

How a Brand was Born: The Story of *Got it? Get it.*



CARISMA II

CARISMA, now in its second phase, is a regional social marketing programme designed to improve sexual and reproductive health in selected countries of the Caribbean region. The programme aims to promote preventative behaviours among at-risk individuals through social marketing, and to improve the availability of contraceptives, including condoms. CARISMA II is a development programme of the Caribbean Community (CARICOM) which is financed by the Federal Republic of Germany through the German Development Bank (KfW). See www.carisma-pancap.org for more information.

The *Best Practices in Social Marketing* series aims to disseminate learning from CARISMA's partners to other regional and international social marketing organisations and their

governmental and non-governmental partners.

Introduction

This publication tells the story of how and why one of CARISMA's partners – PSI Caribbean (PSI/C) – developed a brand, and what they learned in the process. It highlights the benefits and challenges of developing an integrated, branded marketing strategy as part of a broader social marketing (SM) programme.

PSI Caribbean

PSI/C is a non-governmental organisation based in Port of Spain, Trinidad, and working across twelve English-speaking islands of the Eastern Caribbean¹. Over the last four years, PSI/C has developed **Got it? Get it.** (GIGI), a

powerful, youth oriented, Caribbean-flavoured brand to support their HIV prevention efforts. GIGI is not associated with a socially marketed condom brand, but rather is used to promote condom use and signify condom availability in general.

PSI/C's work extends beyond promoting GIGI, and includes demand generation for sexual and reproductive health (SRH) services and behaviour change communication (BCC) with high risk groups (including youth in difficult circumstances ('youth on the block'), migrant sex workers, men who have sex with men (MSM), and uniformed populations)². However, this *Best Practices* review focuses on how PSI/C has used branding to support their SM objectives.

¹ Antigua/Barbuda, Barbados, Dominica, Grenada, St. Vincent and the Grenadines, St. Lucia, St. Kitts/Nevis, St. Maarten, Trinidad and Tobago.

² For more information, see <http://psi.org/where-we-work/countries/caribbean>

Definitions

Social marketing involves using commercial sector techniques to promote healthier behaviours and greater availability of health products, especially for low income and high risk populations.

Branding is the process of creating a unique name and image for a product or service, through advertising and marketing that has a consistent theme. Branding aims to establish a market presence that attracts and retains loyal customers³.

Viral marketing is the exponential spread of product or service information through customer contact (e.g. through existing social networks)³.

Why Develop a Brand?

In the field of public health, social marketers were among the first to recognise the power of branding. PSI/C believe that effective branding can help make condom purchase and use more socially acceptable; create high visibility of condoms; help de-stigmatise condom use; and improve the ability of youth to buy condoms and negotiate their use.

Social marketing organisations compete for young people's attention in a world dominated by local and global brands. Without a strong brand, messages get lost in the media storm of billboards, TV ads and other promotional activities jostling for people's attention. Across the Caribbean, brands are promoted online, in specialist venues (from university campuses to nightclubs), on dozens of TV and radio stations, and in retailers. **Uniting different media platforms with a brand** strengthens PSI/C's impact.

Mass media presence and brand recognition are also important for **establishing credibility** among the target audience. This has been most effective in small islands where PSI/C was able to secure more airtime as it is less expensive.

An additional benefit of a strong brand is that it can **attract private and public sector** partnerships. PSI/C has partnered with a commercial condom distributor who now brands all promotional materials with the GIGI logo. They have also co-branded with government partners in HIV prevention campaigns.

Review Methodology

The methodology for this review included analysis of project documentation, photographs and media materials; interviews with individuals who developed the brand; short interviews with members of the public at sites around Port of Spain to assess responses to the brand; and field visits to observe BCC activities and visit branded outlets.

Rationale for Building the Brand

When PSI/C was established in 2005⁴, a new SM strategy for HIV prevention needed to be developed prior to the launch of the GIGI campaign, as there was virtually no SM in the Eastern Caribbean at that time. In 2004, IPPF⁵ affiliates sold around 30,000 condoms, but almost all on one island (Dominica), where they

were sold unpackaged, and with few marketing efforts.

