popularize condom usage and establish usage as the most appropriate manifestation of a responsible reproductive health behavior

Ensure that the strategy overcomes potential pitfalls specific to condom communications

- messages do not promote promiscuity: Messages and their execution were carefully scrutinized to ensure that they do not appear to promote promiscuity, and specifically include “be faithful” messages.
- messages are socio-culturally appropriate: Material developed do not have any nudity/erotica; are tested among different groups to ensure they are not embarrassing or offensive.
- media vehicles chosen minimize spill-over to children: Media implementation plans were developed with this criterion. This necessitated utilizing specific channels and time-bands on TV, and not utilizing bill-boards.

THE SOLUTION
BUILD A POSITIVE
IMAGE OF CONDOM
USERS

The Solution: Build a positive image of condom users



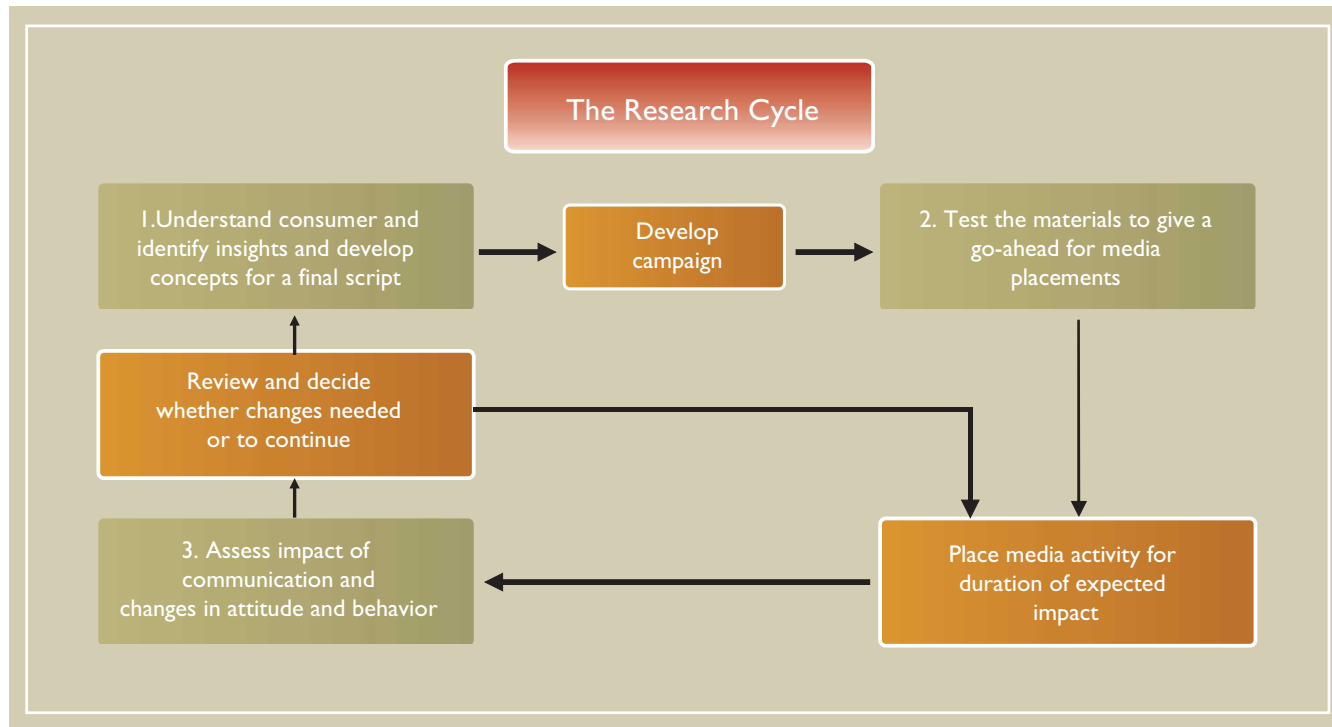
The Solution: Build a positive image of condom users

The creative route adopted was to establish the credibility and confidence of the condom user. Every element of the campaign was supportive of that strategy. The user's reticence to purchase / talk about a condom is a derivative of his self-confidence. A credible, attractive user makes the product attractive as well.

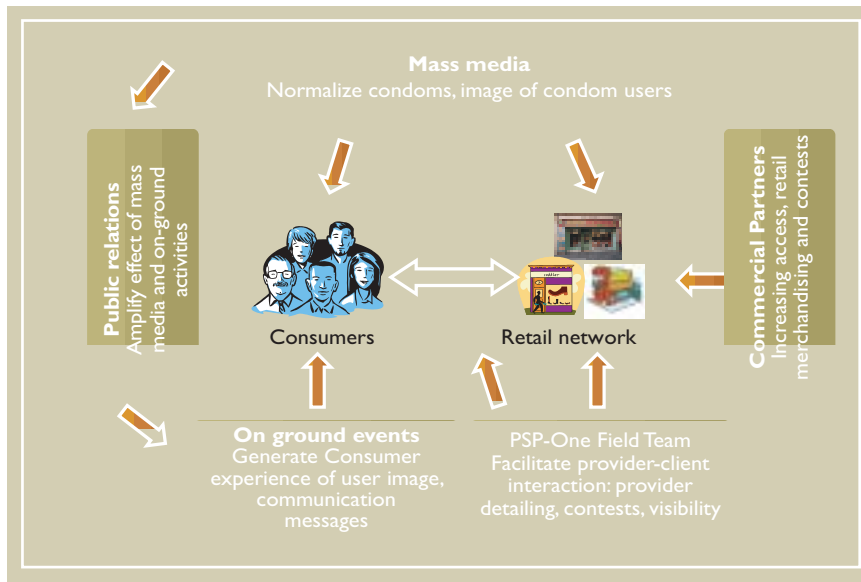
Campaign Development Process

Campaign Development Process

As has already been highlighted, the core strategy of the project – to normalize condoms and condom users – came from consumer research insights. In developing creative themes and material each year too, research played a central role. Campaign concepts were developed from consumer insights, were pre-tested before release, outcomes of each year of activity measured through tracking research. This tracking research in turn was the foundation for strategy development for the following year.



Implementation



Implementation

Once a campaign concept was developed and pre-tested successfully, that concept was the central theme for implementation across different project activities. The synergistic implementation of different activities in the project for each communication theme is schematically represented here.

