

AUGUST 2023

PrEP Category Positioning Strategy for Adolescent Girls and Young Women

Process, learnings, and direction for validation



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Key Positioning Inputs

Emerging **themes** from development of a positioning strategy for the PrEP category for AGYW.

01

Self-care

Reframe the PrEP category away from the medical towards **self-care**—not bubble baths or face masks, but rather self-care that provides self-affirmation, where choice is available, and where AGYW are able to put themselves first for once. Community and informed choice are important parts of self-care.

02

Safety

To help build credibility and trust, we can leverage the attribute and association of **safety** of PrEP products and highlight the product truths. Trust in PrEP products is critical to AGYW's uptake and continued use, and feelings of safety are key to willingness to take up and use new products. Young women want to feel secure, and they see PrEP as a way to take their safety into their own hands.

03

Strength & Compassion

Today's young women are **embracing duality**. They are looking for **acknowledgement of their strength** through compassion. They don't want to be confronted with yet another unattainable goal or example; they seek programs, services, and products that believe in them for who they already are and support them.

04

Truth

What's clear is that AGYW **do not want us to shy away from or sugarcoat harsh realities**, but rather to acknowledge them. Life is a balancing act of juggling what you can with what you should, what you want and what you have. So, in order to affect real change, we have to show that we understand this.

In our positioning strategy report, you will find these detailed sections:



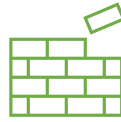
PROJECT OVERVIEW

Explanation of the role of branding and positioning, the *why* behind our work, and our full methodology and approach



LEARNING

Background learnings that laid the groundwork for our positioning, including previous campaigns and learnings from the positioning process



BUILDING

Critical inputs toward building our positioning from previous pre-exposure prophylaxis (PrEP) and adolescent girls and young women (AGYW) research and key stakeholders



ITERATING

Where we landed with our positioning direction, our process for validating the direction, and our next steps



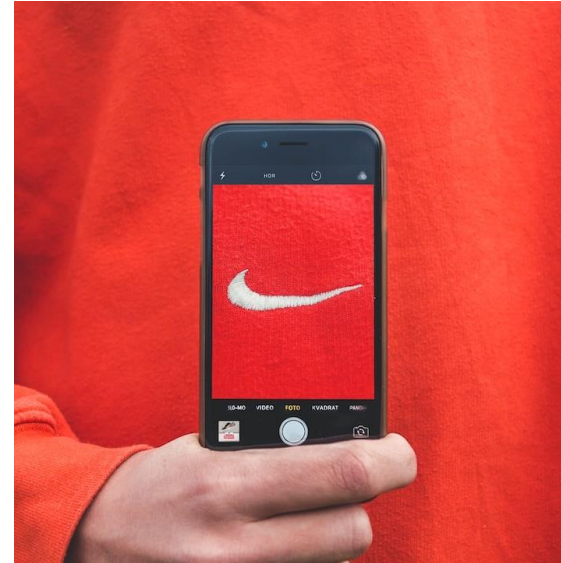
APPENDIX

Tools developed during the process to apply the positioning and demand-generation best practices

Project Overview

Let's start from the top: What is branding?

Branding is not a logo. It is more than a color palette, merchandise, or website—which are brand assets that are symbols and associations of a brand. Brand is an experience, an emotional connection. It creates an affinity. **Brand is not what you say about yourself; it is what others say about you.** It is about building trust, credibility, reputation, and perception.



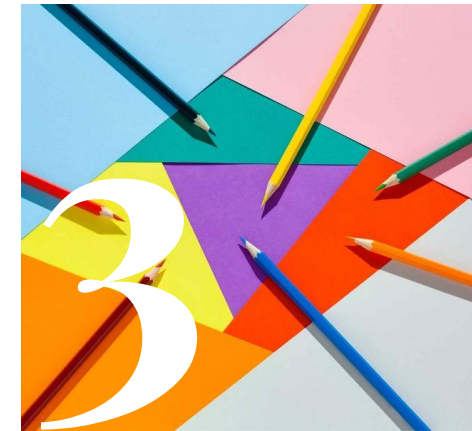
This work is about positioning, which is how you begin to build a brand. Three things to know about *branding*:



Branding can be a tool for public health impact—not just for the corporate world. It can be many things: products, services, health behaviors, or a category of products.



Brands can help demand-generation programs better connect with intended audiences.



Branding starts with strategy (positioning, communication strategy), which then leads to the creative stuff (e.g., logo, tagline, campaign).

(1) Branding can be a tool for public health impact.

Branding doesn't just make sense for the corporate, for-profit world—it is also for public health. Brands can be for products, services, health behaviors, and categories.

For example:

- **A person:** Nelson Mandela so clearly and consistently stood for freedom that the Harvard Business Review published a brand strategy article advising readers to “create a Nelson Mandela brand.”
- **A behavior change campaign:** Truth Initiative's anti-tobacco campaign
- **An entertainment platform:** MTV Shuga
- **A social movement:** South African social mobilization effort “Brothers for Life”
- **A product:** Durex condoms

“

Health branding applies marketing principles to promote and produce behavior change as a public good by specifying how brand associations and beliefs can in turn influence behavior.

[Health branding] is a tool—
an intervention strategy—
that is increasingly being
used in health
communication and social
marketing programs.

”

(2) Brands can help demand-generation programs better connect with intended audiences.

Strong positioning can help create brands—and, ultimately, demand-generation programs—that are distinctive and resonant.

Without a brand, the audience will NOT:

- Notice the message
- Internalize the message
- Remember the message
- Act on the message

Brands can make demand-generation efforts:

- Distinctive
- Consistent
- Easy to understand
- Resonant

(3) Successful branding starts with strategy, which leads to the creative “stuff.”



/ Positioning strategy

The place our brand occupies in the mind of the audience in comparison to the alternatives. Positioning how you affect the heart and mind of the customer.*

/ Communication strategy

This includes **communication objectives and audience** and must be consistent with the overall positioning.

/ Campaign execution

Positioning and communication strategy come to life through:

- (1) **Creative** (logo, tagline, campaign materials)
- (2) **Communication channels** (social media, community outreach)
- (3) **Behavior of the people who represent the brand** (peer advocates, health providers)



Successful branding is all about strategy.

What is positioning?

Positioning is a marketing strategy that determines the tone, look, and feel of marketing and communications materials. It provides a roadmap to what we say and how we say it as internal stakeholders.

Positioning also enables marketing and communications to create an affinity with the target audience. It is our first step and the **North Star** for all subsequent marketing efforts.



What is a positioning strategy?

Positioning is **internal and not consumer-facing**. It is not a **campaign or a slogan**—it is the science behind the creative elements that consumers ultimately encounter.



Why undertake a positioning strategy?

A positioning strategy acts as a **North Star** for teams as they plan the introduction of new products. Positioning provides guidance regarding **how to tell the story** externally.



Who will use the positioning strategy?

The positioning strategy is intended for **use by implementers** to guide their development of **national communications strategies**, **demand-generation campaigns**, or other marketing materials.



Positioning is a critical step in evidence-based, user-focused, branded marketing and communications.

Positioning is...

- The place we want to own in clients/consumers' minds and the benefit we want linked to our brand
- Guidance for a consistent tone, look, and feel
- Internal-facing and aspirational
- Future-facing (3-5 years), but also reflective of today's client/consumer and competitive landscape
- An input into the creative brief

Positioning is not...

- A tagline
- Client/consumer-facing
- A campaign idea
- Final messaging/copy

The positioning direction homes in on the *key brand benefit* to the consumer and why your products are the only options worth considering.

Positioning statements should be **brief, believable, and brilliant**—you are equipping your consumer with the essentials to capture their attention.

*The **key brand benefit (KBB)** is the emotionally engaging focus of the positioning or the brand idea, inspired by inputs on culture, consumer, category, and product.*

Once you have captured their interest, you have space in your **messaging and marketing** to explain your brand benefits and the reason to believe.



Our *opportunity*: Why are we creating a positioning strategy for the PrEP category for AGYW?

1



Demand for oral PrEP has been an issue, especially among AGYW.

Simply put, people are not coming in the clinic door for oral PrEP in the numbers we had hoped. As new products become available, we have an opportunity to do something differently this time to generate demand for new and existing PrEP products.

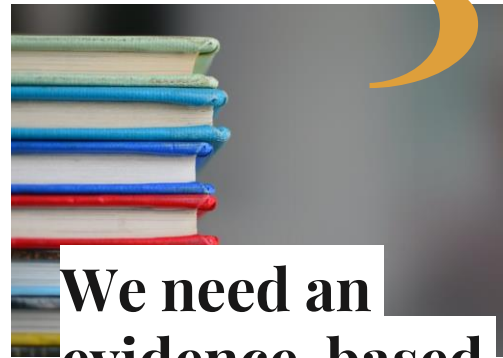
2



Lessons from previous oral PrEP marketing are not always applied.

There has frequently been a lack of appropriate buy-in to the positioning and thus lack of translation of that positioning into campaigns, or issues with interpretation of the positioning during hand-off to a creative agency who's not socialized in the positioning before hand-off.

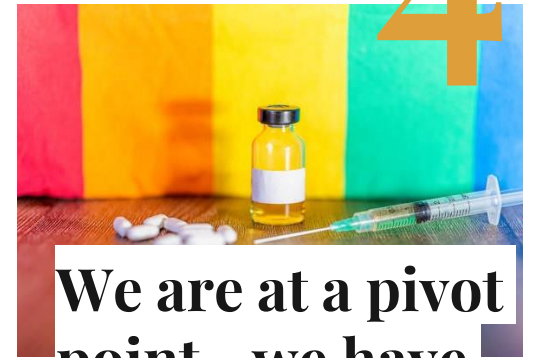
3



We need an evidence-based starting point this time to get it right when products enter the market.

We know previous oral PrEP campaigns often did not have positioning as guidance to rely on as they were developed. Now we have that time *just* before products are introduced to ensure we have strong guidance for our demand generation efforts.

4



We are at a pivot point—we have new products and choice of methods for the first time.

We have an opportunity to start the process of ensuring we understand how to effectively communicate the PrEP product portfolio to users with choice in mind.

Based on this opportunity, MOSAIC is developing a PrEP category positioning strategy for AGYW as a guiding tool.

GOAL

To the extent possible, **align stakeholders** around a common AGYW positioning strategy for the PrEP category to be refined, tested and iterated as MOSAIC progresses.

This will enable us to provide learnings to national governments and other PrEP implementers as they develop or refresh campaigns and national communication strategies when new PrEP products are introduced.

What do we mean by PrEP category?

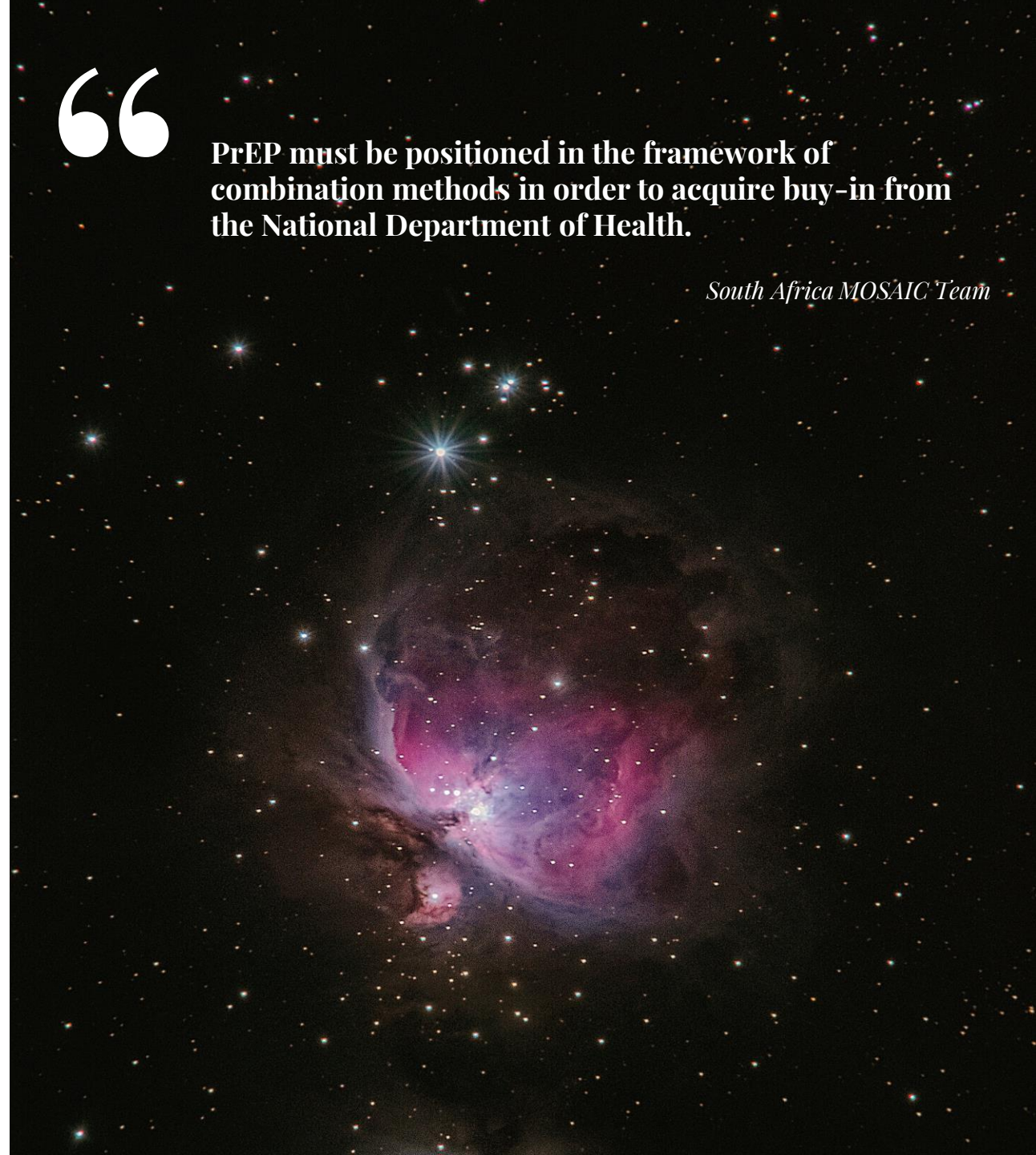
Our positioning draws from all available research and insights on HIV prevention— including near-to market, nearly at market, or already available products - so oral PrEP, PrEP ring, and CAB PrEP. It considers available research and insights on products still in the pipeline as well, such as the dual-prevention pill (DPP), to ensure when these products do come to market our strategy is applicable.

It is important to situate PrEP in the context of broader combination prevention and sexual reproductive health/family planning rather than focusing on promoting a single product.