To tell the story of the GIGI brand, several characters in the PSI/C team need to be introduced. From the start, two central players have been Kerry Singh, regional marketing manager for PSI/C, and Salorne McDonald, responsible for PSI/C's Regional BCC. They brought in Chris Dohm, an advertising consultant, to provide design and communications expertise throughout the branding process. They initially worked under the leadership of PSI Country Representative for the Caribbean, Pamela Faura, and later under Julia Roberts, Country Representative since late 2008.

One of the first jobs that the PSI/C team undertook was a regional needs assessment. After visiting the islands and talking to a range of stakeholders – including chatting informally to young people – the team discovered several important barriers to consistent condom use, even though a number of commercial condom brands were available:

- In this region, most people live in small communities and everyone knows one another. Young people, and women in particular, felt **judged and embarrassed** buying condoms – they worried that the salesperson might tell their mother
- Many outlets were **not open or readily accessible** when people needed them
- Young men didn't feel comfortable **attending clinics** to collect free condoms
- Condoms were not always readily available for **high risk groups** such as commercial sex workers (CSWs)

³ Definition adapted from www.businessdictionary.com

⁴ PSI/C was established with support from the Canadian International Development Agency (CIDA) and CARICOM's Pan-Caribbean Partnership against HIV/AIDS (PANCAP).

⁵ International Planned Parenthood Federation

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- Many retailers **didn't see the commercial value** in (re)stocking condoms
- Retailers may have felt embarrassed about stocking condoms or feared they would spark **controversy** by selling them to young people
- Many young people reported **limitations in existing HIV prevention messages**: that they were difficult to absorb, the tone was 'preachy', and the information was too 'heavy'
- People **didn't identify** with the messages or portrayals of risk groups, and hence didn't feel motivated to change their behaviour
- **Branding these outlets** with the GIGI logo to signify that condoms are available and the retailer will be non-judgemental and respectful of customers' privacy
- Working with private and public sectors to improve **distribution networks** and condom accessibility

In terms of SM in the Caribbean, GIGI is unusual, because it isn't associated with a branded product. Rather, it aims to represent and promote a positive behaviour change message (condom use) and to symbolise condom accessibility.

The Story of GIGI

A branded, integrated marketing strategy

In an integrated marketing strategy, all aspects of the marketing mix have to be consistent, complementary and recognisable as part of the brand – from TV and radio commercials, to BCC materials, to promotional t-shirts and point of sale materials. Each aspect of the marketing mix has different strengths in terms of communicating messages to the target audience: TV can offer strong visuals; radio is necessary for street credibility and resonance; education at national events and festivals provides on-the-ground visibility; and posters can be placed in unlikely places with a captive audience (such as washrooms).

'I am on every production set, ensuring that each advertising message fits with the overall brand footprint.' (Kerry)

'We do 360 degree reinforcement – unified messaging – from the

ground level messenger, to promotional items, to mass media. All resonated with the same core, the same source, all refer to each other.' (Salorne)

Kerry was responsible for planning the marketing strategy. Having worked in marketing in the private sector for several years, Kerry brought private sector skills and perspectives to the process of building a branded, integrated marketing strategy to support the category campaign. Meeting Kerry, it's obvious that he's extremely passionate about marketing. As he declares, *'Wherever I work, I wear the brand on my chest ... I live the brand.'*

Targeting the Brand

The PSI/C team faced a series of difficult decisions in developing the brand. The brand had to be synonymous with condoms and condom use, and had to have appeal across the region. It had to work in a variety of contexts from mass media to branding outlets. It had to be youthful, trendy, and upbeat. Kerry and Salorne travelled the islands, talking to young people as they developed and refined their ideas. Their aim was to create a grassroots strategy, supported by high quality production and strong visuals and vocals, to create a brand with international appeal that spoke to Caribbean youth:

'We don't have a prescription that says 'we tried this in Africa and they liked it there' – no! We built the brand from the bottom up. We listened and drew from what was being said by the people that we wanted to reach. They said, 'No excessive reading, we love ads and TV. We don't like doctors and nurses and preachy ads from authority figures: who knows what