Creative renditions of the theme were developed for mass media (TV, print, radio) in order to achieve width of coverage, on-ground consumer directed activities were developed on the theme to provide consumers with an opportunity to directly interact with the key messages and experience the desired imageries and messages, public relations efforts amplified the effect of mass media and on-the-ground activities; retail contests were developed on the theme and PSP-One field teams detailed providers on the messages of the theme to ensure that retailers facilitated the client-provider interaction; and retail level availability and visibility of condoms was enhanced through efforts of PSP-One field teams with support of partner condom marketers.

Campaign Progression

Campaign Progression

The creative strategy focused on the person and projected the type of man every user can relate to and wants to be. Over the program period different cuts of the positive user were leveraged – from the man in control to the man who cares.

PR Objectives

The project utilized the services of a Public Relations agency to amplify and support project activities. The objectives of the PR agency were:

- Amplify message being delivered by mass media advertising
- Support outreach and on-the-ground activities through publicity support
- Secure third party endorsement for the campaign
- Pro-bono support by celebrities and stakeholders
- Manage messages to secure support for the campaign from partners, influencers, normative groups and users





year 1 activities and results

Year- I

Yahi Hai Sahi, in its first year focused on creating a positive image of the condom user through the platform of control, lending an aspirational imagery to the condom user. Since this was the first leg of the program a broader target group consisting of all males, married, single and belonging to socio-economic classes A ,B,C,D was taken.

Research Insight

Qualitative research carried out to aid communication development showed a key difference in the self-image of condom users and non-users. While condom users perceived themselves to be “responsible”, non-users placed greater importance to “enjoying the moment” and perceived being responsible as an anti-thesis to this. Non-users placed a higher value on themselves (the I factor) as opposed to being responsible (the Others factor).

Therefore, the key to addressing non-users was to re-position condom use (and condom users) in such a way that it addressed both the “I factor” and the “Others factor”. Various concepts were tested among which **being in control of one’s life** was found to address both these well. This concept was adopted as the central theme for Year I.

Phase I: Consumer Insight

Enjoyment (sex)

Responsibility

“Self”

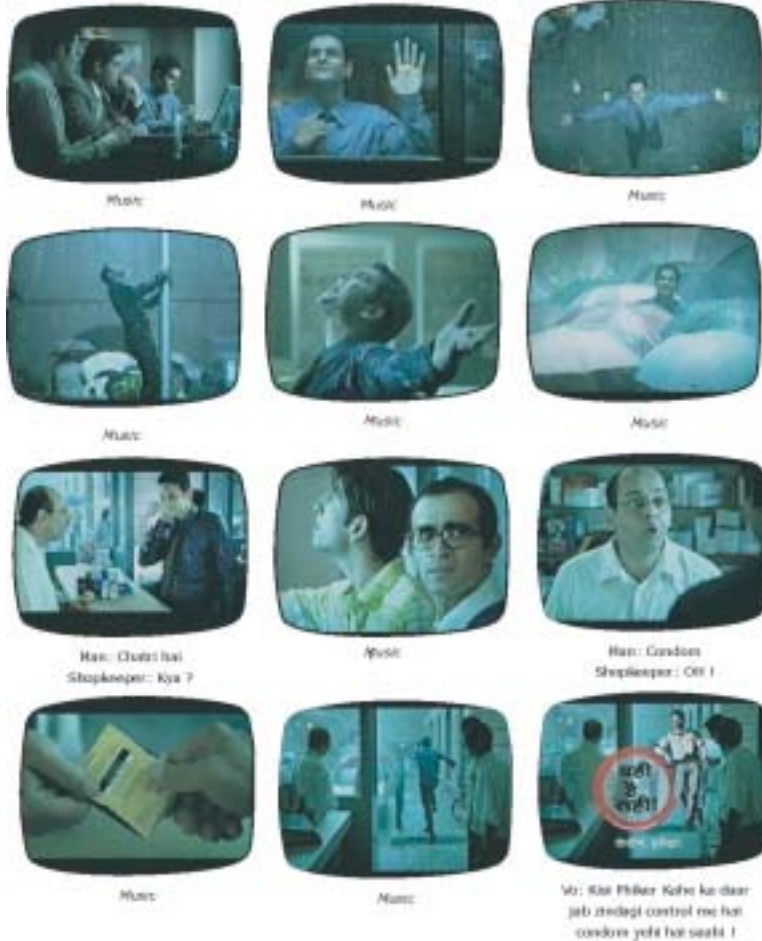
“Self + others”

“I am in control of my life”



Extends across me and the ‘others’ who affect my life

Creative Renditions



Creative Renditions

Yahi Hai Sahi first came into contact with its consumers in June 2004 in the form of a 40 second television advert in which a young confident executive spontaneously walks out of office without an umbrella to enjoy the rain. He dances in the street oblivious to the people staring at him, charges into a chemist store and jokingly asks for an 'umbrella'. To the surprised look on the chemist he clarifies without embarrassment, 'condom'. Other shoppers look on with awe and admiration. The spontaneous response to the first rain combined with the 'in-control' decision to buy condoms gained significant connect with our consumers and the campaign was able to benefit from that.

Media and On-the-Ground Activities

Media and On-the-Ground Activities

The 'Rain' TVC aired on leading media channels supported by a variety of on-ground activities in 20 priority towns.

The mass media campaign was launched on June 30, 2004. TV and Print Advertising went on air from July till November 2004. The TV channel mix included mass satellite, DD national network, news, movies, music and entertainment. Over the campaign period, Yahi Hai Sahi achieved an average of 33 spots per day with an ACD (average commercial duration) of 27 seconds.

On-ground activation was planned in 20 priority towns and implemented where the consumers live, work and play. The key activities included local cricket event with couples (Soch Sahi To Action Sahi - Right thoughts lead to right actions), on-campus events with college students (Life Hai Control Mein - Life is in control), educational drives in market places (Sahi Raste Jeevan Ke - The right path of life) and distribution drives to retail trade.

Activation: Key Outcomes / Impact

1. Overall the target group was convinced that anyone who indulges in sexual activities should use condoms – a shift from “condoms must be used only by those who have multiple partners”.
2. 20,800 new retail outlets were opened to increase condom availability at non chemist outlets such as grocers, general store, paan and cigarette outlets.