“

PrEP must be positioned in the framework of combination methods in order to acquire buy-in from the National Department of Health.

South Africa MOSAIC Team



Why are we focused on adolescent girls & young women?

Positioning requires focus and a commitment to a specific target audience. Our brand and marketing strategy won't work if we are trying to be all things to all people. The most successful communication is targeted to specific audiences. The value of PrEP will be different to different audiences.

That said, we know the importance of making PrEP famous for everyone. We've learned lessons about stigma when PrEP is only marketed to one group of people. We are not suggesting PrEP *only* be marketed to AGYW—we are rather suggesting tailored strategies to better reach the hearts and minds of our intended audience with our communication.

We are sharing our full process in the hopes that it can be replicated by those undertaking positioning work for other populations, and welcome collaboration and sharing beyond what you'll find in this document.



We will soon have a PrEP category. Where does positioning fit in the PrEP category introduction journey?



OUR POSITIONING WILL ANSWER THE QUESTION:

What do we want young women's hearts to feel, and minds to think, about PrEP?



Methodology

PHASE 1 LEARN

INPUTS

- **Landscaping:** Mapping of campaigns
- **Country team consultations:** Learnings from positioning and campaigns
- **Stakeholder engagement:** Outreach to key stakeholders to begin bringing them into the process
- **Development of process:** Using learnings to inform positioning process

OUTPUTS

Key learnings on positioning process

PHASE 2 BUILD

INPUTS

- **Foundational insights:** Identify AGYW and PrEP insights from previous projects
- **Insights & inspiration:** Youth advisor session to refine audience insights
- **Developing positioning:** Country team and youth advisor session to develop direction and themes
- **Input & alignment:** Ministry of Health session, including country teams and youth advisors, to refine & narrow direction
- **Crafting of early direction:** Inputs from all workshops to inform creation of early direction

OUTPUTS

Early positioning feedback & direction
Best practices for application

PHASE 3 ITERATE

INPUTS

- **Onboard 2Stories:** Bring in Africa-based brand and creative agency
- **Trend, media, and campaign analysis:** Conduct additional analysis
- **Youth advisor sessions:** Two workshops to push on resonance and relevance
- **Country team session:** Feedback on direction for validation
- **Advocate session:** Feedback on direction for validation
- **Ministry of Health session:** "Full circle" to show how input was incorporated

OUTPUTS

Input to direction
Direction for validation

PHASE 4 VALIDATE

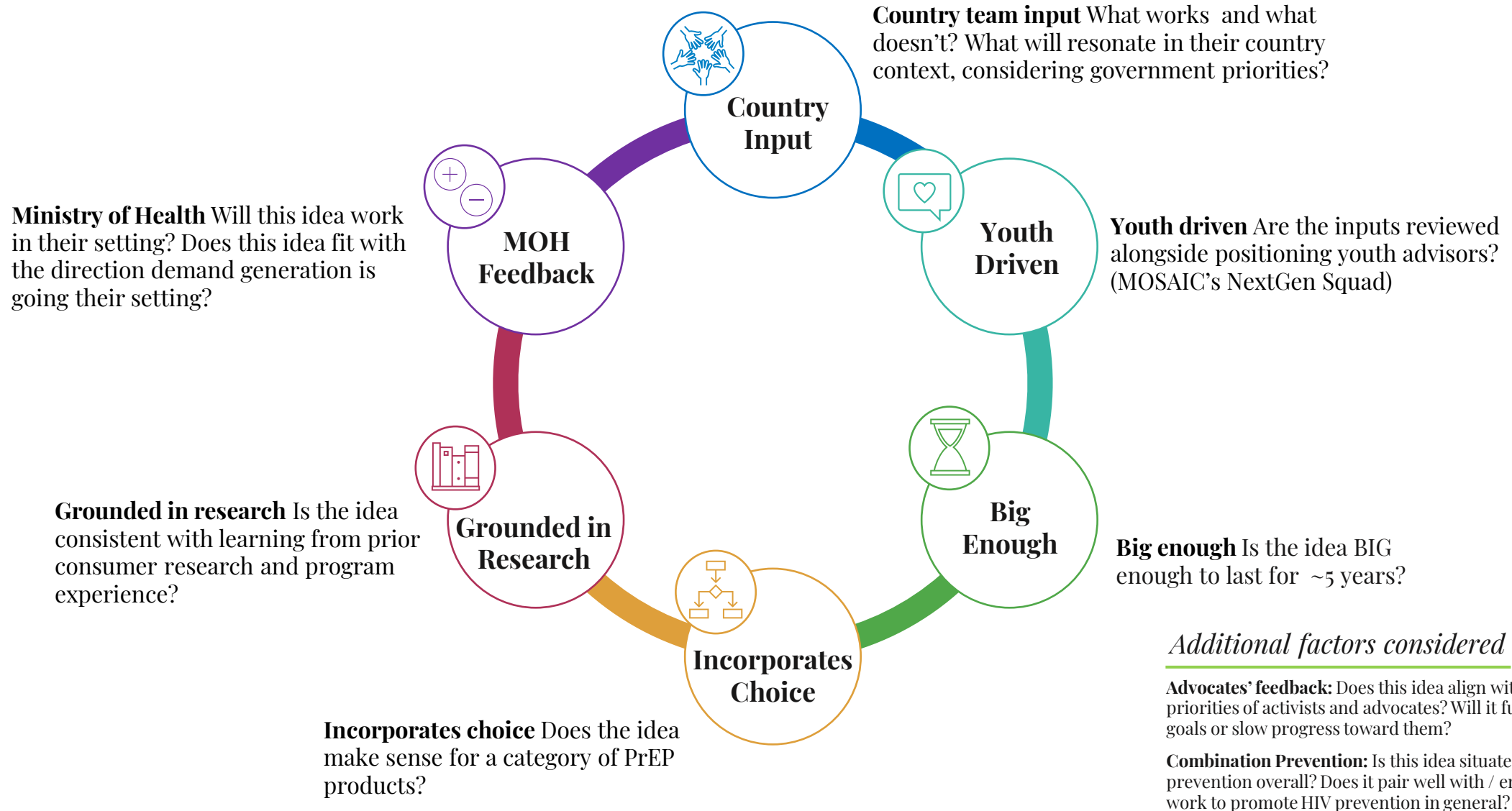
INPUTS

- **Creative sessions:** Creative consumer-facing interpretations of direction
- **Validation sessions:** Discussion groups with AGYW to optimize the direction
- **Final direction readouts:** Sharing of final direction with key stakeholders

OUTPUTS

Insights report
Positioning strategy brief

Key factors to identify positioning direction



Phase 1 Learn

We immersed ourselves in what has been done—and what is known—about previous oral PrEP demand creation, analyzing what exists and gathering information. Previous PrEP campaigns and knowledge from MOSAIC country partners about what has been done formed the basis for our process.



LANDSCAPING

Materials mapping helped us to understand the context of demand creation and opportunities for applying best practices. Our process included:

- Developed selection criteria for campaigns
- Analyzed campaign materials against initial better practice criteria
- Distilled findings into a summary



COUNTRY TEAM CONSULTATIONS

Country team interviews helped us understand the operational environment and what is needed to be successful in constructing and implementing a new positioning strategy.

Consultations were conducted among CATALYST* country teams because the PrEP positioning will be applied first in these five countries where choice will be available soonest.



STAKEHOLDER ENGAGEMENT

We conducted outreach to key stakeholders (donors, other partners) to begin bringing them into the process.

Stakeholders provided input on key challenges they've seen in the demand creation space, needs they have, and how the positioning could inform their work.



DEVELOPMENT OF PROCESS

Based on the landscaping, country team consultations, and stakeholder conversations, a collaborative and consultative process for developing an early PrEP category positioning across multiple countries was created.

The process incorporated key learnings towards ensuring alignment and buy-in to a positioning direction.

*CATALYST is the MOSAIC product introduction study, taking place in Lesotho, Kenya, South Africa, Uganda, and Zimbabwe .

LANDSCAPING

Materials' Mapping Process

Step 1: Developed selection criteria for campaigns

- ✓ **Geography:** Represented the five CATALYST countries (Kenya, Lesotho, South Africa, Uganda, or Zimbabwe)
- ✓ **Relevance:** Identified as the most relevant by MOSAIC country teams
- ✓ **Availability:** Campaign information publicly available (i.e., from PrEPWatch and other sources)
- ✓ **Audience and Focus:** Campaigns target AGYW and promote oral PrEP *

**Many campaigns were broader than these parameters)*

Step 2: Analyzed campaign materials against initial better practice criteria

Audience Focus:

- ✓ Focused on a specific audience that the implementor can reach (e.g., has sufficient human and/or financial resources)
- ✓ Behavior change objective is audience-specific

Informed by insight that:

- ✓ Has tension
- ✓ Is true, but not obvious
- ✓ Strikes an emotional chord in the intended audience
- ✓ Inspires the audience to think or feel differently

Benefit: Is focused on a specific benefit that is clear, believable, and resonates with the audience

Reason to Believe: Used to help the audience believe the benefit; should be realistic

Step 3: Distilled findings into a summary

- Some variation in focus on AGYW for PrEP, most are broad
- Most campaigns addressed one of three overarching themes related to PrEP:
 - PrEP empowers you to take control of your health
 - PrEP enables you to be a part of something that matters
 - PrEP helps you protect yourself from HIV



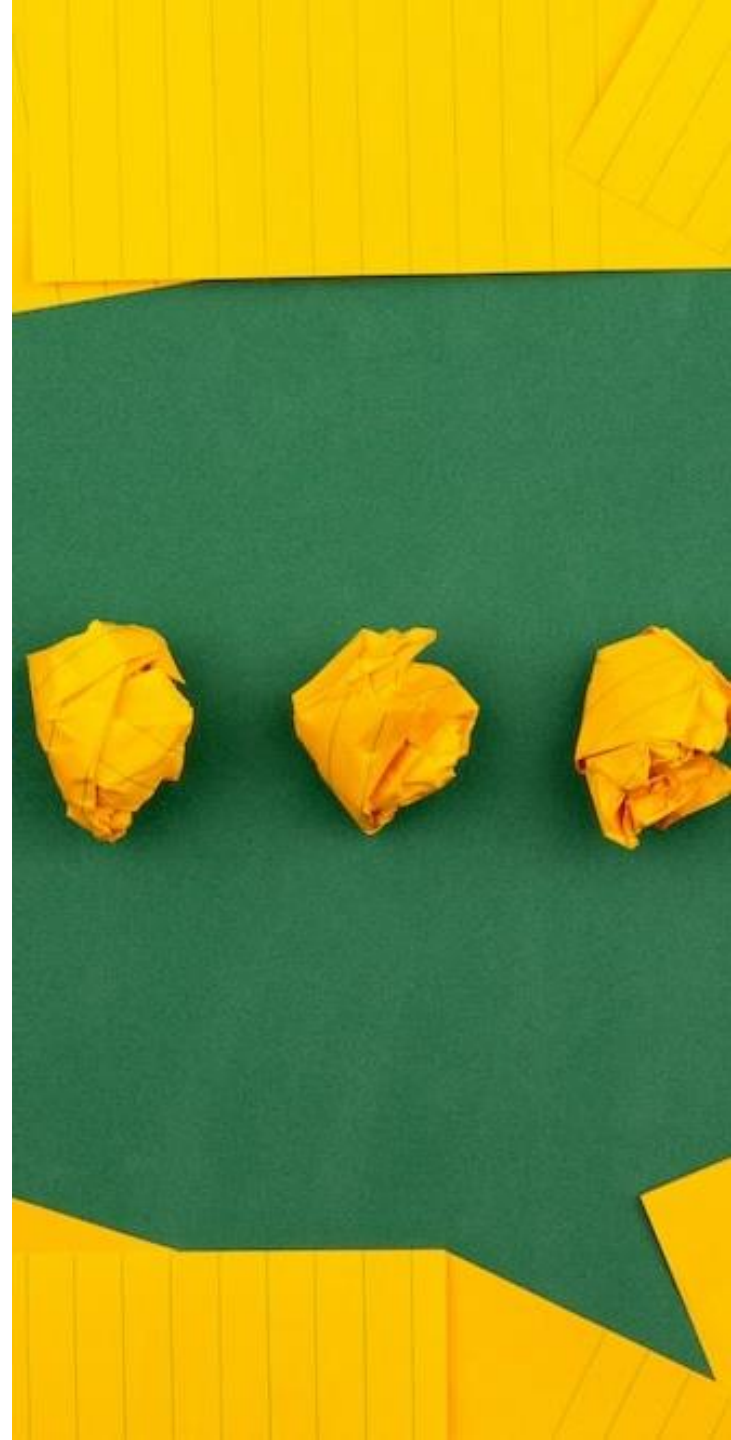
COUNTRY TEAM CONSULTATIONS

Demand Generation Discussions

We conducted group discussions with demand generation leads and other relevant MOSAIC team members working on PrEP.

We asked the following questions:

- What PrEP demand creation and social behavior change communication activities are ongoing in your country at a national, sub-national level *or* in or around planned CATALYST study sites that target AGYW or their influencers? Are there existing campaigns/other materials that are in use that we should consider for adapting? How can we access these?
- Who are the partners in your country that are currently implementing these activities? Who might we contact to get copies of strategies, positioning documents, and/or campaign executions, etc. that already exist?
- When you think of the work that has been done in your country to increase demand for PrEP, what are some of the key learnings or insights discovered that you believe are important to this work?
- Does any interim monitoring or evaluation data exist for any of these efforts? Is the literature available? If so, from whom?
- Does your country have a national communication strategy for HIV prevention that includes PrEP? If so, how can we obtain a copy?
- What are your perceptions of existing positioning/communication strategies for PrEP? When we consider these for adaptation, what is important for us to know about these strategies?
- What are the requirements in your country for materials' approval? Who approves/signs off on any materials prior to production? What is involved in this process, and how long does it typically take?
- How should we engage MOH and other partners in the planning discussions and throughout the process?



DEVELOPMENT OF PROCESS

Consultative Early Positioning Process

Four key steps made up our positioning process, which included involvement from key stakeholders along each step of the way.

STEP 1: IDENTIFY AUDIENCE INSIGHTS

- Review previous project learnings to identify foundational insights about AGYW and PrEP
- Refine insights in partnership with youth advisors
- Understand perceptions of PrEP among youth advisors
- Identify “ah-has” from youth advisor feedback
- Complement audience understanding with broader context

STEP 2: WRITE CONCEPTS

- Mine insights for common themes
- Rewrite insights based on themes
- Write directions to bring themes to life

STEP 3: REFINE AND NARROW CONCEPTS

- Solicit feedback on positioning directions
- Select leading one or two directions

STEP 4: CRAFTING EARLY POSITIONING DIRECTION

- Synthesize learning and pressure-test leading concepts
- Assess feasibility of combining leading concepts
- Use a benefit ladder to improve our approach
- Write positioning direction using the six elements of positioning



Phase 2 **Build**

The consultative process for developing an early PrEP category positioning strategy included virtual workshops and regular feedback and input from youth advisors.