PSI/C formulated a new approach. CIDA, PSI/C's donor at the time, was concerned that establishing a new, subsidised SM condom brand would threaten the private sector and undermine the sustainability of the local condom market. Therefore, rather than promoting their own brand, PSI/C developed a 'category campaign', to promote demand for *all* condoms among English-speaking youth aged 15-24 years. The campaign was to have the following elements:

- Mass media and face-to-face communications
- Increasing the number of **non-traditional outlets** selling condoms (rum shops, beauty salons, bars, clubs. Between December 2006 and September 2009, 3376 outlets were established)
- **Training salespersons** in condom outlets to understand the problems faced by young people and the importance of making condoms accessible (between December 2006 and September 2009, 8493 retailers were trained)

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*they do when the lights go out?! We want **our** message. We don't like formal English stuff, it's boring, it sounds like your mum'. (...) We understood things from our target group, like the influence from Jamaican dance hall music.'* (Salorne)

The first crucial decision was deciding a brand name. The GIGI name came about after weeks of thought and discussion over combinations of words. Kerry knew what he wanted from a name: it had to sound like a tagline, it had to be provocative and thought provoking, and it had to be questioning, catchy and youthful – as well as a call to action.

Several candidates were rejected. 'Protection available', an initial contender, was too specific. Kerry wanted the name to be flexible enough to represent an array of behaviour change messages that could be used in future if desired (such as in the promotion of HIV testing). 'No Questions Asked', another potential name, tested well with young people in focus groups, but PSI/C felt it was a bit '1990s, cheesy', and could provoke a backlash as people might think PSI/C were aiming the brand at underage youth.

Finally, Kerry came up with words approaching *Got it? Get it.* The tagline was immediately popular with the PSI/C team, and with young people who discussed and refined the name in focus group discussions.

The meaning of *Got it? Get it.* is not necessarily clear the first time you hear the phrase. This is intentional: the words provoke thought and reflection because they don't have a single meaning,

and this process of reflection and questioning means the tagline is more memorable. For this *Best Practice* review, we asked several PSI/C staff and people in the streets of Port of Spain what the GIGI logo and name mean to them. As Box 1 shows, everyone had a slightly different interpretation, but they all clearly relate to one thing: condoms.

Box 1 Responses to the question, 'What does Got it? Get it. (logo and name) mean to you?'

'GIGI is the ultimate action phrase – You got your condoms? You got tested? A higher level of action as regards to taking care of yourself.' (Salorne)

'Get drunk, enjoy yourself, but get protection.' (woman bartender at GIGI branded bar outlet)

'Get condom here.' (man bartender at GIGI branded bar outlet)

'Got a condom? Get some sex!' (young man assistant in GIGI branded pharmacy)

'Condom' (woman shop assistant in GIGI branded mini-grocery)

'Youth and youth protection.' (man bartender at GIGI branded bar outlet)

'Condoms' (young man in bar, young woman in bar)

'Means you can get condoms.' (young man in bar)

'If you don't have it, you're not going to get it.' (Director of commercial company partnering with PSI/C)

didn't immediately suggest 'condoms'. The eventual logo was designed in-house, with the help of Chris. The logo was designed, refined, and then shown to a number of people – and young people in particular – for their response and feedback. All aspects of the logo design were carefully chosen. The team decided on yellow and black as it symbolises 'warning' – like a radioactivity warning sign. It is clearly visible on bar and shop walls – which is essential for its role as a symbol of condom accessibility. People driving past an outlet need to be able to spot the sign at night. It is a clean and stark logo with only two colours, which the design team see as being distinct from typical 'over design' in Caribbean marketing (multiple layers of colour and pictures). Clear, clean and modern fonts are used, and the same font is used in other GIGI branded communications.