Campaign Evaluation – Key Outputs / Impact

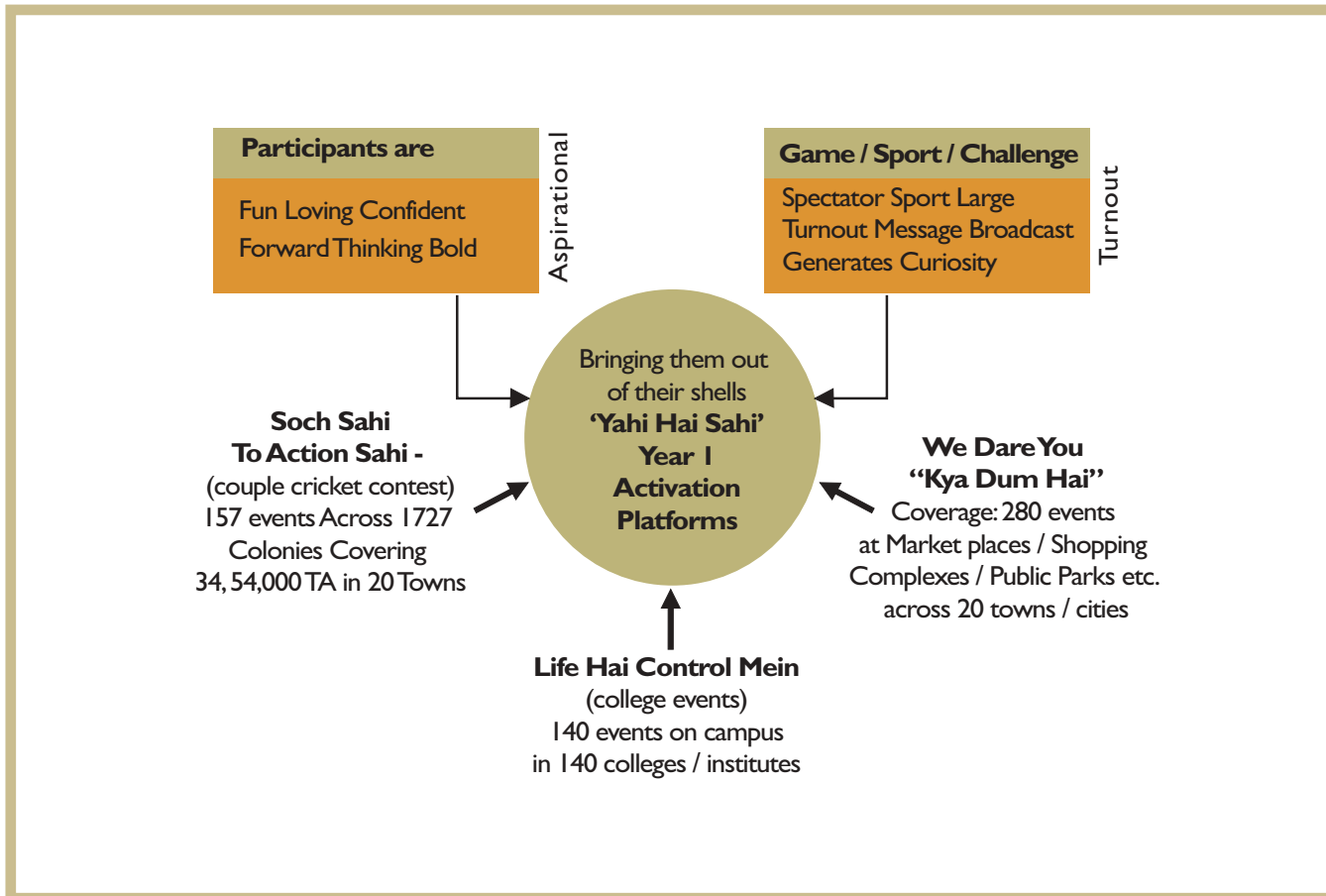
The results from the first round of mass media campaign evaluation showed that the campaign performed well on all the set objectives.

- i. More than 64% of target group spontaneously recalled the TV commercial, with over 55% recalling the campaign slogan “Yahi Hai Sahi”.
- ii. 66% said that after seeing the TV advert they now had a more positive image of condoms than before.

The campaign reinforced the positive image of condom user as a responsible, admirable male with attitudes and behaviors to be emulated.

- i. 60% of current users said they will definitely use condoms consistently.
- ii. 40% of non-users said they will use in future.

The results showed that the activities conducted in Punjab and Haryana in 2004 did not yield desired results, potentially because these states are socio-culturally very different from the other project states. Therefore, project activities in Punjab and Haryana were discontinued. With available funding, it was decided to focus efforts in the eight other states.





year 2 activities and results

Year-2

In its first year the 'Rain' advert delivered on the set objectives with an uplift in positive imagery and change in attitudes and perceptions. In 2005, the target group was segmented to focus on the low-hanging fruit - those who have ever tried condoms but are not using consistently - 34.8% of married men and 10.4% of single men.

Research Insight

The tracking study undertaken in mid-2004 to evaluate the impact of the first year's campaign revealed specific barriers to inconsistent condom use among both married and unmarried men. Two key barriers identified were:

- 'If I love someone, I don't need to use condoms' and
- 'Condoms should be used with commercial partners only'.

Based on these consumer insights, the key task of communication was to increase the relevance of using condoms in regular relationships as well. Based on concept test results, the selected theme for Year 2 was **“decision to use a condom is a reflection of caring about your partner”**.

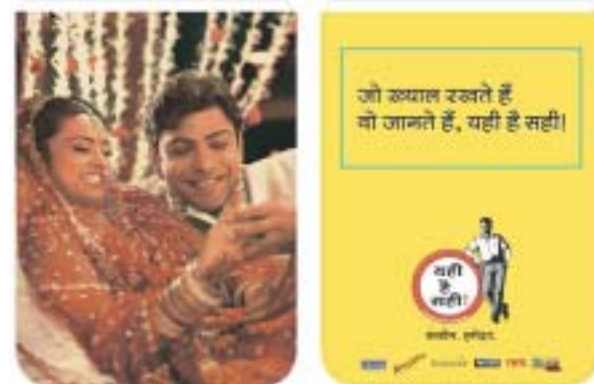
Creative Renditions

The creative platform upped the communication ante by heightening the emotional payoff “show how much you care”. The main TV advert approached care from a uniquely Indian cultural perspective – set within the ‘Suhaag Raat’ (first night), the groom ready with a condom and intent on doing the right thing, chooses not to have sex with his newly wedded wife as she is apprehensive and nervous about the ‘first night’. This gained a highly aspirational connect with our consumers and made the condom user the ideal man - understanding, caring and in control. The main TV advert were supported by using real-life TV soap celebrity couples.