FOUNDATIONAL INSIGHTS

Identification of insights from existing research on AGYW and HIV prevention.



INSIGHTS & INSPIRATION

Workshop 1: Review, refine, and prioritize insights based on previous research & campaigns alongside youth advisors.



DEVELOPING POSITIONING

Workshop 2: Refine and critique potential positioning statements based on input from youth advisors and country teams.



INPUT & ALIGNMENT

Workshop 3: Further refine positioning strategy with communication/demand generation Ministry of Health representatives, country team members, and youth advisors.



CRAFTING OF EARLY DIRECTION

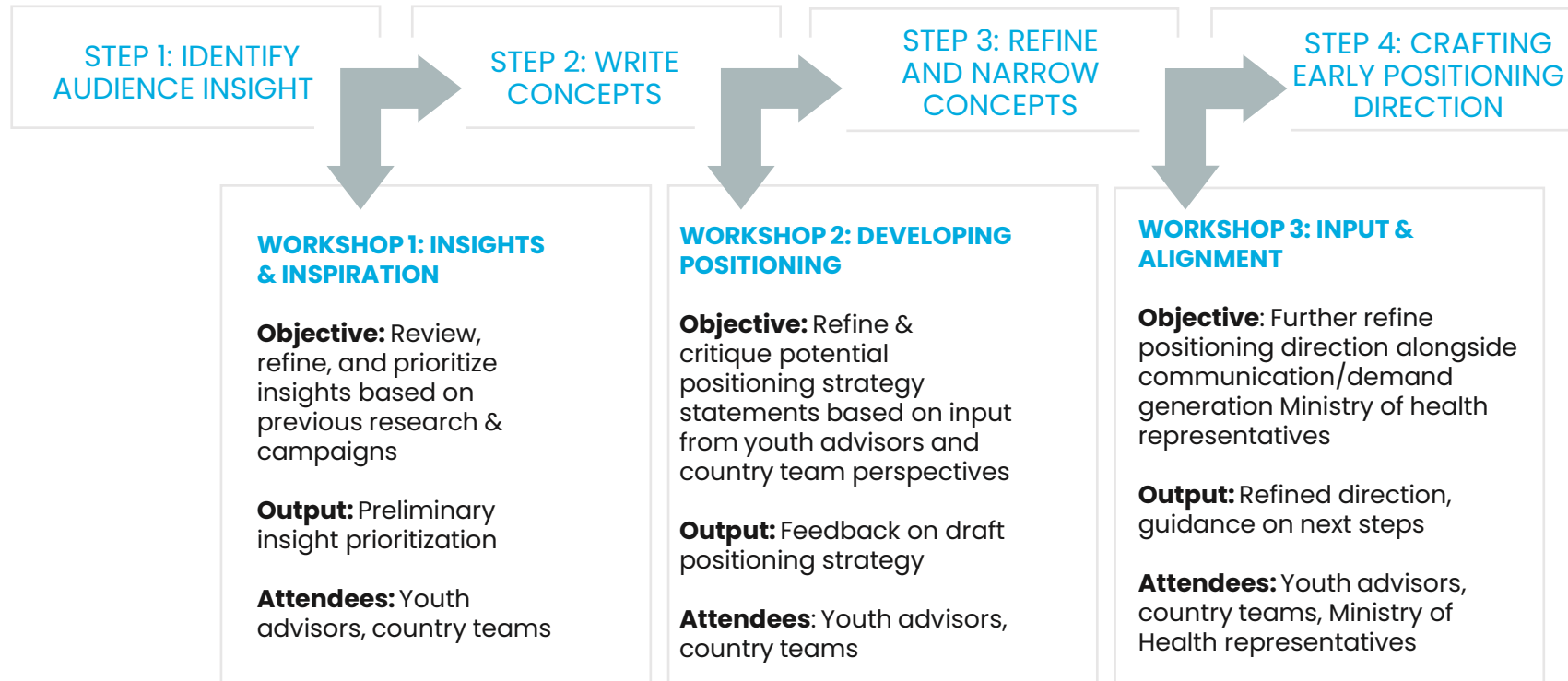
Use inputs from all workshops to inform creation of an early PrEP category positioning direction, to be further iterated in Year 2 of MOSAIC.

Development of early guidance to inform IEC materials in CATALYST (see appendix of this report for guidance).

POSITIONING WORKSHOPS

Workshop Structure

We held three, 2-hour virtual workshops aligned with the steps in our process and had regular consultations with our youth advisors prior to each workshop to prepare content.



POSITIONING WORKSHOPS

We engaged youth advisors for their expertise on the target audience

MOSAIC's team of paid youth advisors under the age of 30, known as the **NextGen Squad**, represent Eswatini, Kenya, Lesotho, Namibia, Nigeria, South Africa, Uganda, Zambia, and Zimbabwe.

They provided guidance and advised us on young people's needs, preferences, and lived experiences.

We met with the NextGen Squad over the course of several workshops throughout the positioning process to ensure relevance and resonance with today's young people.

The NextGen Squad continues to be involved as the positioning is iterated and validated.



CRAFTING OF EARLY DIRECTION

We leveraged private sector marketing tools

Concept Framework (an input to positioning)

Element	Description	Success Criteria
AUDIENCE INSIGHT	Inspires the audience to think or feel differently.	<ul style="list-style-type: none"> Has tension Is true but not obvious Evokes an emotional response, Inspires the audience to think or feel differently
BENEFIT	Represents why the audience should care. It helps resolve the problem or tension set up in the insight.	<ul style="list-style-type: none"> Specific Clear Resonates with the audience
REASON TO BELIEVE	A reason to believe is only used if the audience needs more information to understand the benefit. It should be a feature, attribute, or fact that makes the benefit believable.	<ul style="list-style-type: none"> Simple and believable

POSITIONING FRAMEWORK

AUDIENCE	A concise description of the audience, including the unifying characteristics that describe them
FRAME OF REFERENCE	Alternatives your audience would be using if your product/service didn't exist
PROMISE	The functional benefit your audience gets when they engage with your offering
REASONS TO BELIEVE	Features and attributes that make the promise possible
END REWARD (EMOTIONAL BENEFIT)	How the audience's life is ultimately better because of the promise—may not be overtly stated by the audience but is rather a subtle yet profound need
BRAND PERSONA	The way your brand would manifest if it were a person; different from the audience persona(s)

Phase 3 Iterate

We sought and implemented feedback from a variety of stakeholders to ensure buy-in across the prevention landscape.



ONBOARD 2STORIES

We brought in an Africa-based brand and creative agency to hone our positioning and ensure relevance.



TREND, MEDIA, & CAMPAIGN ANALYSIS

We analyzed cultural trends in an effort to understand how our positioning could respond to shifts in society and in the way our audience interacts with the world.



YOUTH ADVISOR SESSIONS

We held two workshops with our NextGen Squad to push on relevance and resonance.



COUNTRY TEAM SESSION

We took our ideas to the rest of the MOSAIC demand generation team, based in East- and Southern Africa, to get their feedback before validation.



ADVOCATES' SESSION

We presented our positioning to advocates from across the region to make certain that our plans aligned with greater advocacy goals.



MINISTRY OF HEALTH 'FULL CIRCLE' SESSION

We brought together representatives and walked through how their suggestions from year 1 were applied.

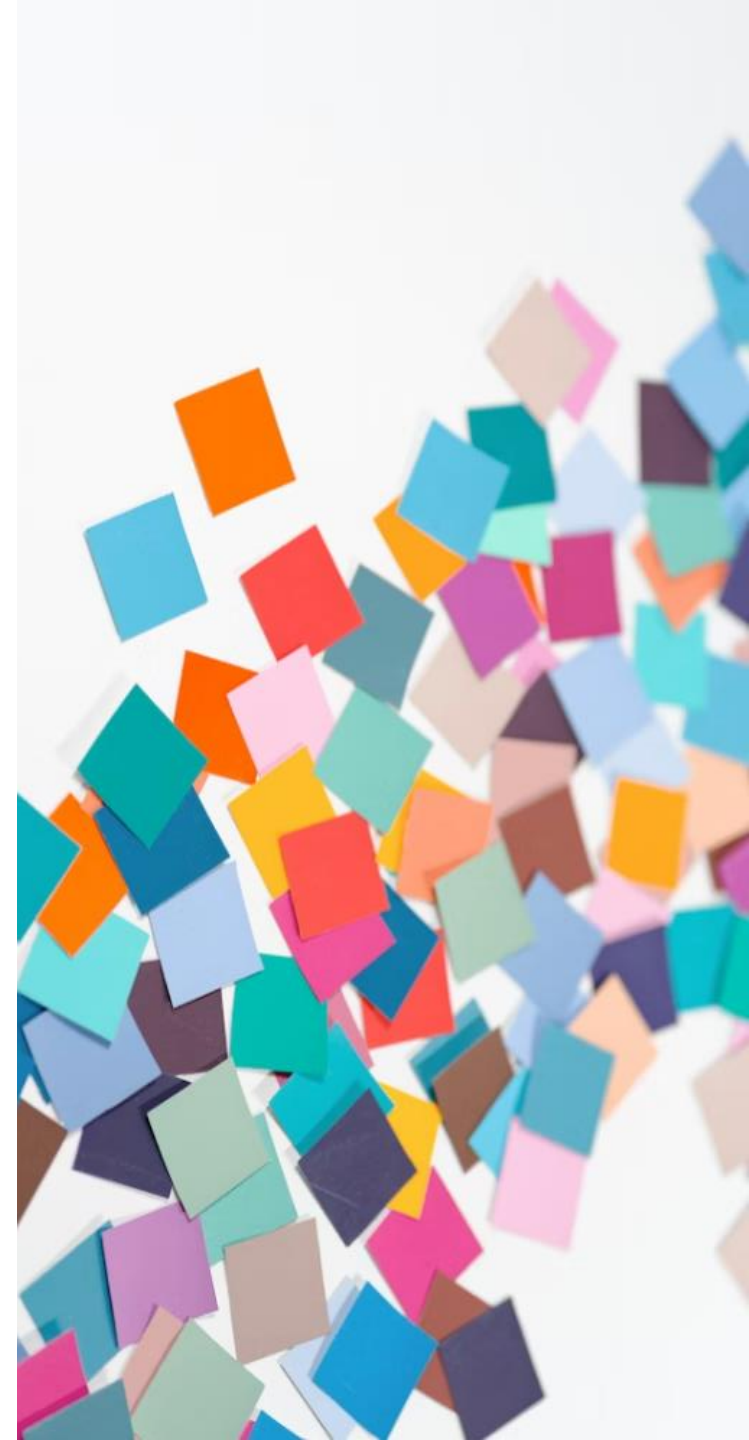
ONBOARD 2STORIES

To build our final positioning, we sought to bring in a local agency *early*.

Often creative agencies are **not socialized** in positioning prior to seeing a creative brief and there is misinterpretation in how it is applied in campaigns, messages and materials. There is a need for a **thought partner that is innovative, creative, and locally-based** to continue iteration of the early positioning strategy to ensure relevance and resonance across settings.

We brought in **2Stories**, a brand and creative agency that utilizes a content-led marketing approach. Their approach includes the following services:

- Research and insights
- Strategy development
- Creative development
- Content amplification
- Measurement and reporting



ITERATION FRAMEWORK

Our process to develop inputs: The Funnel Approach

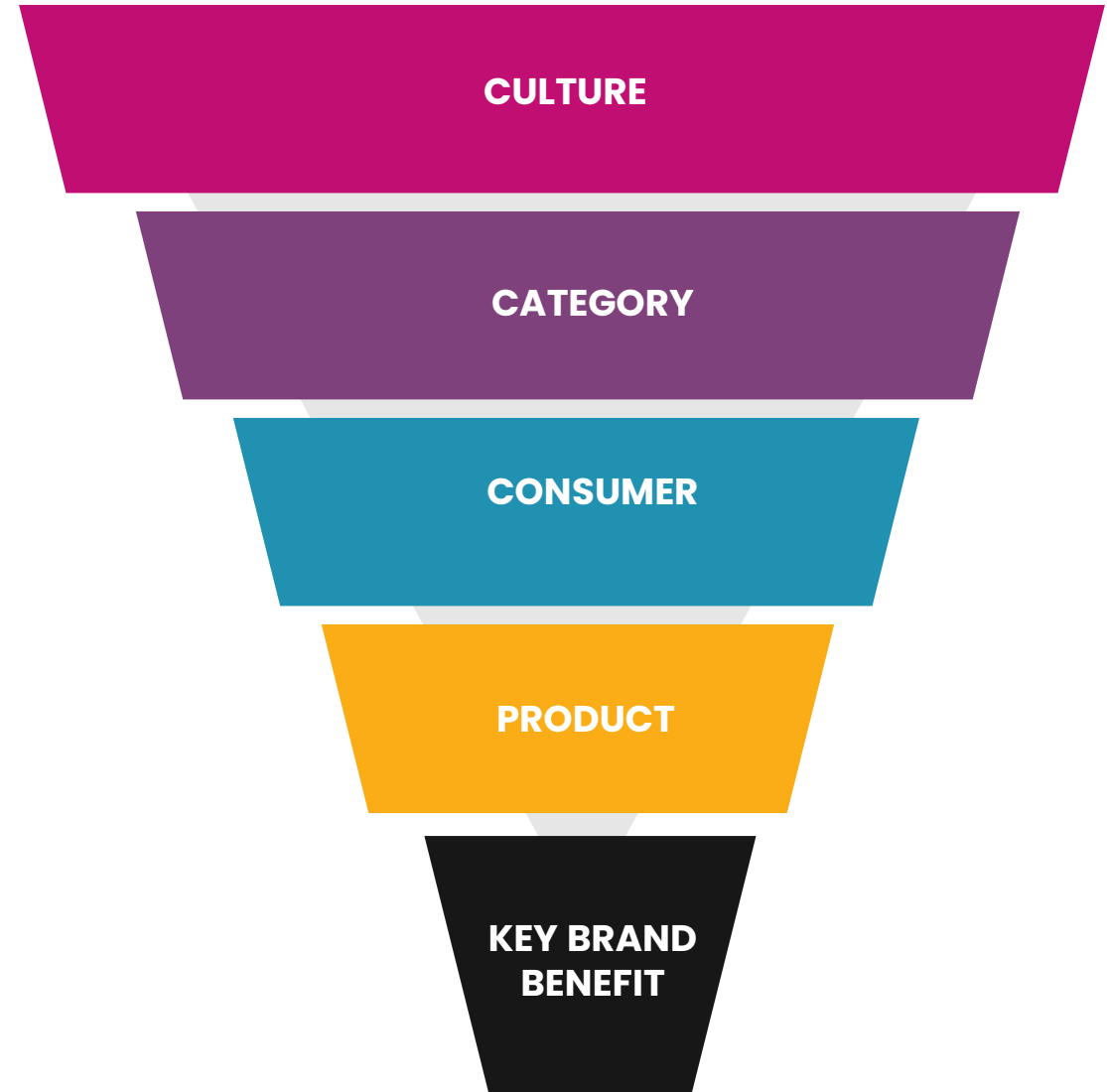
Our framework is about gathering as much relevant information as possible, working through it, and then distilling it down to that which is most important to know and use.