'The process from concept to conclusion – to getting the logo and slogan – took about two months. It could have been done more quickly, but I said 'if we get this wrong, the work will be more difficult in the long run'. The use of the question mark, the full stop, the design, the tag line – everything was very carefully considered.' (Kerry)

The logo and tagline – and all subsequent outputs such as TV spots – were all pre-tested extensively. In the early days, this was in informal settings (Salorne

The Logo

Getting the logo right was also important for founding a successful brand. PSI/C thought about using a heart symbol, but decided that was too safe, and

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would talk to young people at the YMCA, and Kerry would scout around the media agencies), but increasingly PSI/C are using mechanisms such as focus groups to test young people's responses.

Brand Values & Personality

With the logo and name in place, PSI/C began to develop the brand personality. They hired a young, upcoming band with regional appeal to promote GIGI at the launch event and on TV spots, as Kerry explains:

'At that time a lot of entertainment artists were being paid huge amounts. I chose Kes The Band - they weren't overpaid and overplayed. Kes gave a message of why he's allying to the campaign at no cost (...) With young people it's a fickle market, young people realise that people are being paid, selling out, and this makes them lose credence. (...) Kes was only 22 years - we always positioned it as a pro-youth brand. It has to be young people for young people. He has a pan-Caribbean image - where there are Dutch and English influences, they like his vibe.' (Kerry)

Some artists who were fronting other HIV campaigns at the time were also doing adverts for cigarettes and mobile phones, which could be confusing for the target audience and make them doubt the authenticity and credibility of the campaign - both important values to young people.

PSI/C developed a range of fashionable GIGI branded clothing and accessories - designed to be both desirable and to spread a message. *'Sex nice but de aids ting'* was the line on their first t-shirt. The line comes from a dancehall song by Frisco Kid - a

popular tune in keeping with the GIGI brand personality.

Another key brand value was being non-judgemental and avoiding any form of preaching or moralising. The brand aimed to speak to young people as though it were one of their friends, rather than a teacher, government official or their mother. In the past, HIV prevention messages have focused on 'vice' and 'irresponsible behaviour'. As Kerry puts it, *'Before, they were preaching, PSA [public service announcement] style, 'we are the Ministry of Health and this is what we want you to do'.* PSI/C has taken a different approach, aiming for realistic, authentic messages delivered in the style of a respected peer:

'I was going to talk like a peer - when you are 19 years old you know everything, the only people that resonate with you are your peers, whether that is good or bad. (...) The message is not idealistic - it's realistic - not trying to change the messy reality - [it promotes] simple shared values like respect, empowerment, responsibility, making your own decision rather than moralising.' (Chris)

'In 2010, GIGI's brand personality is open-minded and easy-going. GIGI is also trendy, confident and extremely optimistic about the future of Caribbean youth' (Kerry)

To uphold these brand values over time, PSI/C had to make sure they had the right people representing the GIGI brand in BCC and face-to-face activities. They aimed to recruit peer educators who were not necessarily academically qualified or 'well behaved' - but who were well networked,

influential and credible among their peers:

'We don't want the best straight-A student - we want the limer, the social mixer in the midst of the group - to be our peer educators.' (Salorne)

The GIGI personality is at times *'raunchy and pushing the bar'* (Kerry). This isn't just for the sake of it, and just to be 'youthful'. Rather, there is recognition within PSI/C that *'to really change behaviour in the Caribbean you need to create discussion'* (Kerry), and that pushing the boundaries, whilst risking provoking opposition, can do just this. PSI/C does run their messages and adverts past National AIDS Programmes (NAPs) before broadcast, giving them an opportunity to discuss the material and prepare for any potential controversy.

'[Other HIV campaigns] are still tip toeing around the issue - and this generation doesn't like 'safe', or tip toeing - it's an individualistic society where people want to dare to be different.' (Kerry)

There are certain brand values and associations that are deliberately avoided by PSI/C - in response to what they see as failures in HIV prevention efforts in the past. These include images of wholesome couples hugging and kissing (*'all abstinence looking'* as Chris puts it), cheap and amateurish production, logos and taglines that are difficult to see and unmemorable, fear messages (although several GIGI posters point out risks of STIs and HIV) and any hint of preachiness.