In the year 2005, continuing the objective of normalizing the condom user, the communication heightened the emotional payoff with the message that men who care for their partners use a condom.

The advertising idea of ‘Show her how much you care’ was translated into a large activation event in 10 major urban centers for the consumers - “Ek Dujе ke Liye”. The event increased PR mileage, provided platform for celebrity endorsement, impacted image change through increased participation by both men and women and increased retail visibility.

Mass Media budget was utilized for a highly visible campaign. The ad films went on air from June – December 2005 in all leading channels such as ZEE TV, Sony TV, and Aaj Tak and were supported through print and radio. An average of 71 spots per day were on air during the launch of the new TVC. 152 sponsorships across 10 channels and in-serial placement were leveraged from media houses.





**“DECISION TO USE A CONDOM IS
A REFLECTION OF CARING ABOUT YOUR PARTNER”.**

Key Outcomes

Activation: Key Outcomes / Impact

Ek Duje ke Liye

- a game show across 10 cities in north India that invited couples to test themselves and prove how much they cared for their partners. The show was hosted by the well known Zee Music VJ Manish Paul and Zee TV celebrities were present to give winners prizes in each city.

Sandesh Doot

- an information van toured 4 key cities in the project areas displaying the varieties of high quality condoms available in the market, demonstrating correct use and giving out correct information on condoms to consumers. The van covered 110 key locations in commercial complexes, residential areas and colleges. Over 9000 men participated in the games.

Retail Activity

- Retailers stocking condoms were encouraged to participate in a display contest and were judged on how well they displayed condoms on the shelves and provided information on condoms to consumers. 2,887 retail outlets participated in the contest in 293 market places – 128 winners were awarded.
- The objective to increase non chemist retail outlet was dropped in 2005 as research showed that accessibility of condoms is quite high at 98% and condoms can be procured within 10 minutes in our target markets. Partners unwillingness to service the 20,000 outlets opened in 2004 was another factor.

PR activities

1. Sensitizing Media: The campaign met all leading publications in target cities to sensitize them with the issue. As a result most publications took up the cause and wrote generic articles and campaign related articles.

2. Media Leverage of Ek Duje Ke Liye Events: The campaign created buzz around Ek Duje Ke Liye events through media in three phases in all the 10 target cities. In total almost 30 media activities were organized during the course of Ek Duje Ke Liye Roadshow in six months. About a week before each event, contest announcement adverts were placed to ensure maximum audience participation. Celebrity presence was leveraged in the third phase which was the day of the event. Post event, winner couples were interviewed by media which helped in normalizing the image of the condom users. As a result the campaign generated more than 456 media reports on the campaign with almost 80% key message delivery.
3. Pro-bono celebrity tie-ups: The campaign roped in celebrities to endorse the campaign by being part of Ek Duje Ke Liye events as a Chief Guest. Celebrities who provided their support included – Rajeev Khandelwal, Rohit Roy, Mansi Roy, Jaya Bhattacharya and Alok Nath.

Campaign Evaluation – Key Outputs / Impact

The salient findings from the communication evaluation research indicate there was an overall shift in key attitudes and usage patterns over the previous year

- Current use of condoms increased by 4% among married men (37% to 41%)
- Consistent use improved among unmarried and married men (12% to 14%)
- Improvement in dispelling product related barriers -
 - Enhances sexual pleasure – 30% in 2004 to 44% in 2005
 - Mostly bad reputed people use condoms – (27% in 2004 reduced to 18% in 2005)
- Awareness of condoms as method of dual protection increased from 76% to 82%





year 3 activities and results

Key learning from previous years of implementation and strategy shift

The following is a summary of analysis of project achievements to date, resources available and communication activities by other organizations and the emerging conclusions:

- While the project achieved success in key indicators through the “care” and “control” creative route, the rate of increase / progress had been slow. We hypothesized that a different, more energetic route may be necessary to accelerate growth.
- Involvement of partner condom marketers had been low. The partners felt that the creative routes adopted by the Yahi Hai Sahi campaigns were not synergistic with their brand positioning (most brands were positioned on a pleasure and freedom platform). Therefore, we were looking for a campaign theme that would be appealing for partner marketers.
- The share of voice of the Yahi Hai Sahi campaign was found to be just 4%. There were many communication activities with condom messaging, making this campaign one amongst many.

Given that the project was in its last year of implementation, we needed to choose one specific barrier that is not being addressed in other communication and focus the resources in addressing that.

Research Insight

The tracking study undertaken in 2005 to evaluate the impact of Year 2 campaign revealed that embarrassment related issues with the product persisted. Qualitative research conducted as part of concept testing provided a valuable insight - embarrassment was more in terms of saying the word ‘Condom’ in presence of others.

“There is no logic to it but we do feel embarrassed to talk about it...”

“for unmarried guy like me it is very difficult to say it, people glare at you and think you are not a good guy...”

“It’s embarrassing to say condoms in front of others, even friends because people start imagining about you and your partner...”

Creative Renditions



Bhaiya thoda zor lagao aur bol
dalo



Aye bhai allow nahin ho raha hai



Peel karo eyan aur bol dho bus...



Arey Mishraji phatak khul toh raha
hai.. bol na.. Bolo beta bolo.....



Bokde... Bokde... Condom



Phirse phirse phirse bolo
Ka beta gadi de-rail hua ka toh.



Condom.....



Condom Bindas Bol.....



Condom.....

Creative Renditions

The key task of communication therefore was to bring condoms 'out of the closet'. The campaign developed for this leg was based on the advertising proposition 'Saying the word 'condom' will not lead to any disasters'. The TV adverts encouraged the consumer to 'Bindaas Bol' (Just Say It!) – using humour and gentle ribbing, a group of friends egg the shy one to come out and say 'condom' in public.