This is essentially an adaptation of the 4 C's (a marketing 101);

- Culture
- Category
- Consumer
- Client (product)

"The ability to simplify means to eliminate the unnecessary so that the necessary may spark."

- Hans Hofmann

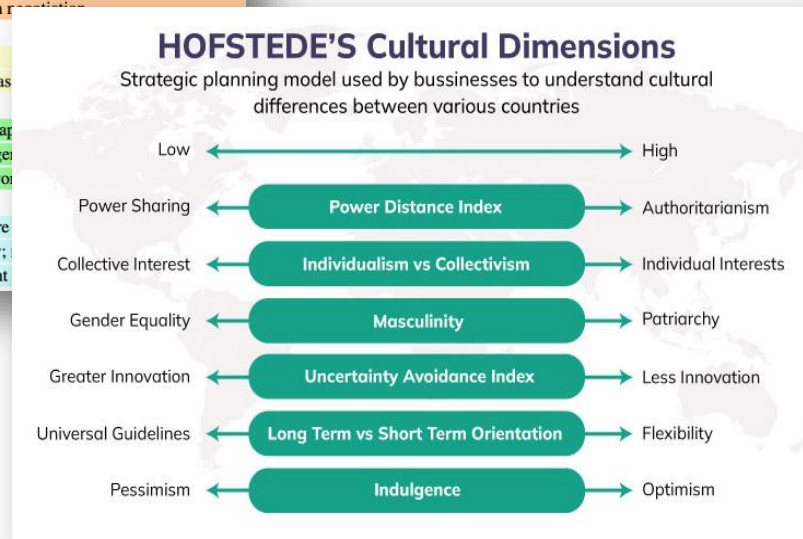


TREND, MEDIA, AND CAMPAIGN ANALYSIS

We analyzed trends and explored various media to understand cultural shifts.

We reviewed multiple data sources, and read and gathered evidence, news sources, and web materials.

Traits of Masculinity / Femininity	High Masculine	Low Masculine (Feminine)
social norms	ego oriented money and things are important live in order to work	relationship oriented quality of life and people are important work in order to live
politics and economics	economic growth high priority conflict solved through force	environment protection high priority conflict solved through r...
religion	most important in life only men can be priests	less important in life both men and women as
work	larger gender wage gap fewer women in management preference for higher pay	smaller gender wage gap more women in manage preference for fewer wo
family and school	traditional family structure girls cry, boys don't; boys fight, girls don't failing is a disaster	flexible family structure both boys and girls cry; failing a minor accident



STAKEHOLDER ENGAGEMENT SESSIONS

Feedback and reactions

We held sessions with key stakeholder groups to acquire buy-in for the final positioning direction.

YOUTH ADVISOR SESSIONS

We challenged our assumptions and pushed for a strong positioning direction alongside the NextGen Squad.

Their input brought nuance to our work and helped us understand the complexities and possibilities of their lives.

We further probed the squad on their thoughts about our direction and dug into cultural trends and key themes that arose in Year 1, such as Afro-optimism, self-care, and influencers.

MOSAIC COUNTRY TEAM SESSION

We presented a final direction to MOSAIC's country demand generation leads in seven countries to get their reactions.

We confirmed with our colleagues that the direction is relevant and could be adapted and applied in their specific settings.

We generated excitement for the way forward and sought advice on how best to communicate the direction to ministry of health officials.

ADVOCATES' SESSION

We held a positioning orientation for advocates and activists.

During this session, we reviewed the strategy inputs and current direction for validation, aiming to obtain feedback to ensure alignment and buy-in to the direction.

We achieved this objective with overwhelmingly positive feedback on the direction itself and fielded several questions about the role of marketing in new product introduction.

MINISTRY OF HEALTH SESSIONS

We brought our positioning back to Ministry of Health officials.

During the session, we showcased how their feedback directly impacted where we landed and get their buy-in to move it forward. We reviewed their critical inputs, revealed how they informed the current direction for validation, and received additional comment and feedback towards our final direction aiming to ensure buy-in and alignment.



Phase 4 **Validate**

We are taking the positioning direction into discussion groups with adolescent girls and young women to validate and optimize the direction along key metrics towards developing a final strategy brief.



CREATIVE SESSIONS

Creation of creative, consumer-facing interpretations of the positioning direction to bring into validation alongside country teams. Interpretations are called “stimuli” and are intended to solicit reactions to the positioning direction from the audience in order to optimize the direction and complete the final strategy so it is relevant and resonant to AGYW.



VALIDATION DISCUSSION GROUPS

Discussion groups with AGYW to optimize the direction so that it is relevant and resonant. 2-3 creative interpretations or “territories” of the positioning direction will be presented to AGYW and assessed on key metrics. Groups are currently planned in Kenya and South Africa, with potential for validation groups in additional countries.



FINAL DIRECTION READOUTS

Presentation of the final direction and strategy brief to key stakeholders, including explanation of next steps in applying the positioning strategy to update, refresh, and develop campaigns and inform national strategies.

FINAL DIRECTION READOUTS

Refining and Finalizing our Positioning

After validation, it will be time to apply what we learned from the focus groups. Then, we'll socialize MOSAIC country partners and other key stakeholders to the final positioning direction.

ACTIVATION SESSION WITH MOSAIC COUNTRY PARTNER TEAMS TO SOCIALIZE FINAL DIRECTION

During this session we will review and distill the key insights, discuss how the learnings informed refinement of the positioning direction, and discuss how the direction can be applied in other settings.

MEETINGS WITH KEY STAKEHOLDERS TO PRESENT VALIDATION INSIGHTS & FINAL DIRECTION

We will bring back the positioning direction to key stakeholders to present where we landed, and how and why we arrived there with the aim of securing support and buy-in.

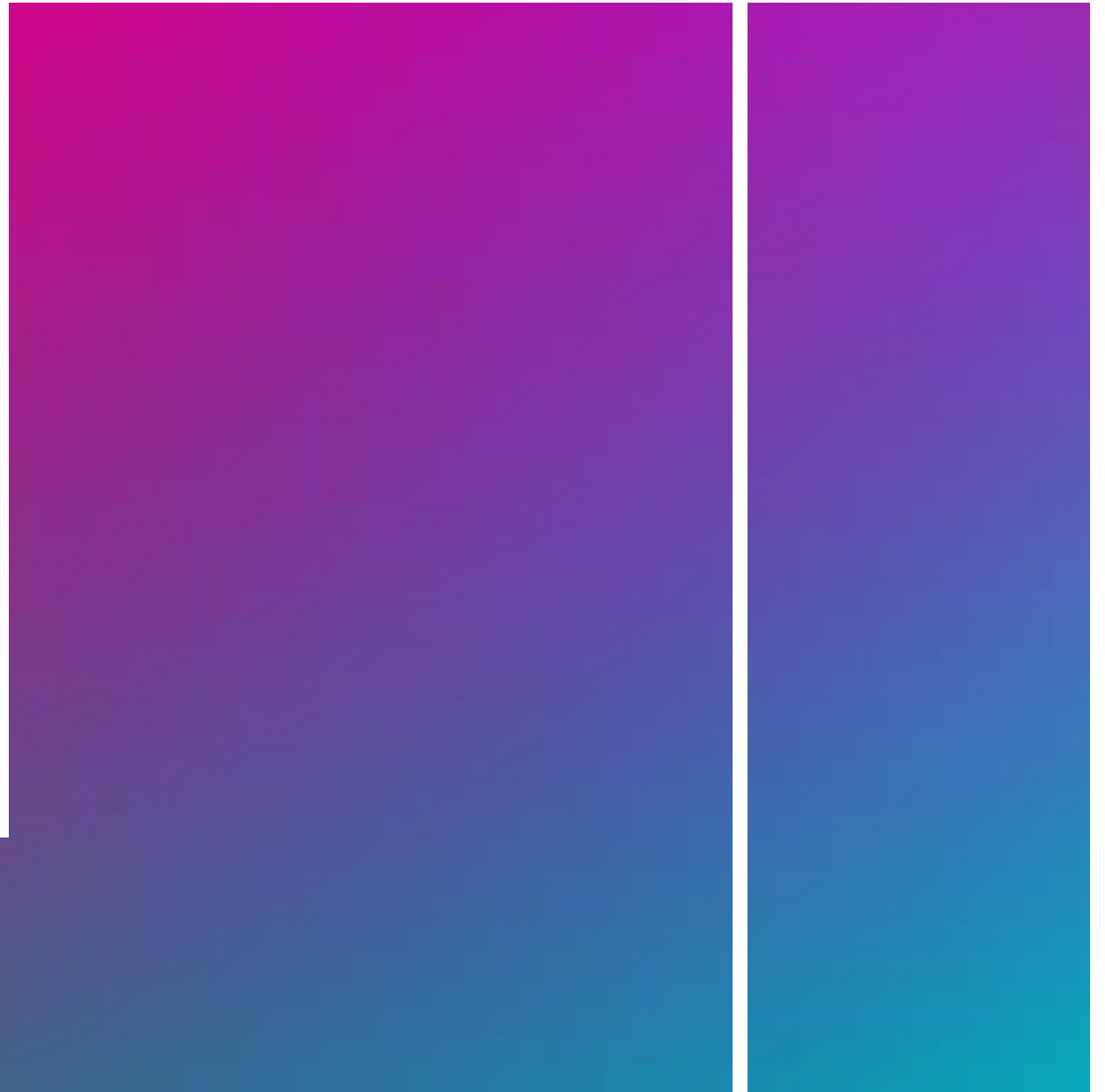
At the end of the market research process and prior to creative execution, we will pause to develop a robust **communications plan** with 2Stories and local creative agencies.



Learn

What you will find in this section

We undertook a unique, collaborative and consultative process to inform development of an early PrEP category positioning strategy. In this section you will find a **summary of key learnings** about positioning for PrEP derived from landscaping, country team consultations, and stakeholder conversations. The key learnings are intended to provide guidance to our process and others undertaking PrEP demand generation work.



1) Market with HIV prevention in mind, not just a single product

We know awareness of PrEP is still low. Rather than marketing each PrEP product individually, we should work to make PrEP in general more popular by framing it as a category of products comprised of various options. We heard from country partners and ministries of health that communication and marketing encouraging PrEP use as one part of combination prevention are more acceptable than those focusing on one product or service.

For our MOSAIC Lesotho team, a key lesson learned was the importance of promoting PrEP as a part of combination HIV prevention and as integrated with other services, related and unrelated to HIV prevention—like family planning or HIV testing. The MOH in Zimbabwe seeks to look at the person as a whole and is very committed to an integrated HIV prevention approach. MOSAIC country teams shared that positioning should be in a comprehensive SRH framework, not only HIV prevention. The South Africa team noted that PrEP must be positioned in the framework of combination methods in order to acquire buy-in from the National Department of Health (NDOH).



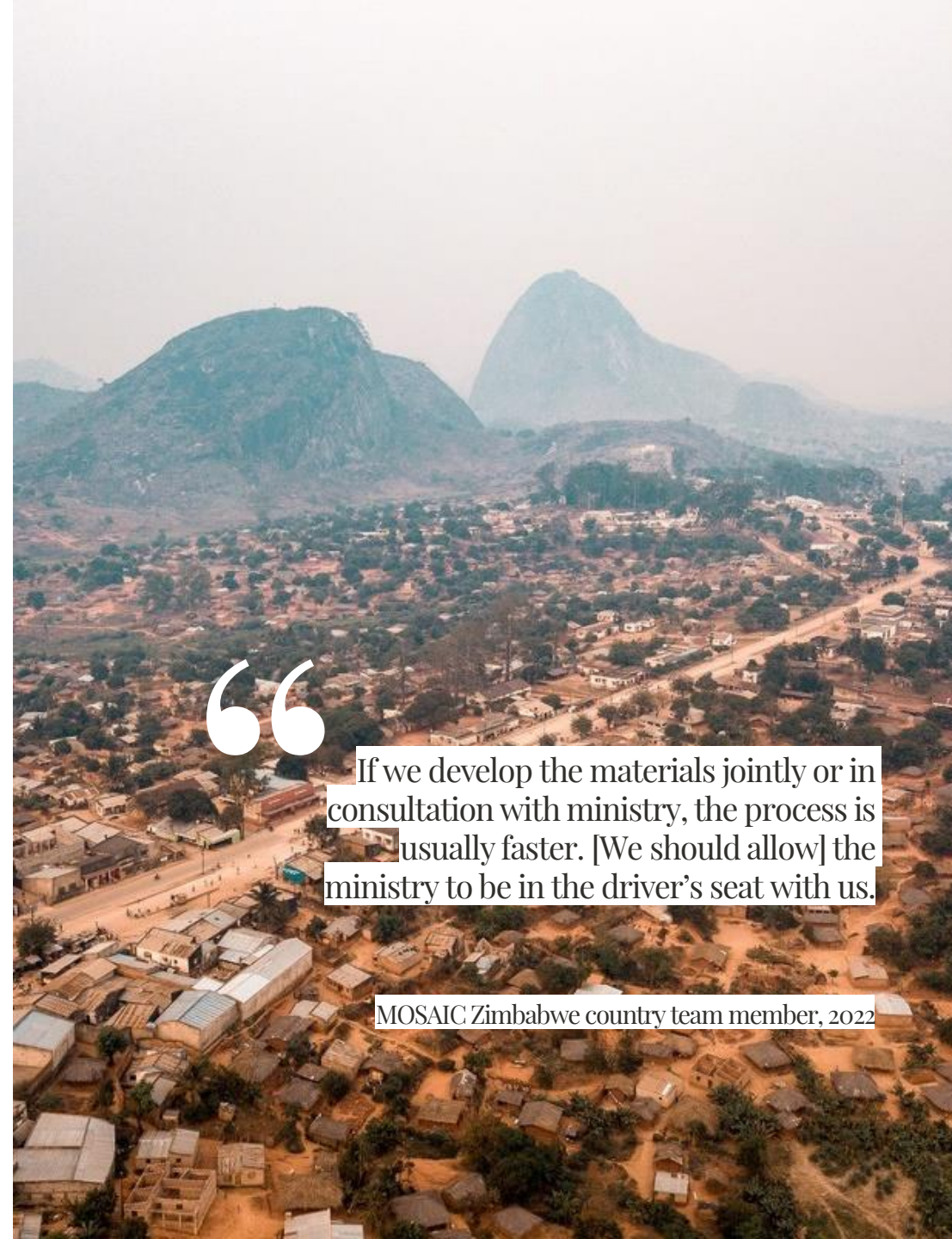
PrEP must be positioned in the framework of combination methods in order to acquire buy-in from the National Department of Health.