Production Values

'I made a promise that nothing would go out without it being a certain quality, in terms of the image and the direction of the brand.' (Kerry)

From the start, a priority for the PSI/C marketing team has been maintaining high production values. For example, they paid a small amount extra to have the generic label replaced by a branded GIGI label on their t-shirts. This sets them aside from t-shirts produced for other public health campaigns. Young people in the Caribbean are conscientious consumers, and won't wear an item that they feel devalues their image. Several members of the team pointed out that cheap, mass produced health promotion t-shirts are more likely to be used by people to wash their cars than to be worn.

High production values are also applied to mass media communications. Chris describes how their TV spots aim for *'international standards which should resonate anywhere'*. However, this need not be prohibitively expensive. Some of the early GIGI adverts were shot by two local men in their early twenties who had recently studied at film school in Los Angeles. Talented but inexperienced, they were willing to work for PSI/C for affordable rates. This resulted in a win-win situation: it helped the young directors to establish their careers, and enabled PSI/C to produce TV spots that were appealing to a young audience, creative, and professionally produced. With a limited budget (in the first year, c.US\$1 million across eight islands for all activities), PSI/C tried to get the best value for money, for example, by working with digital

rather than celluloid film, resulting in an edgy, urban, grassroots, realistic feel to their TV spots.

Evidence-based Design

PSI/C uses research to determine the focus of their mass media communications. TRaC⁶ surveys with at-risk groups highlight the most statistically significant determinants of behaviour, which helps PSI/C decide which factors their ads should focus on. For example, research has shown that social support and carrying a condom are strong predictors of positive behavior (such as consistent condom use and condom use at last sex). Promoting social support and carrying a condom have since been key elements of PSI/C's ads.

PSI/C's communications have also used gender specific messaging, as issues involved could be quite different for men and women. For instance, the ways in which men and women provide social support vary, and the tone and messaging on posters aimed at men and women were carefully thought out to reflect this.

Getting the Brand Out There

With the brand name and logo clear, and the brand personality and values developing, the ongoing job for PSI/C is getting the brand out there – and promoting brand recognition and the brand's power. While the mass media are the main platform for this, face-to-face communications, public events and viral marketing (e.g. through the social networking site facebook) have also played an important role.

The PSI/C team have been very strategic and selective in terms of

who and what they align their brand with. While some communications strategists with which PSI/C has worked considered placing logos for a national HIV prevention campaign everywhere, with no clear message or call to action, Kerry argued that this would actually damage the brand:

'They wanted to place their brand on KFC packaging, bread bags, old government buses – it's overkill, it's watering things down – we don't recommend an HIV prevention campaign be associated with old buses! Who you sponsor is, where you place your message... all communicates who your brand is... it all has to fit nicely.' (Kerry)

PSI/C also partnered with popular youth brands such as MTV, with whom they produced a mini series on Caribbean youth (*'Not to Me'*). This tackled very gritty themes including sexual violence. The GIGI logo was subtly positioned in scenes (e.g. GIGI posters on the walls in a clinic).

The PSI/C team used promotional items and events to take GIGI into communities, to youth in urban areas, to popular local NGOs who they knew would wear the items, and to high risk groups. Box 2 describes the numerous channels through which the brand is now promoted.

Box 2 The reach of GIGI

- Point of sale signage stickers and materials (GIGI logo on wall/door) to indicate that condoms are available and the retailer is non-judgemental and will respect your privacy
- T-shirts with slogans (large for men and baby tees for women)
- Dog tags, wrist bands, water bottles, key rings, pens,

⁶ Tracking Results Continuously

- knapsacks
- TV and radio spots (Logo and/or tagline pop up at the end of every spot) (for examples, see www.carisma-pancap.org)
 - TV and radio talk shows and promotions
 - BCC materials and community outreach
 - Bumper stickers and posters (including washroom advertising)
 - Events – World AIDS Day, parties, carnival, university campuses (tent, banners, tables) – partnering with Condom Crew (group of young volunteers promoting condom use)
 - Event sponsorship and print media advertising
 - ‘Branded’ educators (who wear the clothing and accessories)

Future Plans

*‘How do we pass the baton?’
 (Kerry)*

Salorne and Kerry were both younger when GIGI was established. Kerry admits to being on the ‘wrong side’ of thirty, and is looking to a new generation to hand the brand over to. With this in mind, PSI/C has developed a new phase of the GIGI marketing strategy which is currently being piloted that will allow the internet to do the communicating. The brand is being extended into new media (twitter, blogging, street presence, facebook, mobile phone text and Bluetooth). There has been massive growth in internet usage in recent years: 54% are online in Jamaica, 17% in Trinidad, and 11% in Haiti – and in the Caribbean there has been a fifteen-fold increase in users online between 2000 and 2009.