In 2006, the campaign consisting of three TVCs encouraged our consumers to 'Bindaas Bol' (Just Say It!). The mass media campaign was launched on 22 September 2006. TV, Print and Cinema Advertising went on air from September till December 2006. The TV channel mix consisted of mass satellite, news, movies and local cable.

Activation: Key Activities

Activation: Key Activities

The main task of the on-ground activities in 2006 was to address the embarrassment at the point of purchase – both the shopper and the seller should get rid of his inhibition to say the word ‘condom’ during the purchase interaction.

- Retailers stocking condoms were encouraged to participate in a contest and were judged on how well they encouraged consumers to ask for condom without embarrassment, handed over the packets without any wrapper across the counter, displayed the POS material prominently and were least inhibited to initiate dialogue on condoms with the shoppers. 12,000 retail stores participated in the contest.
- A consumer contest was conducted persuading them to say the word ‘condom’ in open, where he is instantly rewarded for asking for condom openly at the chemist store.

“काँन्डोम” बोलने से
टैक्स नहीं लगेगा

काँन्डोम, विन्दास बोल

सफ़ादान रहो, जिम्मेदार बनो, और विश्वास लियो.

“काँन्डोम” बोलने से
बम नहीं फटेगा

काँन्डोम, विन्दास बोल

सफ़ादान रहो, जिम्मेदार बनो, और विन्दास लियो.

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“काँन्डोम” बोलने से
सरकार नहीं गिरी

काँन्डोम, विन्दास बोल

सफ़ादान रहो, जिम्मेदार बनो, और विश्वास लियो.

PR Activities

PR Activities

Aligning with the campaign objective of removing embarrassment around condoms, PR specifically focused on making condoms more visible by highlighting:

- Issues/barriers around condoms
- Various communication around condoms
- Customers who are seen buying condoms freely without any embarrassment

1. Media Campaign

- a. Highlighting the issue: Yahi Hai Sahi met key editorial teams to make them aware of the issue and shared the campaign tracking study. This resulted in stories and features in top media such as Hindustan Times, Times of India, CNN-IBN
- b. Profiling of campaign TVC: Yahi Hai Sahi provided media with the TVC which resulted in a lot of stories on key channels and magazines such as: NDTV, Brunch, Brand Reporter, Pitch, and Hindustan Times. In fact, Condom Story got voted as viewer's choice, "My Story Of The Day" on NDTV.

2. Media leverage of the consumer and retailer contest interest:

- a. Campaign announcement release distribution: In order to generate interest in the contest, Yahi Hai Sahi disseminated campaign information and contest announcement release to the media in 33 campaign target cities. This resulted in prominent coverage with

campaign logo across all the important publications. Some channels like Zee TV and publications like Hindustan did stories on the campaign impact and retailers feedback to the contest. One of the retailers from Ghaziabad was quoted in Zee news report as saying:

"Earlier only 4-5 women would come to buy condoms but now after the launch of this contest almost 20 women come to buy condoms".

3. Celebrity Endorsements

- a. Used celebrities for message fillers (5 seconders) for multiplying the impact: To multiply the message effect, the campaign roped in male celebrities/TV Stars such as Shekhar Suman, Palaash Sen and Rohit Roy. They also gave media interviews to talk about the campaign and why they are endorsing the campaign.
- b. Roped in celebrities for prize distribution event in the target cities: Yahi Hai Sahi got support from celebrities at the local level to give prizes to the winners in all the target cities to create impact and buzz.

4. Media Partnerships

Yahi Hai Sahi forged partnerships with Dainik Jagran and key regional media in targeted states cities such as Jaipur, Indore and Patna to create a controlled dialogue, for example :

Activation: Key Activities

- a. Dainik Bhaskar tie-up: Yahi Hai Sahi tied up with Bhaskar TV to do a three episode shows called Condom Bindaas Bol to discuss the issues and perceptions about condoms. In the first episode, Bhaskar TV team interviewed people on the road, interviewed people on why there is embarrassment around condoms which was followed by an in-studio discussion with the expert. The second episode focused on answering and telecasting the responses of viewers on what are the various issues they face with condom purchase. The third episode was an in-studio chat show where students from management institutes discussed their issues with the experts.
 - b. The National AIDS Control Organisation agreed to air all TV adverts of the Bindaas Bol campaign on prime time broadcasting during the World Cup Cricket series played in West Indies in April 2007. The campaign leveraged significant visibility from this as the Cricket World Cup was among the most watched sports event in India and at a time when advertising costs are five to ten times higher than during other times.
5. *Online*
- a. Mass emailing of Campaign TVCs: Yahi Hai Sahi created TVC link on youtube.com which was mass-emailed across media, influencers group, and general public. This resulted in close to 12000 hits on the website.
 - b. Yahi Hai Sahi created a Condom Bindaas Bol community on youth websites such as Orkut which is open to discussion.

**YAH! HAI SAHI
GOES ONLINE!
12,000 HITS ON
IT'S WEBSITE.**

Getting noticed... gaining recognition!

Getting noticed... gaining recognition!

UN Grand Award, 2007

The 'Condom Bindaas Bol' campaign has won the 2007 UN Grand Award, an award jointly sponsored with the International Public Relations Association (IPRA) to recognize excellence in campaigns that tackle priority issues before the world body.

Population First Special Award for 'Condom Bindaas Bol', 2007

Lowe, the communication agency for 'Condom Bindaas Bol' campaign, was awarded the Population First Special Award 2007 for the campaign for effective, humorous and high impact communication to promote contraception. Population First is a communications and advocacy initiative for balanced, planned and stable population.

EFFIE Awards, 2007

The EFFIE Award recognises the effectiveness of advertising communication created for brands under various categories. The USAID Yahi Hai Sahi "Condom Bindaas Bol" campaign bagged the coveted "Grand Effie Award" in 2007. The campaign created by Lowe also won the "People's Choice Award" in the Corporate Advertising Category and PSP-One was awarded as the "Best Client of the Year".

Golden World Awards for Excellence in Public Relations, 2007

The International Public Relations Association selected the Condom Bindaas Bol campaign as winner of its 2007 Golden World Awards for Excellence in PR in the non-profit category.

PR Week Asia Pacific Awards, 2007

The Bindaas Bol campaign was adjudged Asia Pacific Campaign of the year 2007 at the PR Week Asia Pacific Award Ceremony. It was also the winner in the non-profit category.