MOSAIC South Africa country team member, 2022

2) Ministry of health input is critical to develop context-specific marketing

MOSAIC country partners emphasized the importance of enabling early and strategic engagement with ministry of health to ensure alignment with country priorities and contexts. Positioning will not be useful without buy-in from the institutions responsible for communicating and providing guidance about public health matters. Ministry officials know which messages and directions will work well within their contexts and if/how a particular message will mesh with existing efforts and will therefore be applied.

Our MOSAIC Kenya team suggested we actively involve the MOH in order to facilitate buy-in and ensure they feel ownership in the project. And our MOSAIC Zimbabwe team explained the process of jointly developing materials with the ministry. Their engagement in the process is crucial to buy-in and is also an important part of the approach to develop positioning that will lead to campaigns and communication that are contextualized and relevant in their settings.



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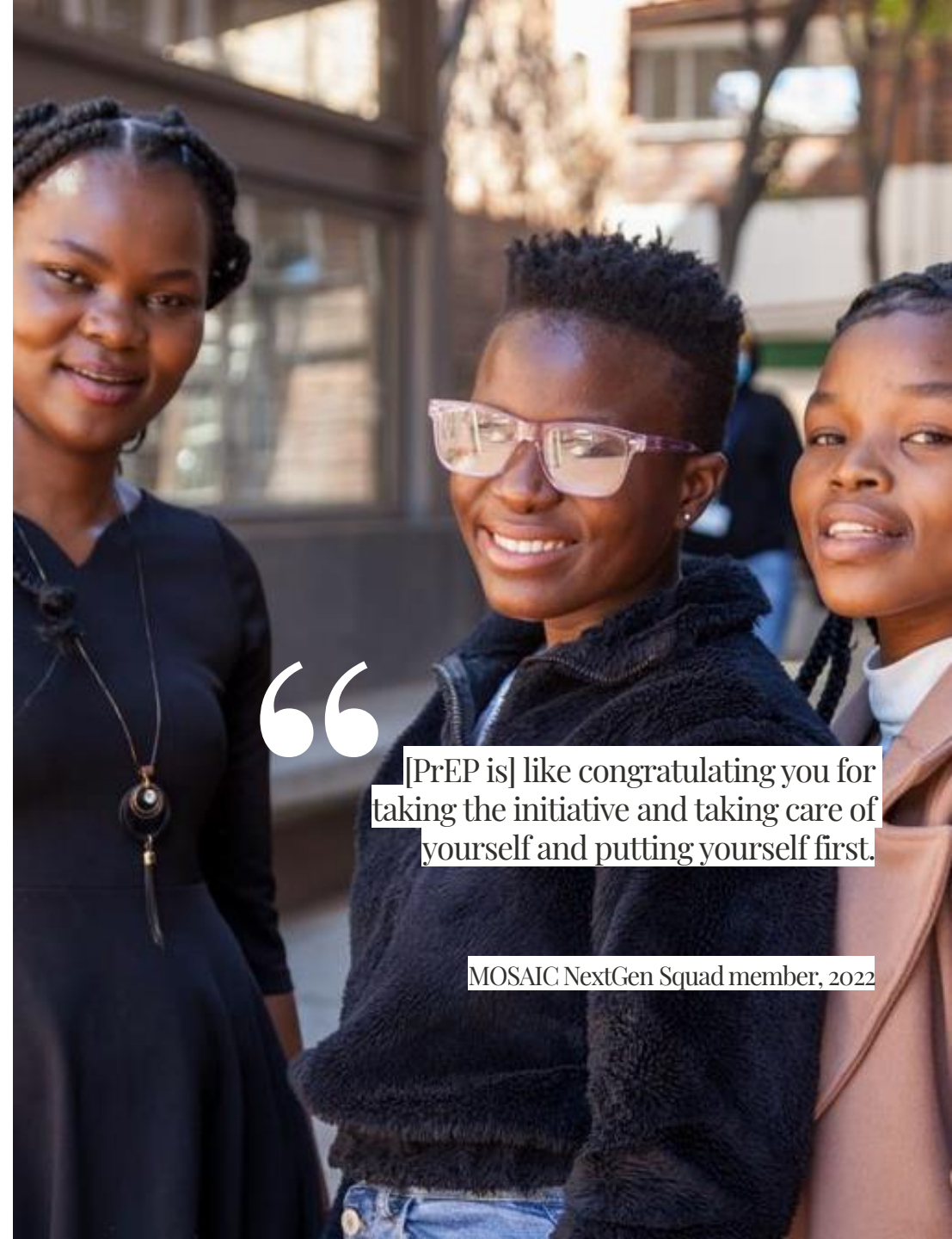
If we develop the materials jointly or in consultation with ministry, the process is usually faster. [We should allow] the ministry to be in the driver's seat with us.

MOSAIC Zimbabwe country team member, 2022

3) Include the voices and perspectives of the target audience throughout the process

Engaging adolescent girls and young women as advisors to our positioning process allowed for powerful themes to emerge. While end-user perspectives are typically represented after the development of positioning or a creative brief, we engaged our youth advisors—the NextGen Squad—for regular feedback and input to ensure the positioning was resonant, relevant, and adaptable to a rapidly changing youth culture.

Our country partners also told us of the important of involving our target audience throughout the process to be able to demonstrate to Ministry of Health representatives that our positioning direction will be truly resonant and relevant.



“

[PrEP is] like congratulating you for taking the initiative and taking care of yourself and putting yourself first.

MOSAIC NextGen Squad member, 2022

4) A gender transformative lens needs to be applied

Insights also need to be analyzed through a gender transformative* lens before being pulled through into any marketing strategy. Gender transformation means that insights seek to promote gender equality while achieving our marketing objectives. We can do this by examining gender roles, norms, and dynamics inherent in our insights and relying on those insights that recognize the positive norms that support equality and promote the relative position of women, girls and marginalized groups. This will ensure that the insights we use in marketing are not gender exploitative—that they don't reinforce gender inequalities or stereotypes.

“

Evidence confirms that addressing gender inequality in health programs yields multiple benefits for both health and gender outcomes. High-quality gender transformative programs that apply systems-informed approaches provide evidence for effectiveness, and thus, good practice.

Gender Transformative Health Programming, A Rapid Literature Review, Interagency Gender Working Group (IGWG)

5) Build on previous PrEP campaigns, research, and marketing work with AGYW as the audience

Always start with the evidence. We leveraged lessons from previous research and campaigns, relying on insights from a range of projects to start our positioning development process. Key learnings highlighted from our country team members include:

Preventing stigmatization of key populations: Both our MOSAIC Kenya and Uganda teams explained that initial PrEP studies and demand creation activities in their countries targeted key populations and led to stigmatization. In Kenya, they now using storytelling in PrEP campaigns as a tool to destigmatize PrEP users. The Zimbabwe team cited the importance of de-emphasizing HIV risk in PrEP promotion. They explained that a focus on risk can cause stigma.

The important of key influencers: MOSAIC country teams acknowledged the need to understand and incorporate the role AGYW's peers, providers, parents, and local leaders play in AGYW's PrEP uptake and use.



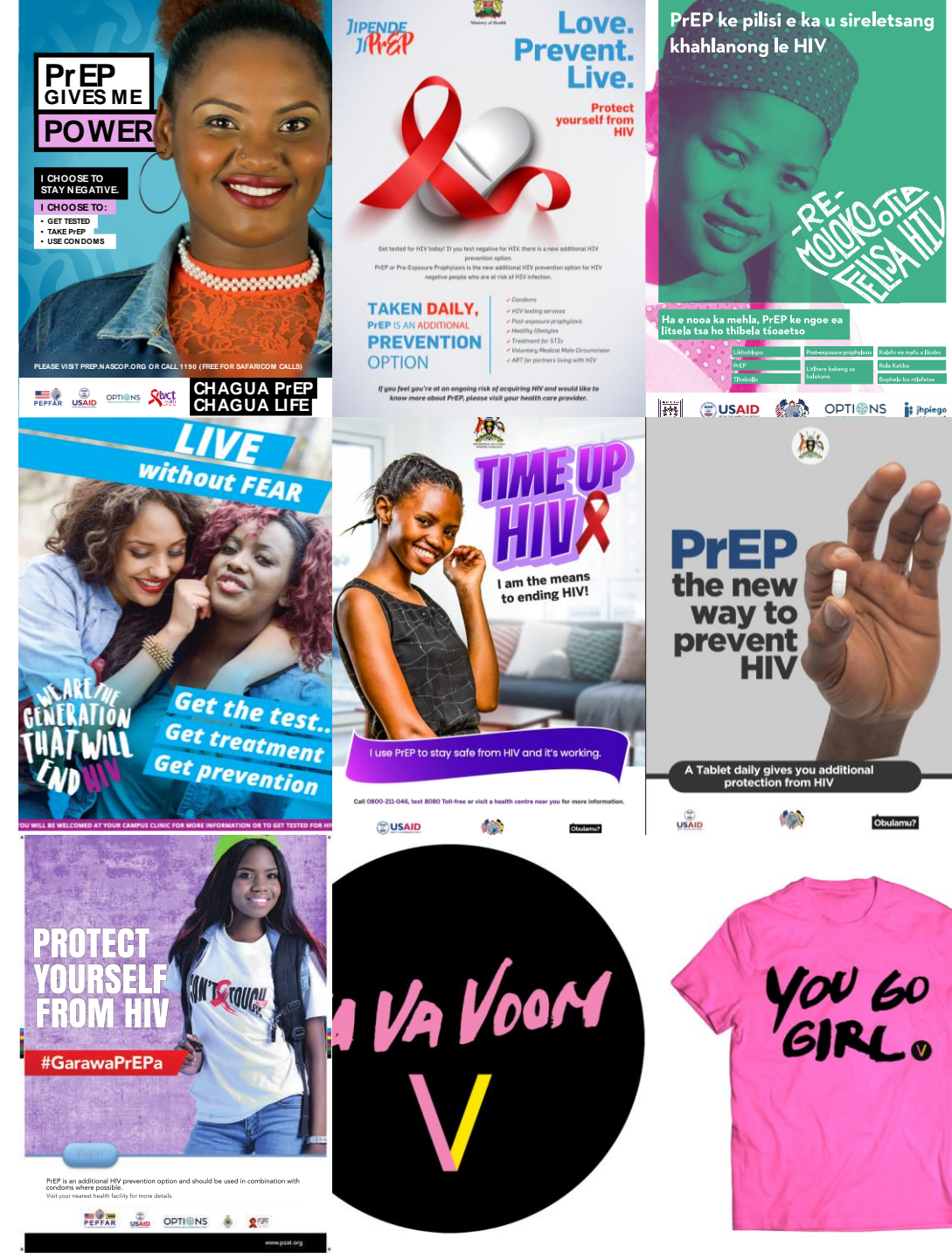
6) Learn from the themes in previous PrEP campaigns

We reviewed campaigns* that included AGYW and PrEP, but only a few campaigns are specific to AGYW *and* PrEP. All other campaigns targeted key populations and integrated HIV prevention or health behaviors. Only one campaign relied on positioning prior to development.

While campaigns drew from different insights, they fell under three consistent themes:

1. PrEP empowers you to take control of your health
2. PrEP enables you to be a part of something that matters
3. PrEP helps you protect yourself from HIV

*See appendix for campaigns reviewed.



7) Iterate, iterate, iterate as market introduction gets closer

Positioning is tough to get right. As a best practice, we need to push our early positioning direction to be as strong as possible: responsive to cultural trends, inclusive of new product insights across the category, and translatable into effective marketing across contexts. This year we kept iterating towards a final direction.

We started by developing an early positioning direction, which we are continuing to refine as we get closer to having choice of PrEP products in the market.



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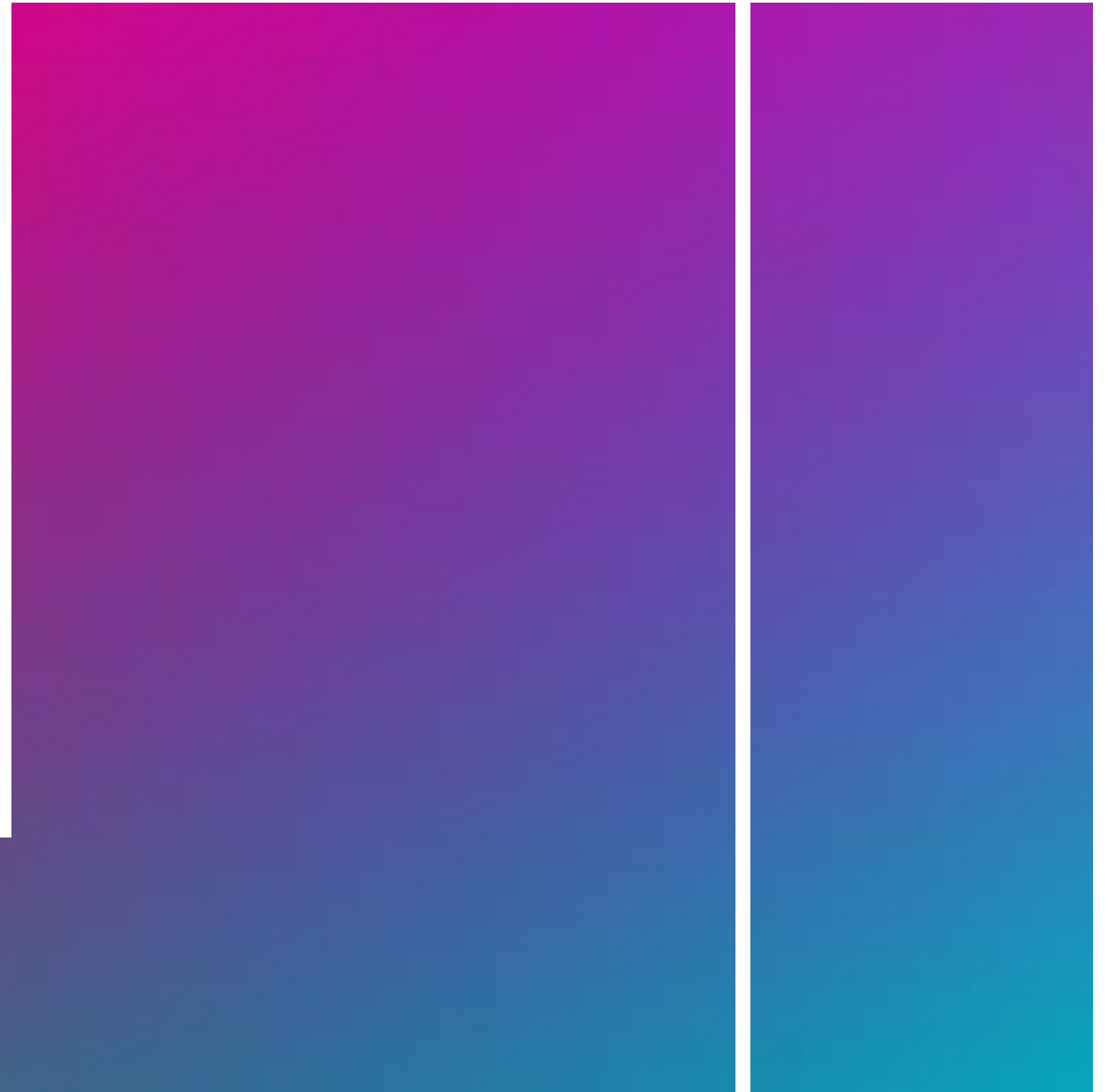
There is room to do something wild and fresh when we refresh our existing campaign. With new products coming into the market: we need something more modern, daring and edgy.