‘We want to have other people talk about our message – we plant the seed so that other people talk about it – these are viral, contemporary media techniques.

*We are not fighting the old battle – we’re fighting the new battle.’
 (Chris)*

‘The internet is the future – it’s the ultimate forum to advertise in one’s personal cyber-space, to create discussion, to relay information and to ultimately change behaviour. Mobile communication messaging also has to be embraced in future.... to get people to assess personal risk in their personal space.’ Kerry

PSI/C hope to ‘build a movement’ which will support existing media platforms, build an ongoing dialogue with young people and promote brand loyalty. It will also help them get a measurable return on their investment, as it is much easier to monitor level of engagement with new media.

Box 3 Key aspects of PSI/C’s new marketing strategy

- Search engine advertising
- Selective advertising on popular websites
- Facebook page
- Packages of text messages via mobile phones
- Bluetooth people in clubs
- Mobile marketing (reaching vulnerable groups such as youth on the block with street teams and social events, where they can create online content and boost engagement)

PSI/C are planning to undertake a broader range of SRH activities in future, such as providing vouchers for clinics to remove the cost barrier, and outreach STI testing for CSWs. They hope they will be able to extend the GIGI brand into this wider realm of services, e.g. ‘get tested’, ‘get your contraception’, ‘get treatment’. However, there is also an argument that there is value in keeping the brand narrow - a

question that PSI/C will soon be addressing.

Another future possibility is that eventually the words *Got it? Get it.* will be removed from the logo, when and if the logo becomes well known enough to speak for itself as a universal icon of condom access. Without words, could the logo spread across the world as an icon? While this might sound highly ambitious, it illustrates the optimism that the PSI/C team have for their brand.

Responses to GIGI

One measure of the popularity of GIGI is the fact that partners across the region (including NGOs and NAPs in countries where PSI doesn’t operate) regularly request GIGI materials and merchandise. Some islands have asked the PSI/C team to help them replicate aspects of GIGI, and the team have provided them with strategic advice as well as GIGI products.

‘People in other countries appreciate the brand for its quality, its refreshing nature, the different angle that we took – nothing before this in the region has had the same credibility (...) In any island that considers itself Afro-Caribbean, with reggae and soca influences, our campaign scores huge.’ (Kerry)

The PSI/C team also feels that the GIGI brand has helped them attract the right sort of people to work with them as BCC monitors. The GIGI brand has also supported BCC work in the field:

‘Having a branded campaign lends appeal to and supports people working in your campaign – they have the logo, the kudos. (...) If you are going into a new community, the branded stuff

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lends an immediate degree of recognition and stamp of approval that opens the door. You are associated with something that is big, has credit, has elements that people like.' (Salorne)

The GIGI brand is aimed at young people, so what is their response to it? There is certainly evidence that the brand is popular among young people 'on the scene'. Across the region, the PSI/C team have seen young people – often those with high risk behaviours – wearing GIGI merchandise:

'What you wear to a party says something. On more than one island, I have seen people wearing the dog tags, the wrist bands, to parties. Then we know that we have some degree of popularity. (...) The girls [CSWs] have the GIGI posters in their rooms. Chief gangsters in different communities endorse the brand – they pretty much sign on to promoting it in the community – they like the feel of it. Clients in the brothel are wearing the dog tags. The girls' minder wants more t-shirts.' (Salorne)

In an example observed during the course of this *Best Practice* review, young women from the Dominican Republic – working in a brothel near Port of Spain – clearly loved the t-shirts and dog tags that were distributed after a PSI/C BCC session. Shortly after the event, the bar was full of clients wearing GIGI dog tags, and all of the working women were wearing GIGI t-shirts – customised by being tied up high around their waists. These t-shirts, developed as part of a campaign to promote the female condom, bear the slogan 'Behind every successful woman... is herself' in Spanish – a line

intended to support women's self-efficacy to use condoms.