Goa - Fest Media Awards, 2007

Apart from creating a sensation in target markets amongst the target group, 'Condom Bindaas Bol' campaign was recognized at the Goafest Media Awards function, organised by the AAAI (Advertising Agencies Association of India).

Initiative, the media planning and buying division of Lowe, bagged two silvers in the following categories for its innovative media strategy executed for the campaign:

- 1) Best usage of TV (developing customized content driven programme called 'Bindaas Bol' on Zee News and Janmat)
- 2) Pro-Bono and Cause Marketing

**THE USAID YAHI HAI SAHI
"CONDOM BINDAAS BOL"
CAMPAIGN BAGGED
THE COVETED
"GRAND EFFIE AWARD"
IN 2007.**



Condom. Hamesha.

JO KHAYAAL RAKHTE HAIN WOH JAANTE HAI
YAHİ HAI SAHI. CONDOM HAMESHA

यला जादू 'कंडोम बोल बिंदास बोल' का

शैलबाला

नई दिल्ली। अगर आपके सामने कोई व्यक्ति किसी केमिस्ट से 'ताऊ म्हारे को छतरी चाहिए' कह रहा हो तो आप उसे बेवकूफ या पागल मत समझ लीजिये। केमिस्ट दुकानों में रेनकोट, छतरी या हेलमेट जैसी चीजें बेचने का काम। लेकिन दरअसल ये व्यक्ति हेलमेट नहीं मांग रहे हैं। शर्म या खेद

अभियान से बिक्री बढ़ी

सबसे बड़ी अ...
अपने

Bindaas Bol makes an impact

IN FOCUS
Chhavi Mishra

रा
म
में 2

The campaign has contributed significantly to an increase in usage of prophylactic condoms.

separate media strategies for national and regional media. National media were used to raise the issue, regional media were used to create buzz around the contest.

Says Anand Verdhain Sinha, country director, PSP-One India, "The campaign idea was simple: remove embarrassment around condoms, which meant getting as many people as possible to say the word 'condom'. The campaign's aim was to normalise the usage of condoms and condom users. The campaign focused on three aspects: TVC, direct outreach, partnerships and endorsements. Celebrities Shekhar Suman and Palash Sethi did five-seconders on television for free."

The campaign was conducted across eight north Indian states that account for 45 per cent of India's condom market



booster encouraged by a ret...
condom. The names used...
customers are common to...
email recipient was also...
first or last name. More...
ers have been made.

The www.youtube.com...
podcast the campaign...
emailed to media, corp...
corporates and the p...
cast received 12,600...
months. A Condom...
ty was created on...
popular social m...
tates discussion...
youth. Since Oct...
bers have reg...
paign to vote f...
launched as...
NITY 24x7...
dia. Apr...
ers by

uni wins 'Condom as Bol' contest

... was a part of...
... (United...
... for...
... encouraged retailers to be...
... more receptive towards...
... talking about condoms and...
... their displays.

THE SOCIAL advertising campaign, 'Condom Bindaas Bol', has made a mark, over-achieving its target of a per cent sales increase on condoms a year, thanks to a well-orchestrated 360-degree integrated marketing communications campaign. ORG/AC Nielsen sales data reveals that there is a 21 per cent increase in condom sales in volume terms and a 29 per cent Nielsen data also shows that retail take off (volume) of commercial condom brands increased by 6.4 per cent during the project period, and the value of commercial condom brands sold through retail outlets increased 10.3 per cent (CAGR) during the project period. The campaign impact study indicates a 12 per cent increase in the consistent use of condoms and an overall increase in condom usage by 22 per cent.

Launched in 2004, in partnership with CICI Bank, USAID with PSP-One India, the campaign was conducted in states including



results and lessons learnt

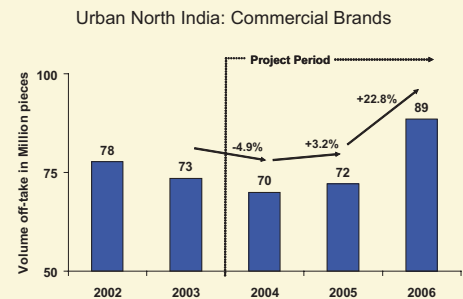
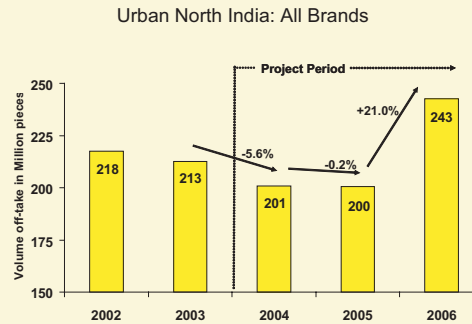
Results

Results

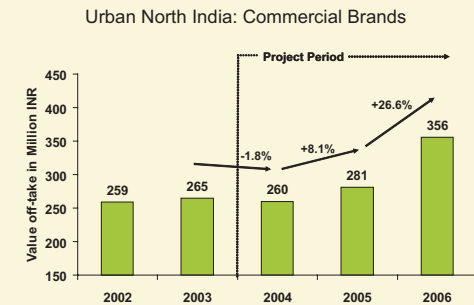
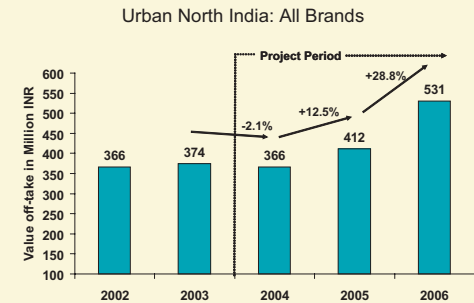
Trends in volume and value of the condom market in urban north India over the last five years are shown below. These trends indicate that during the first two years of the project (2004-2005), the declining trend was arrested, and in the third year (2006) there has been a substantial growth.

This growth has come from all sectors of the market – the social marketed brands, partner commercial brands, and other commercial brands.