MOSAIC South Africa country team member, 2022

Build

What you will find in this section

We brought in several critical inputs to our early positioning direction: previous insights which we reviewed and pushed on for relevance and resonance with our youth advisors, country team feedback to early themes and directions, and ministry of health reactions to our early direction. In this section you'll find: **the insights we pulled in, country team feedback, and ministry feedback, and our early direction.**



Foundational insights about AGYW and PrEP from previous projects were the backbone of our process

We started with these six insights & opportunities identified through OPTIONS (based on 10 projects in 12 countries)

- 1) **Maintaining relationships:** Maintaining relationships takes precedence over HIV prevention.
- 2) **Dynamic perceptions of risk:** Risk perception is complex and dynamic, changing over time and context. Both an overestimation and an underestimation of risk can lead to inaction.
- 3) **Complicated relationship with HIV:** AGYW have a complicated relationship with and understanding of HIV, which makes decision-making complex and often results in a passive approach to prevention.
- 4) **Building prevention habits:** Consistent adherence to a positive habit is required for effective HIV prevention; however, HIV prevention is comprised of multiple layers of complex behaviors, making habits difficult to create.
- 5) **Fearful of being perceived as sick:** Preventative care is uncommon, and as a result, taking medication is linked to being sick, which AGYW fear.
- 6) **Unexpected identity questions:** Taking PrEP raises unexpected identity questions among AGYW.

PREVIOUS PROJECTS

Adolescents 360 (A360)
(Tanzania, Ethiopia, Nigeria)

Bridge to Scale/Jilinde
(Kenya)

DREAMS
(Eswatini, Kenya, Lesotho, Malawi, Mozambique, South Africa, Tanzania, Uganda, Zambia, and Zimbabwe)

EMOTION
(South Africa)

EMPOWER
(Tanzania)
HIV Prevention Market Manager (PMM)
(South Africa & Kenya)

LEARN
(Kenya & Uganda)
Next T
(Tanzania)

OPTIONS
(South Africa, Kenya, Zimbabwe)

POWER
(South Africa & Kenya)

PROMISE AND CHOICE
(Zimbabwe, Zambia, South Africa, Nigeria, Lesotho, Kenya)

PrEPWatch
...and recent projects that include the concept of PrEP choice as data is available (REACH, PrEP Preferences)

Youth advisors identified “ah-ha” moments and pushed on the insights to make them relevant and resonant to today’s youth

Four main themes emerged:

1. My relationships are important to me, I know that taking PrEP is a positive thing, but it can have a negative impact because explaining why I take PrEP is difficult.
2. Relationships are important to me. They make me feel cared for, special, and respected. I want these things so much that I worry about keeping the relationship safe. Sometimes I find myself in situations that aren’t necessarily what I want for myself, in spite of my best intentions.
3. I am innovative, I’m creative, and I take care of myself, but even I can get stuck if things are too complicated.
4. I have important stuff to plan and do, I don’t want to be tied down. I want freedom from stigma and freedom from hassle.

“Ah-ha” Moments

Community: Relationships with caregivers, parents and friends – not just romantic partners – are important to AGYW’s decision to take PrEP.

Stigma: AGYW struggle with HIV-and PrEP-related stigma both from their close interpersonal relationships (their partners, peers, and caregivers) and from the larger community. However, stigma and judgment from peers outweigh other sources.

No one is talking about sex and HIV prevention: AGYW are reluctant to use PrEP because they feel like they are the only ones concerned with or using HIV prevention. They feel isolated because no one talks about sex and HIV, so they are afraid themselves to talk about it.

‘Admin’/Hassle: AGYW may not have time to consider prevention and want to focus on other things. They want to avoid ‘admin’ (stress, hassle) as much as possible.

Ministry of health representatives also provided critical feedback on the early positioning direction



Address the misinformation and stigma of PrEP, it is difficult to overcome the association that taking PrEP is hard.

MOH representatives emphasized the importance of addressing persistent misinformation, stigma, and lack of information around PrEP in the positioning as this is fundamental to uptake and consistent use by AGYW.

“Young women may have concerns about bad experiences from previous methods that this won't address.” *Ministry Representative, Workshop 2022*

“How to improve knowledge and literacy around PrEP. When they hear it's an ARV they are scared and stop PrEP.” *Ministry Representative, Workshop 2022*



Dig deeper to understand the current reality and context of today's young women across contexts.

We need to better understand the reality of today's young women across different socioeconomic and geographic landscape.

“[Positioning needs to be] representative of the girls who have much less agency--the many girls who are survivors, etc. There's a difference between unattainable aspirations and attainable improvements in their life.” *Ministry Representative, Workshop 2022*



Ensure non-adherence as a significant issue is integrated.

We need to address non-adherence with current and new products (and we've since taken a behavioral science lens to think about the positioning as a nudge towards habit-formation).

“There is an issue with non-adherence with current products.” Ministry Representative, Workshop 2022



PrEP should sit within the context of an AGYW's whole life, overall wellness, and quality of life.

The current positioning conversation was missing the context of overall wellness and self-care.

“Maintaining wellness and quality of life—something that is important to strive for (and is missing from the discussion).” Ministry Representative, Workshop 2022

“Maybe... we may need to look at this a bit more, especially if we are looking at self-actualization, it may require looking at other dimensions which may be required for someone to achieve that.” Ministry Representative, Workshop 2022



Consider how to incorporate community and social support.

The importance of community and influencers in AGYW’s lives, and especially of the important role in supporting PrEP use community can play.

“We are hearing that community and social support for PrEP use are the biggest challenges. Curious to see how positioning can be extended to the community support we know is determinant.” *Ministry Representative, Workshop 2022*



Concepts of “freedom” and “pleasure” won’t work in many settings.

We need to ensure “freedom” is only used with correct and careful framing, and concepts of pleasure won’t work in local settings.

“The issue would be fear of how freedom would be misused. For freedom to choose, we need to define freedom...even if PrEP protects you from the virus, it might not protect you from other STIs or unwanted pregnancy. Our problem is more on how we communicate with them on the benefits of the product so they do not misuse them.” *Ministry Representative, Workshop 2022*



Choice is a crucial component, but positioning needs to be careful not to overpromise the accessibility or availability of choice.

The importance of choice and how HIV prevention services in your settings offer choice but may not offer all products in all locations.

“The emphasis on choice quite represents our country context. I think it would actually work better, if AGYW are given many options then they can choose what works for themselves.” *Ministry Representative, Workshop 2022*

“The issue of choice is very good. Especially when there are numerous options, so I like it for us in our country. Sometimes some of them are living with fear from previous experiences and the issue of cultural beliefs and all that stuff. This time around, when you’re taking PrEP [you have] choice, there are a lot of options as far as prevention strategies are concerned.” *MOH Representative, Workshop 2022*

Based on existing insights, with youth advisors, country teams, and ministry of health, we landed on an early positioning direction to iterate further...

PrEP is a self-affirming choice for adolescent girls and young women.

They see themselves as bold, empowered, and capable.

In terms of HIV prevention, it's likely not top of mind. If they think about it, they may be worried about being judged by others for going to the clinic or taking HIV prevention. They may be aware of oral PrEP, but overall, current PrEP options are limited and might not fit their lifestyle.

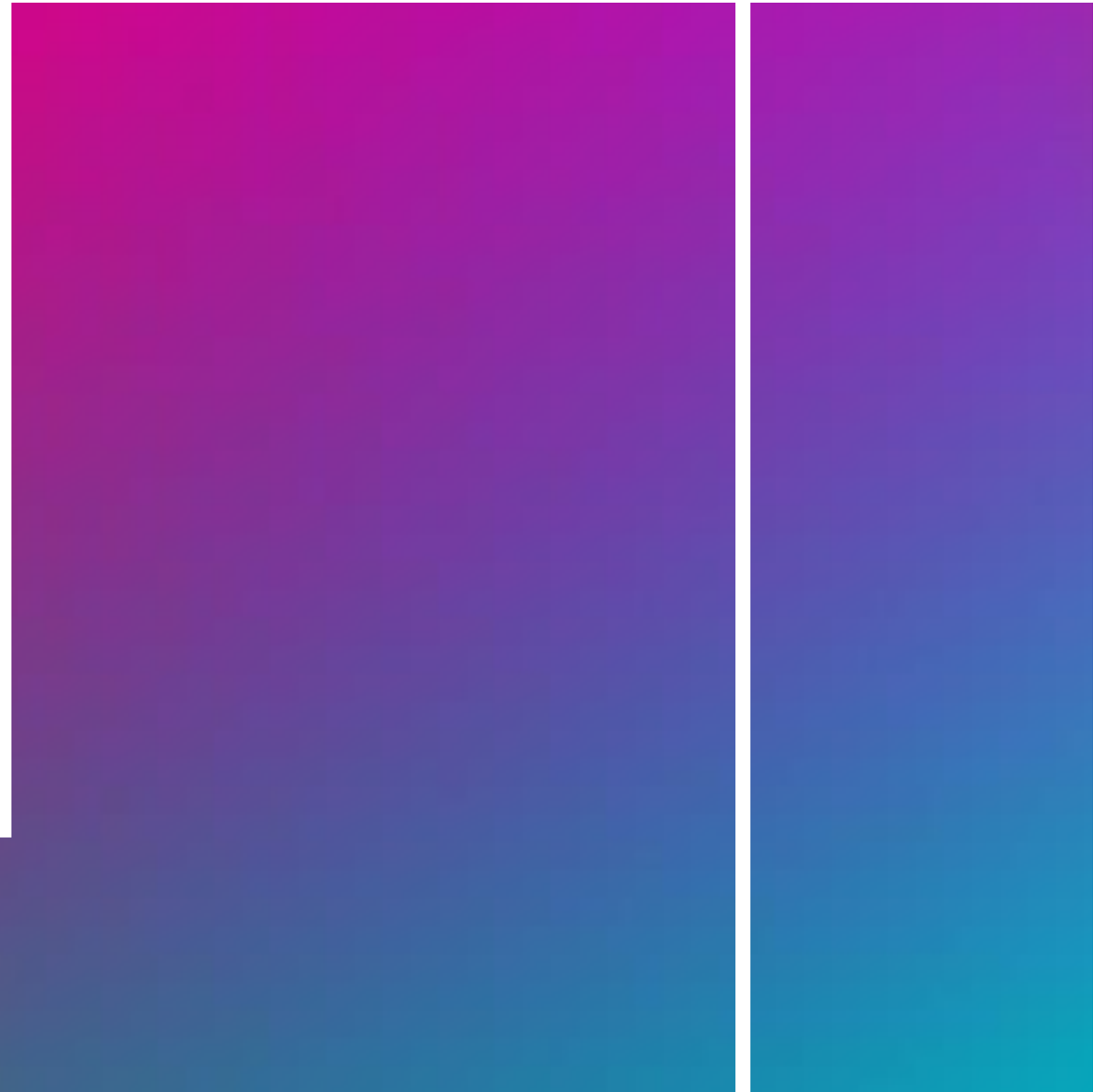
PrEP is available in different forms and gives AGYW the freedom to choose how to take care of themselves.

Peer advocates and health providers support AGYW to choose the PrEP form that's right for them so that AGYW can live their unique lives and dreams on their own terms.

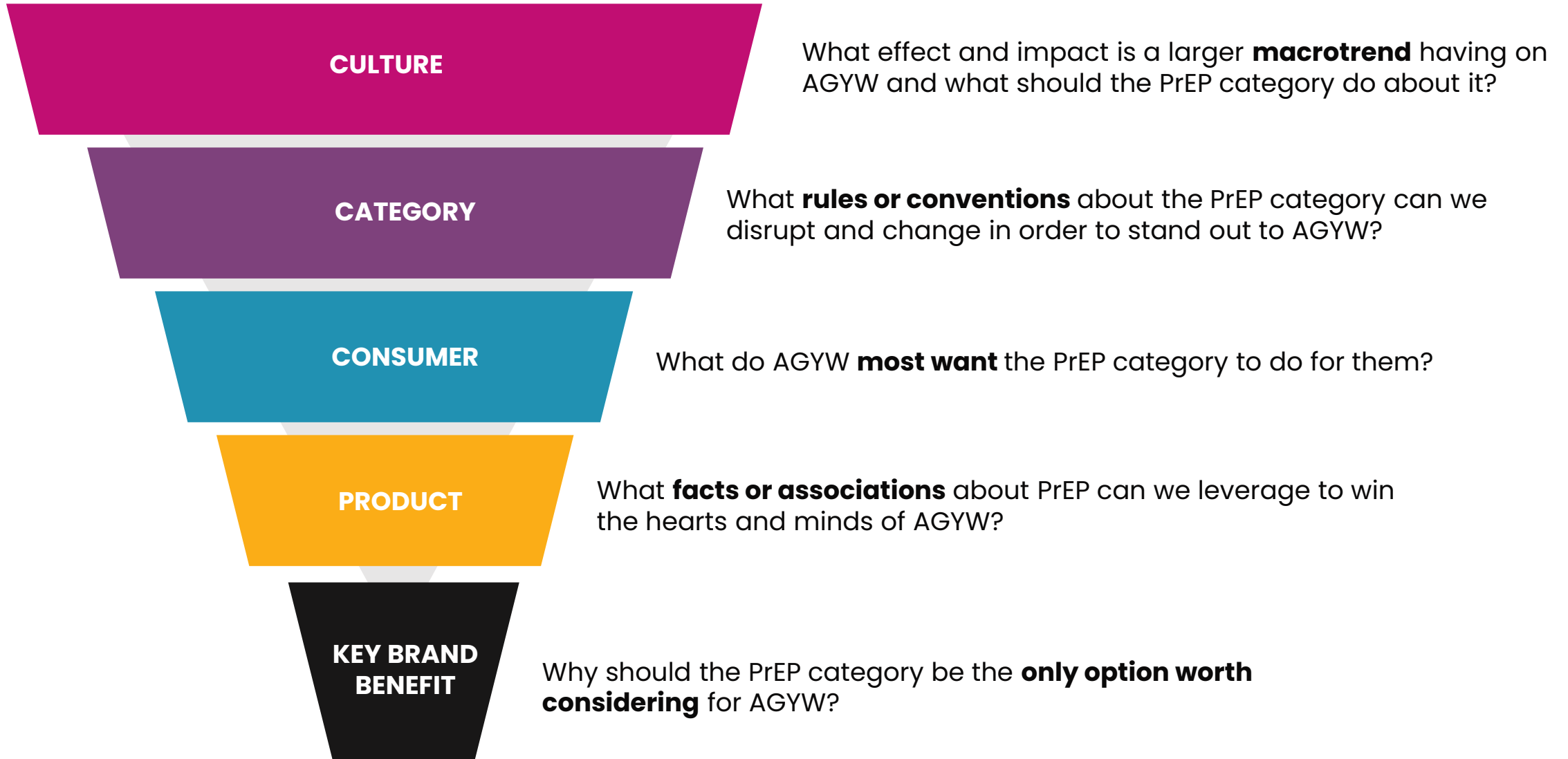
Iterate

What you will find in this section

This section covers our inputs as we iterated the positioning—culture, category, consumer, and product—and then shows the key brand benefit where we ultimately landed.