Owing to financial limitations and the geographical challenges involved, no representative survey of the target audience has been conducted to measure exposure and responses to the brand. PSI/C know that according to surveys they have conducted, exposure to aspects of GIGI is high among certain target audiences. Among CSWs in Dominica in 2007, 95% had seen at least one channel of GIGI, and in 2008 among youth on the block in St Vincent, 85% had been exposed to two or more channels of GIGI and 93% had seen at least one TV ad. Exposure rates were lower in Antigua among Spanish speaking sex workers in 2008: 19% had participated in a GIGI activity and 13% had seen the GIGI sticker in the previous six months.

Challenges

Monitoring and evaluation: Branding may help unite media platforms, create a strong and appealing personality for a campaign, and attract people's attention, but does it ultimately help promote condom use and thus contribute to a reduction in HIV transmission? Evaluating the impact of branding in relation to this question is a huge challenge, and PSI/C relies on a number of proxy measures to gauge the impact of its work.

In the initial years of GIGI, there was no budget for impact evaluation, and few opportunities to glean data from other surveys in the region. However, monitoring and evaluation (M&E) are growing priorities for PSI/C. In 2009, a system was established to monitor sales from GIGI branded outlets, and PSI/C continues to

track behaviours and exposure to GIGI among selected high risk populations. M&E may be easier in future, however. As the GIGI brand is extended into new media platforms, PSI/C will be able to measure the number of clicks on websites, unique visitor numbers, and downloads.

Constant rejuvenation: Every year, a new cohort of young people has sex for the first time, and requires education and protection to avoid HIV infection and other SRH risks. The GIGI brand has to keep delivering and being relevant to these young people, and the brand has to develop as young people's tastes and perceptions change.

Getting the right people for the brand: It hasn't always been easy to find the right people to represent GIGI. PSI/C look for people who are non-judgemental, lively, and committed. To find people who would resonate with youth and high risk populations, the team had to dig a little deeper than the relatively 'safe' people they met through NAPs and larger NGOs. They scouted street corners and nightclubs to find people with real credibility among their social networks to work on the GIGI campaign.

The cost of mass media across this varied and dislocated geographical area has been a major limiting factor. In Trinidad, the cost of TV spots at prime time is prohibitive. Donors' funding structures may also limit the effectiveness of mass media. For instance, they may require that a new TV spot is produced, rather than paying for a perfectly good advert funded by another donor to be aired again.

Majority appeal: Another challenge faced by almost any mass media campaign is that they tend to appeal to the majority and may thus exclude minorities, such as MSM. Even though PSI/C do BCC work with MSM, GIGI is a mainstream youth culture campaign, and in the Caribbean region, that means it is firmly heterosexually oriented. There is thus a risk that it excludes certain audiences.

Geographical and cultural complexity: The region contains many small islands, and although they are fairly close together, travel is time-consuming and expensive. There is social, cultural and economic variation both within and between islands in terms of dialects, ethnicity, and socioeconomic status. PSI/C has focussed on what young people have in common (especially in terms of popular culture), and has adapted GIGI outputs to local contexts where possible. In the case of animated TV spots, voiceovers with different accents were recorded. GIGI wristbands in different islands' national flag colours have also been produced, along with camouflage bands for the military in Suriname. This gives a regional campaign a local touch.

Controversy: On some islands there have been complaints about the racy nature of some of the ads, and in some cases PSI/C had to show TV spots later in the evening than planned. PSI/C has learned that it makes sense to anticipate the backlash that might arise, and plan how to respond in partnership with the NAP. However, in general they have received fewer complaints than they anticipated.

Sustainability: At present, most funding for GIGI comes from international donors, though a few islands have paid for their own GIGI materials. PSI/C advocate for keeping condom category campaigns and HIV prevention on the agenda. However, the long-term future of donor funding for campaigns like GIGI is in doubt, as several donors have recently withdrawn funding for SRH in the Caribbean.