Trends in volume of the condom market in project states



Trends in value of the condom market in project states



(Source: AC Nielsen-ORG-MARG, 2006 Estimation)



A comparison of the baseline and end-line surveys shows that there has been significant increases in levels of key indicators (reported knowledge, attitudes and use amongst target consumers). Key results achieved so far are summarized below:

Indicator	Objective	Data Source	Results
Annual volume of the condom market in project areas (pieces)	Sales volume of commercial condom brands increases by 5% of year 2003 volumes each year	ACN - ORG-MARG Retail Audit reports; condoms, project area, 2003 – 2006	Retail off-take ² (volume) of commercial condom brands increased by 6.4% (Compounded Annual Growth Rate)³ during the project period
Annual value of the condom market in project areas	Not specified	ACN - ORG-MARG Retail Audit reports; condoms, project area, 2003 - 2006	Value of commercial condom brands sold through retail outlets increased by 10.3% (Compounded Annual Growth Rate)³ during the project period
Reported Condom Use	Improve consistent use of condoms by 2% points. Indicator to be measured by KAP tracking study.	Baseline survey (2004) vs. End-line survey (Feb 2007)	Consistent use of condoms ⁴ with non-spousal partners ⁵ amongst sexually active men increased by 5% points from 75% to 80%
	N/A	Baseline survey (2004) vs. End-line survey (Feb 2007)	Current condom use with spouse amongst married men increased by 22% points from 38% to 60%
Knowledge and Attitudes	Increase percent target audience who know dual purpose message to cover 95% by end of year-4.	Baseline survey (2004) vs. End-line survey (Feb 2007)	Declined marginally from 78% in 2004 to 75% in 2007
	Increase percent target audience who believe that condoms are not only for commercial sex	Baseline survey (2004) vs. End-line survey (Feb 2007)	Increased by 16% points from 54% to 70%
Increased access to condoms	Objective was dropped based on evidence that access to condoms is not a barrier to use in urban areas		

² **Off-take:** The total volume (or value) sales of a product from retail outlets to customers. This represents the actual volume (or value) of the product purchased by customers and is different from the volume (or value) of the product supplied to the distribution network by manufacturers/marketers. The off-take of numerous product categories is determined through a syndicated survey amongst a longitudinal panel of retail outlets by AC Nielsen-ORG-MARG, a leading research agency in India

³ **CAGR:** The rate at which a given present value would grow to a given future value in a given amount of time.

⁴ **Consistent use of condoms:** Analyzed as those reporting having used a condom in the last sex act with their partner and reporting that they have used a condom “Always” or “Most of the time” with that partner in the preceding year.

⁵ **Non-spousal partners:** Partners other than spouse with whom the respondent has had sex in the preceding year in exchange for money or without exchange of money.

Association between Levels of Indicators at End line and Exposure to Project Activities

The survey findings are also indicative of attribution to project activities. For example, survey results were analyzed to examine association between the levels of indicators and levels of exposure to campaign activities. The positive association (shown below) suggests that a part of the increases in reported behavior and attitudes could be attributed to exposure to the campaign.

Association between Levels of Indicators at End line and Exposure to Campaign Activities

Indicator	End line (2007)		
	Not Exposed	Low Exposure	High Exposure
Reported current use of condoms with spouse amongst married men	50%	64%	69%
Reported consistent use of condoms with non-regular partners amongst sexually active men	75%	81%	85%
Disagreed that condoms need to be used with paid or commercial partners only	64%	73%	71%

Note: • Figures in bold are significantly different from "Not exposed" values

Respondents were categorized into three levels of exposure – Not exposed (those who could not recall having seen any of the Yahi Hai Sahi adverts), Low exposure (those who recalled having seen one to three Yahi Hai Sahi adverts) and High Exposure (those who recalled having seen three or more of the Yahi Hai Sahi adverts)

Leveraging

Leveraging

The table below summarizes the resources leveraged in the first three years of the campaign.

Resources leveraged for Yahi Hai Sahi Program

A. Period: July '04 – June '05		
Item	Specifics	Total Amt.
Samples from partner manufacturers	For on ground activity	Rs. 90,000.00
Total INR		Rs 90,000.00
Total USD		US\$ 2,045.00

B. Period July '05 – June '06		
Item	Specifics	Total Amt.
Samples and Merchandise from partner manufacturers	For on-ground activity	Rs.250,000.00
TV serial artists live appearance at events	Rs. 150,000 x 6 celebrities	Rs. 900,000.00
Celebrity endorsement campaign	Rs. 300,000 x 2 couples	Rs.600,000.00
In-serial placement, prime time serial, leading channel	60 sec @ market rate	Rs.200,000.00
Partner contribution	Gifts for on ground event	Rs. 300,000.00
Live coverage in prime time news, leading channel (ZEE News)	Event coverage	Rs.180,000.00
Program coverage on leading business channel (NDTV Profit)	Special coverage	Rs. 330,000.00
Media Leveraging	Media buying leveraging	Rs. 27,800,000.00
Total INR		Rs. 30,560,000.00
Total USD		US\$ 694,545.00

C. Period July '06 – June '07		
Item	Specifics	Total Amt.
Samples and merchandise from partner manufacturers	For display at retail outlets in on-ground activities	Rs.1,50,000.00
Celebrity endorsement of campaign	3 celebrity fillers and appearances for prize distribution events	Rs. 9,50,000.00
Coverage in leading electronic media channels and dailies	14,151 cm column worth of space, 2,226 seconds worth of airtime	Rs. 24,230,389.00
Media Leveraging	Media buying leveraging	Rs. 6,500,000.00
Estimated value of shop display of partner brands	One month display in 15,000 retail outlets	Rs. 9,000,000.00
Program Partners' contribution towards contest	Prizes for on-ground event	Rs. 6,30,000.00
Total INR		Rs. 41,460,389.00
Total USD		US\$ 942,281.00

Total resources leveraged for Condoms (Jul'04-Jun'05): US\$ 2,045.00

Total resources leveraged for Condoms (Jul'05-Jun'06): US\$ 694,545.00

Total resources leveraged for Condoms (Jul'06-Jun'07): US\$ 942,281.00

Total resources leveraged for Condoms (Jul'04-Jun'07): US\$ 1,638,871.00*

*This does not include value of indirect contributions such as time of field staff from partner manufacturer and increased promotion and marketing spends to coincide with Bindaas Bol activities.

Lessons Learnt

Lessons Learnt

I. Market approach reduces possibilities of negative externalities

HIV has ushered in a new era of condom promotion. Generic promotion of condoms is largely the domain of AIDS-prevention campaigns. Promotion and media spends by commercial condom brands are significantly lower and this, combined with the high presence of HIV communications has resulted in the over-riding imagery of condoms as a product to be used largely in high-risk situations by high risk individuals.