Our process to develop inputs: The Funnel Approach



STEP 1

Culture

Including culture provides context, nuance, and relevance to our positioning—especially important with youth as our audience. We need to understand what effect and impact a larger macrotrend intersecting with HIV prevention has on AGYW and what our response should be to best position PrEP in the market.



We conducted a trend analysis and media scan to uncover the macrotrend that intersects with the PrEP category



Our previous PrEP demand generation often didn't consider nuance—it focused on the masculine without a **balance with the feminine**.

In our review of previous PrEP marketing and campaigns, we found that language and imagery often had a masculine tone. Feminine elements were often missing, such as empathy, fluidity, softness, nurturance, creativity, compassion, community, support, and understanding. Masculine and feminine aren't mutually exclusive. The one isn't good and the other bad. The more they're in equilibrium, the better. Both have a role and are important. But the need for the integration of the feminine is undeniable. There's a need for duality.

Today's young women are **embracing duality**—they are working hard, recognizing their own strength, *and* nurturing their wellbeing.

Young women are looking for acknowledgement of their inherent strength through compassion. They don't want to be confronted with yet another unattainable goal or example. They seek programs, services, and products that believe in them for who they already are and support them. They are embracing the notion of discarding prescribed definitions of what we 'should be' if they do not serve us. This is underpinned by the values of tolerance, authenticity, care, fluidity, belonging, acceptance, and connection to self and others.

How can the PrEP category respond to this cultural trend?

- Improved gender equality has had a domino effect globally. What's evident is the integration of **feminine values and characteristics** in all spheres of society.
- A trend that demonstrates this well is **Embracing Duality**. With the integration of the feminine, we are seeing a lot more focus on quality time, connection and community, protection of self and environment, flexibility in structures, and a desire for spirituality.
- This has implications. The masculine and feminine aren't mutually exclusive, but a **shift in tone** is required.
- For AGYW it means understanding the need for **self-care and self-respect**, versus doing everything for everyone around you.
- For us it means we want to be part of helping AGYW pursue a healthier life. We want to remind them **it is within their power**, even if it's hard.

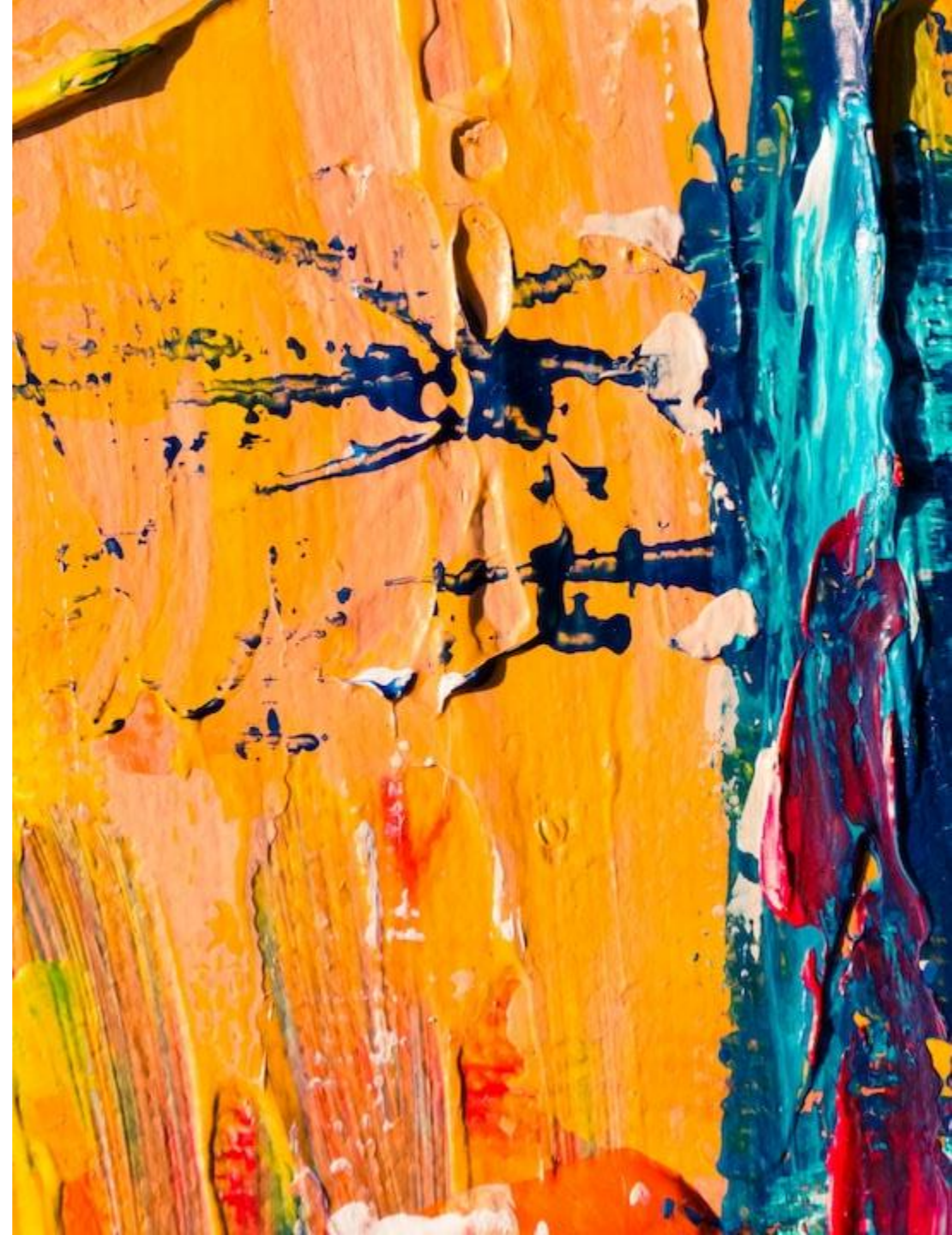
OUR RESPONSE AS THE PrEP CATEGORY FOR AGYW IS TO:

Emphasize the importance of prioritizing yourself.

STEP 2

Category

Given the typical conventions and rules of our category—HIV prevention—we seek to understand what the overarching category pattern is that we can disrupt and change, in order to stand out to AGYW.



We examined category expectations and looked at where we have an opportunity to do things differently

We can reframe the PrEP category away from the medical towards **self-care**.

PrEP can become healthcare that is client-led and provider-supported. Reframing the PrEP category away from the medical towards self-care, choice and autonomy. We don't mean self-care as in bubble baths, face masks, and spa days—we mean self-care that provides self-affirmation, that supports you in putting yourself first for once. We can reframe the PrEP category to be about self-care where choice is a given and support is available; where young women can make decisions about their health and engage with the PrEP category in a less prescriptive and more caring way.

Self-care is a collective act. AGYW consider **community** in their decisions, and influencers act as critical support (or barriers) towards her self-care.

True self-care includes the individual, the family, and the community, and is rooted in the essence that healthcare should be based on informed choice. Care can look like a series of informed decisions made by the client, making health client-led with the support of healthcare providers. The implication of this choice is autonomy, authority and power.

Self-care means providing AGYW with the autonomy to make their own **informed decisions** and choose their own priorities.

Self-care is not a once-in-a-while practice. It's a mindset and a daily commitment to yourself. However, it is much more attainable and doable within a community setting with support.

Self-care is a collective act. AGYW consider community in their decisions, and influencers act as critical support (or barriers) towards her self-care.

“[PrEP] is like congratulating you for taking the initiative and taking care of yourself and **putting yourself first.**”

NGS Member, Positioning Workshop 2022

“Self-care is the ability of individuals, families and communities to promote health, prevent disease, maintain health, and cope with illness and disability with or without the support of a health worker.”

World Health Organization

What is our opportunity as the PrEP category?

- We need to work around the headline of HIV to avoid disassociation, and frame PrEP as a **self-affirming choice**.
- We should make it clear that **choice** brings with it multiple other benefits like autonomy, authority, and power.
- In doing so, we'll still touch on category expectations and address them thoroughly, but there is an opportunity to shape **how** we do it to surprise and delight—to create something unexpected and more aligned with AGYW needs.
- In doing so, we hope to move PrEP from a medical frame of reference to one of **self-care**. At both an individual and collective level, we're taking into consideration the **importance of community** in AGYW's decisions.

WE HAVE AN OPPORTUNITY TO
POSITION PrEP AS:

**A positive choice that
AGYW might make to
assert their self-worth.**

STEP 3

Consumer

In consumer, we seek to understand the “big job” adolescent girls and young women look to PrEP to fulfill—the importance of this job and the tension that is holding them back from fulfilling it. Given this, what do AGYW want most from PrEP (not just functionally, but emotionally as well)?



Our understanding of AGYW is grounded in insights from previous research and pushed further by our youth advisors



With our insight, we had to focus on core truths and the **lived reality of today's AGYW.**

Life is a balancing act of what I want, what I need, and what's expected of me. This comes with a lot of pressure and responsibility that often feels overwhelming, which makes it difficult to prioritize myself.

But I find that I'm at my best when I feel good about myself. Because when I feel worthy and strong, my actions, decisions and words reflect it.



What's clear is that AGYW do not want us to shy away from or sugarcoat harsh realities, but rather to **acknowledge them.**

When we look at younger women in Africa, we have to understand that the onus is on them to keep going, keep working, keep smiling. "We call it suffering while smiling...". (NGS Workshop 2). They can't depend on anyone else but themselves. Their safety is not a given. Their health is not a given. Thus, every day is a balancing act of juggling different needs with limited resources. They see there is more freedom today. More opportunities and color and representation. More to be excited about. And they are! But it remains a balancing act of juggling what you can with what you should, what you want and what you have. So, in order to affect real change, we have to show that we understand this.

What do AGYW most want from the PrEP category?

- AGYW don't want us to sugarcoat the realities they face. They want us to **acknowledge them**.
- AGYW often **prioritize immediate needs** (their own and those around them) at the expense of their potential.
- There are many reasons for this, because **life is a balancing act of what they want, what they need, and what's expected of them**, which is overwhelming.
- However, they make better choices when they **feel good about themselves**, because when they feel worthy and strong, their actions, decisions and words reflect it.
- PrEP can support AGYW to **prioritize their health**, even if it is hard or inconvenient (which it is).

AGYW MOST WANT THE PrEP
CATEGORY TO:

Build their self-belief.

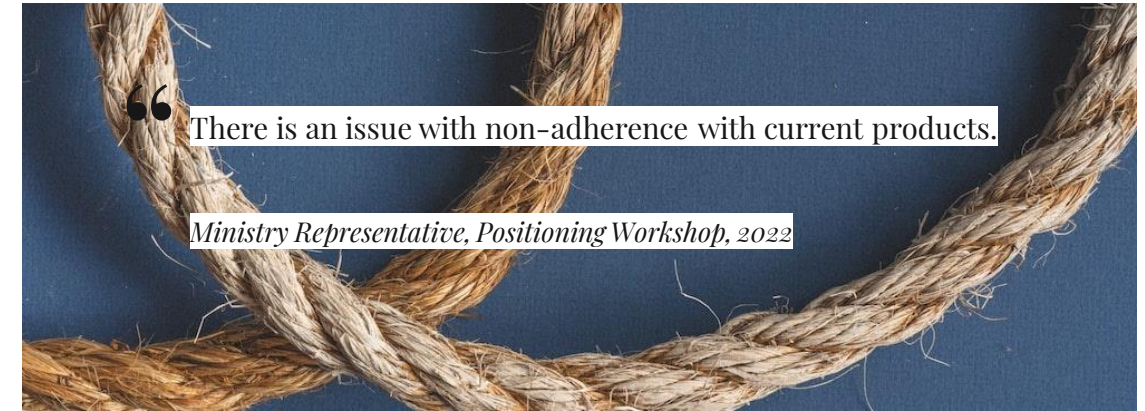
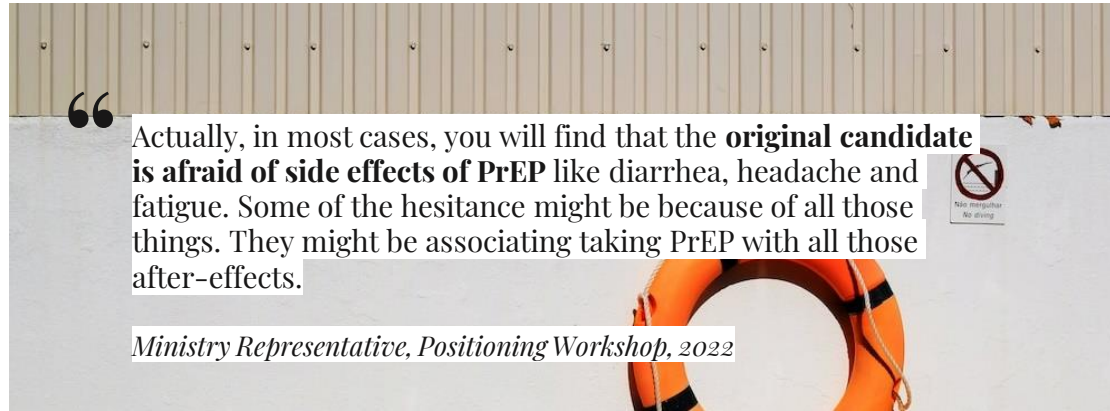
STEP 4

Product

We include our specific product attributes and associations to understand what we can leverage to inform a unique right to win. This includes the most significant attributes, or functional product truths or facts, about our products and product associations, or perceptions.