For a brand like GIGI to survive without donor support, public and private investment from the Caribbean region would be required. For this to happen, investors have to be convinced of the value of a *regional* campaign, and recognise that it is more cost effective than each island having their own HIV prevention campaign.

Other challenges faced in the course of promoting GIGI include the fact that high turnover of shop staff makes it difficult to ensure that there are always trained and sensitised retailers in GIGI outlets. Ensuring that GIGI outlets always have condoms in stock requires constant vigilance by PSI/C and their private sector partners. Finally, it has been difficult to achieve the level of private and government sector buy-in – particularly in terms of financial investment – that PSI/C might ultimately wish for.

Lessons Learned

Although this was a regionally created, locally specific campaign, many of the lessons learned by PSI/C can be applied to SM campaigns around the world, particularly those using branded, integrated marketing strategies.

Invest time in getting the brand right. This will take longer than you think, and will involve doing qualitative research, discussing issues with the target audience and stakeholders, and involving a variety of people from a range of relevant disciplines *throughout the branding process* – not just at the outset.

Uphold the value of the brand. This is a constant and ongoing challenge, as a brand is never finished and managing an integrated, branded campaign over numerous platforms is complex and time consuming. While it can take years to build brand recognition, brands can rapidly lose value. If one TV spot falls below standard, or if one branded condom outlet fails to deliver, this threatens the overall brand.

Take a fresh approach and do something new - but do your research and make sure you understand what is needed and how to position it. PSI/C rejected a SM model that was readily available, and took a risk in applying a new SM strategy, but they did so after extensive assessment, consultation and planning.

Build and promote the brand by exploiting *appropriate* opportunities and contacts. Make use of people's sense of social good, and find those win-win situations where you can help boost a talented person's career. But be selective about the avenues that you choose – some may devalue your brand.

Appreciate the power of marketing. Marketing and BCC are an art and a science which require flair, experience, and certain skills

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and qualities. There is no reason why a public health professional would be particularly good at developing a brand – so get the professionals in!

Find partners who care: choose carefully the people who do your artwork, produce your TV spots, speak for your brand, and do your peer education. Find people with a personal interest and passion for the cause.

Keep a close eye on communications partners who produce your art work, products, posters, and TV spots. Manage them tightly on short term deliverables. Don't expect them to have technical knowledge on BCC and HIV – ensure that someone with those skills is on the team.

Identify strong brand ambassadors. It helps if they have big personalities, if they are well connected on the local scene (both the public health scene and social scenes relevant to the target audience), and if they are passionate about communicating brand values. It's also important to have a stringent selection and training process for others who represent the brand.

Ensure a competitive tendering process. In some countries, BCC tenders often go to the same companies each time, who have links to the Ministry of Health or longstanding 'easy' relationships. However, this can stifle creativity, and result in 'safe' campaigns which don't speak to the target audience. Build up a network of suppliers, to keep competition

healthy and allow you to get multiple outputs at once, rather than waiting for one company to deliver them in series.

Don't let the brand stand still or become tedious. Don't over-play the ads. It's better to spend more of your budget on two different ads and swap between them, than to show one ad constantly.

Keep going back to the people on the ground who helped you develop the brand. Don't just consult in the initial stages and then fail to return. Keep the discussion open: show them your new ads, products, and posters. Ask them which direction you should head in.

Be smart about using your budget to get the best value out of mass media. This might mean choosing the most popular youth DJ segment on local radio stations; not playing ads on TV during carnival week as no one watches TV then; or piggy-backing onto other private or government products or campaigns.

Conclusions

PSI/C's *Got it? Get it.* campaign highlights many of the areas in which branding can add value to social marketing efforts. Indeed, PSI/C feel that a sophisticated and professional approach to branding is absolutely essential in the current media environment, and if they are to make an impact on their target audiences.

They see the success of the brand as being the success of many

people on the ground across the region. Although the concept and design may have been led by a small team, its success and dissemination is equally down to their numerous partners across the region, from NAPs and communications companies to volunteers and shop assistants.

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