There is increasing agreement in India, as in other countries, that stigmatization of condoms and the people who use them has arisen, in part, as a response to programs targeting condoms largely to sex workers and to men "at risk". The Yahi Hai Sahi / Condom Bindaas Bol campaign through its focus on category normalization has had a demonstrated impact in decreasing such stigmatization.

A key reason for this could have been the planning and communications development approach for the Yahi Hai Sahi program. The program approached this process from the perspective of expanding the market for condoms, rather than as a solution to a health problem. Since the market for condoms includes all consumers who could potentially use condoms irrespective of their health need or risk, the motives and barriers identified and addressed through this process were relevant to most groups and were unlikely to stigmatize or exclude any groups.

This "market approach" suggested here may be more relevant to mass media campaigns that are more likely to have spillover to unintended audiences, and are likely to have greater influence on social norms at a large scale.

II. Studying an environment can help narrow down strategic options

Like most well designed communication campaigns, communication strategy for the condoms campaign was based on an analysis of consumer

insights and understanding of barriers. However a close study of the category environment using open dialogue with key players in the condom category helped to reduce the number of strategic options. Therefore, in year-3 of the campaign although studies identified barriers which needed to be broken down, PSP-One also looked closely at activities of various other key players involved in this category and consciously decided to focus the limited resources of the campaign on barriers that were not being tackled by others. Detailed discussions with commercial manufacturers also helped to further reduce and pinpoint strategic options that would engender greater synergy and participation

So while planning the Year 3 campaign, studies revealed three barriers.

- Condom reduces pleasure.
- If I love my partner I don't need to use a condom.
- Embarrassment about buying, storing and talking about condoms.

A mapping exercise across the condom category revealed issues around pleasure was being addressed by communication efforts of commercial manufacturers. Discussions with commercial partners showed that between the two remaining communication areas "embarrassment" and "negative image", they felt that they would be able to offer greater participation and support in tackling embarrassment related barriers and that these also had a better fit with their condom brands as compared to addressing issues about "negative image". Therefore the "embarrassment" issue was addressed by the campaign since it was not being addressed by anyone else, and also since it allowed for greater participation and support by commercial partners.

III. Breaking down the promoted behavior into smaller steps

A distinguishing feature of the Bindaas Bol campaign was that the call to action was not to 'use condoms', but just to say the word 'condom' without embarrassment. Although most users did not say that they were embarrassed about condoms, qualitative projective consumer research

techniques helped to unearth this. When sexually active married male respondents were asked “what will you say to your friends and/or family when they ask you what you discussed in this focus group”, most of them admitted that they would say that they were talking about family planning and AIDS. Only after repeated probing, a few of them said that they would say that they had actually just spent two hours talking about condoms. Therefore, just saying condoms openly would be the first step to category normalization. By being able to say the word ‘condoms’ without embarrassment by retailers as well as by users meant greater acceptance of the product and thereby possibly greater usage.

This strategy was therefore based on the insight that a large proportion of the target audience stumble at the first step in using condoms – just saying the word ‘condom’. Some subsequent “baby steps” in using a condom could be: → ask for condoms without embarrassment → carry condoms without embarrassment → use condoms without embarrassment.

Ordinary people, though shy at first in even using the word ‘condom’, when persuaded by friends to say it with force and amongst peers were encouraged to think that there was nothing unacceptable about it. Hence the barrier was down, and so asking for it, buying it, and using it would be the natural sequence of events thereafter.

This breaking down the promoted behavior into baby steps allowed for a more sharply focused campaign, and in the end did deliver increased use of condoms.

IV. Retailer as a medium and agent of behavior change

In contrast to the usual practice of on-ground events where retailer practice was largely to passively display condom packs and other marketing material openly, the Bindaas Bol campaign’s on-the-ground events appealed to retailers to be agents of behavior change, and to

encourage their customers to ask for condoms without hesitation, and to sell condoms like they would sell any other products openly and without embarrassment.

The retailer was made to understand how he is part of the problem, if he himself was embarrassed in selling or dealing with customers who wanted to buy condoms. Here was an opportunity for him to become the central player and to do something proactive to change the perception of condoms being an ‘unacceptable’ word, and thereby help people to shed their embarrassment while asking for it. This in turn would encourage more purchase and eventual usage. Local media focus on participating retailers also helped encourage greater participation by the entire community. They were encouraged to initiate friendly discussions with customers regarding various types of condoms to enable the customers to overcome their inhibitions. This became easier when supported with an appropriate high energy mass media campaign.

Subsequent observations revealed that the participation and enthusiasm levels of retailers were found to be much higher when included as agents of change, rather than when just displaying marketing material prominently.

Abbreviations and Acronyms

BSS	- Behavioural Sentinel Surveys
CMS	- Commercial Market Strategies Project
CPR	- Contraceptive Prevalence Rate
EAG	- Empowered Action Group states
GkH	- Goli Ke Hamjoli (Hindi for 'Friends of the Pill')
HLL	- Hindustan Latex Limited
HFR	- Hamjoli Field Representatives
ISMP	- Indian Systems of Medicine Practitioner
KAP	- Knowledge Attitude and Practice
MoU	- Memorandum of Understanding
NFHS	- National Family Health Survey
OCP	- Oral Contraceptive Pill
PACT-CRH	- Program for Advancement of Commercial Technology - Child and Reproductive Health
PBM	- Partner Brand Manufacturers
POS	- Point Of Sales
PSP-One	- Private Sector Partnerships-One Project
QAC	- Quality Assurance Coordinator
SEC	- Socio Economic Category
SMO	- Social Marketing Organisations
STI	- Sexually Transmitted Infections
TG	- Target Group
TVC	- Television Commercials
USAID	- United States Agency for International Development
WHO	- World Health Organization
YHS	- Yahi Hai Sahi (Hindi for 'This is the Right Choice')

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IMRB

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Macneil Chowdhury

Synovate

Paru Minocha
Anupma Suneja
Deepti Bhalla

A C Neilsen

Sonia Pall
Shubhagata Bhattacharya

Celebrities

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Rohit and Mansi
Shekhar Suman
Palash Sen
Alok Nath
Rajeev Khandelwal
Jaya Bhattacharya

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