We examined which attributes and associations present us with our unique right to win



To help build credibility and trust, we can leverage the attribute of safety of PrEP products and highlight the product truths.

Trust in PrEP products is critical to AGYW’s uptake and continued use. We heard from our NextGen Squad that knowing products are safe is key to their willingness to take up new products and use them.

“ For most girls, especially in my country where there’s stigma associated with provision of SRH services to girls, talking about [HIV prevention] is scary and most times completely absent.

NGS Member, Early Positioning Workshop, 2022

Taking PrEP is hard, but hard things can be done if we build healthy habits.

For our work to inspire behavior change, we must start at self-efficacy and self-belief—we must ensure we connect with AGYW in such a manner that we reinforce the notion that they can take PrEP. We must pair the behavior change techniques with the associated mechanisms of action for which there is evidence of potential success.

We need to remind them of their past successes so that we can tap into their beliefs about their capabilities. We can then inspire young women to set goals that are real for them—our work can trigger intention and motivation, and we have a unique opportunity to strategically inform behavioral cues.

What is the PrEP category's right to win, i.e., the thing we can do best?

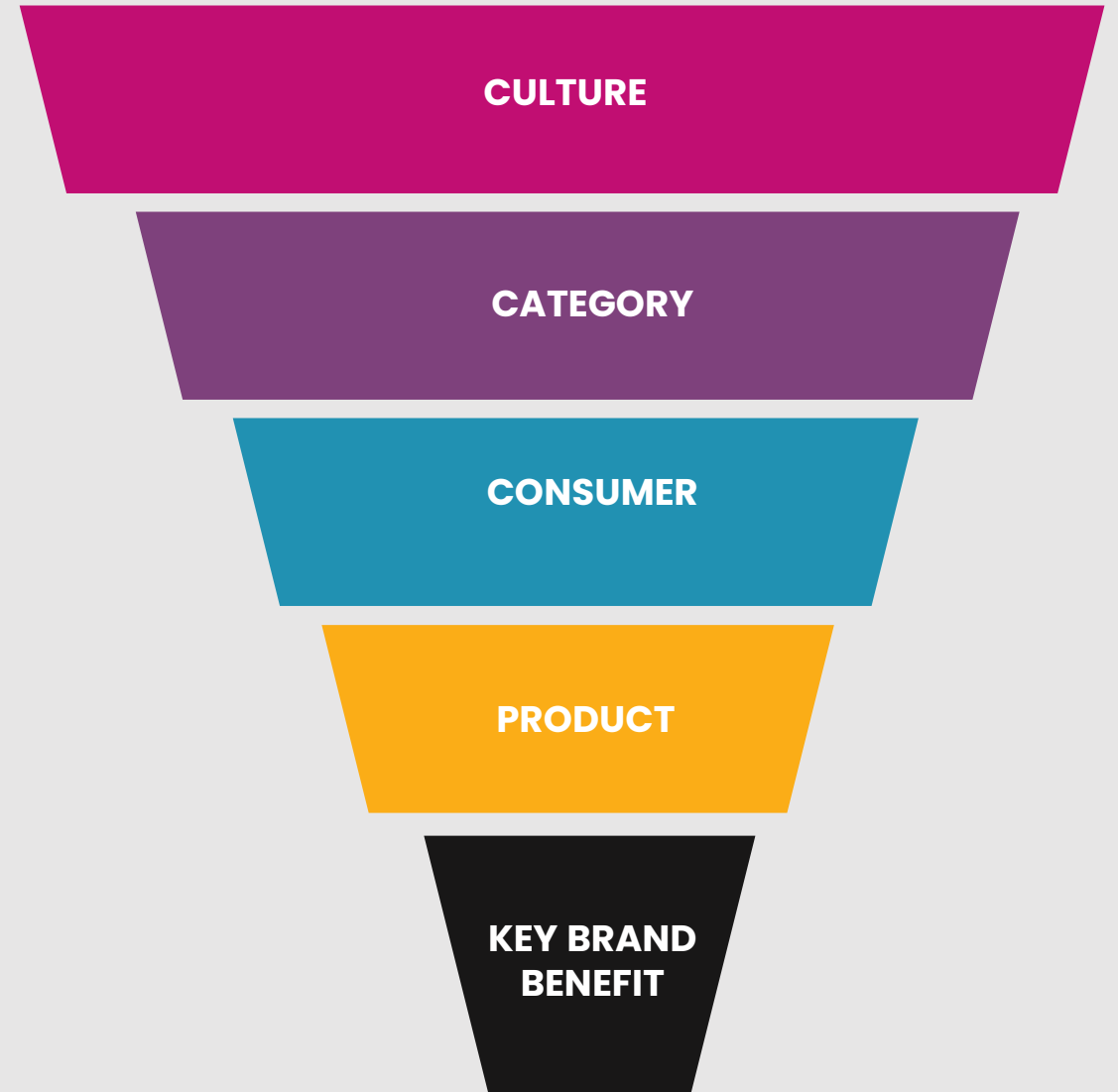
- Attributes and associations of PrEP are determined by **client (AGYW) perception**, not by the program implementers, donors, developers, or governments.
- However, we have the **ability to influence** client perception at all times.
- For PrEP, we have to **manage misinformation & stigma** and equip AGYW with the right information to defend their choice.
- By leveraging the proven credibility and **decades of research and development** behind PrEP products, and the **known safety** which instills trust in existing products in the market, we can provide AGYW with the information they need.

OUR RIGHT TO WIN AS THE PrEP CATEGORY IS THAT PrEP IS:

An act of empowerment for AGYW.

Key Brand Benefit

A positioning direction zooms in on the key brand benefit to the client and why your products should be the only option worth considering. The Key Brand Benefit (KBB) is the emotionally engaging focus of the positioning or the brand idea, inspired by inputs on culture, client, category, and product.



PrEP Category Positioning Direction *for Validation*

PrEP advocates for every AGYW to listen to their hearts, to **stand up for themselves, recognize their inner strength** and understand that they can direct their love, care and compassion to themselves, instead of giving it all to everyone else at the expense of themselves.

It's the sweet spot between tenderness towards oneself but doing so with **intention and confidence**. Their strength lies in their firm commitment to self vs. others.

There is duality in the concept of "strength." Strong women understand the need for kindness, compassion, and taking care of themselves first so that they can stand strong for their families, in their communities, and in the world. PrEP is an affirmation of this strength—**being strong requires being soft to yourself**.

PrEP is an affirmation that **soft is strong**.

What we mean by this

We are not sugarcoating the situation.

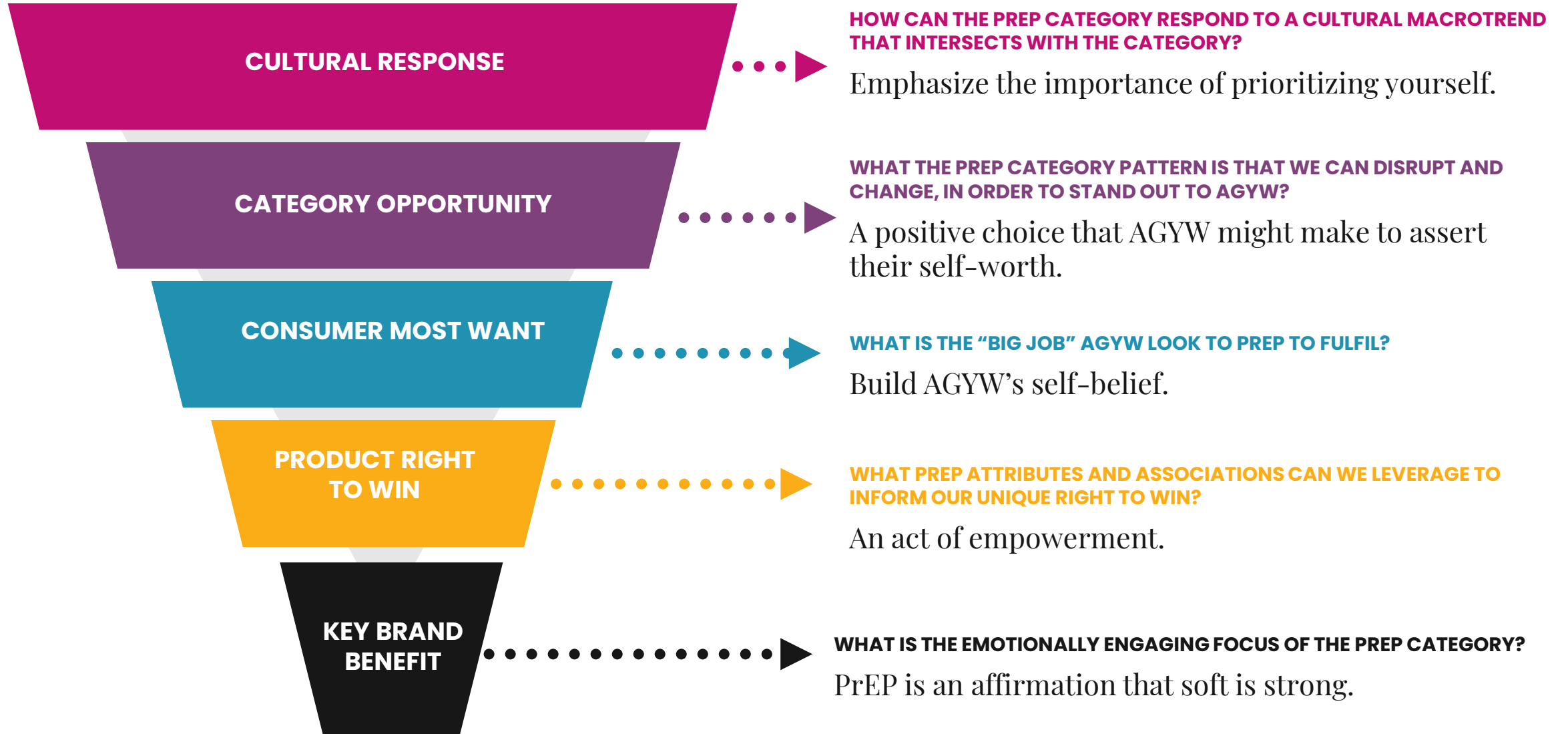
We understand the courage, effort and commitment required to be a PrEP user.

We believe that AGYW have what it takes.

We are here to support them.

Because we know the biggest need is for them to align with their sense of worth in order to choose to take care of themselves.

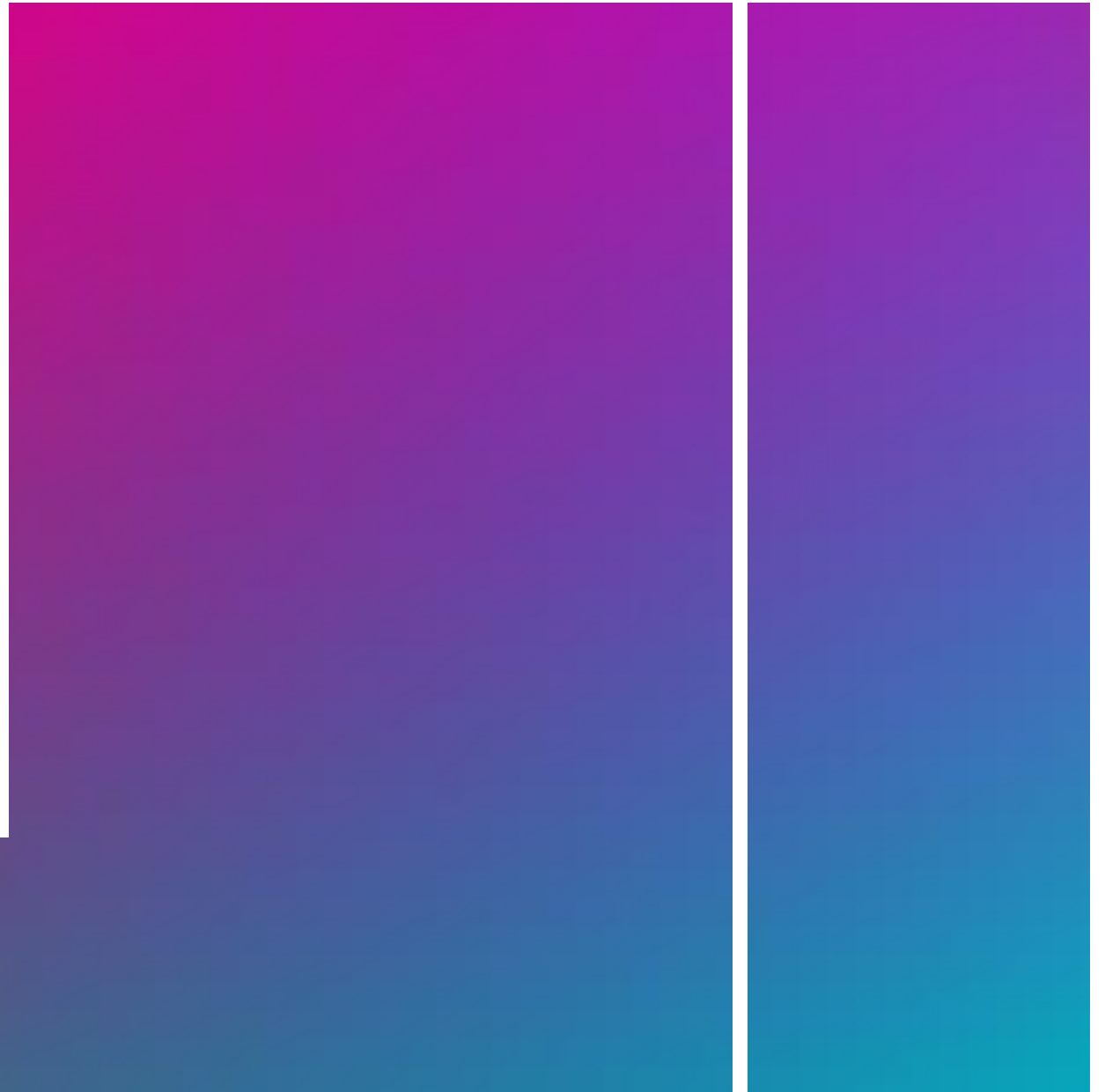
Where we landed *for Validation*:



Validate

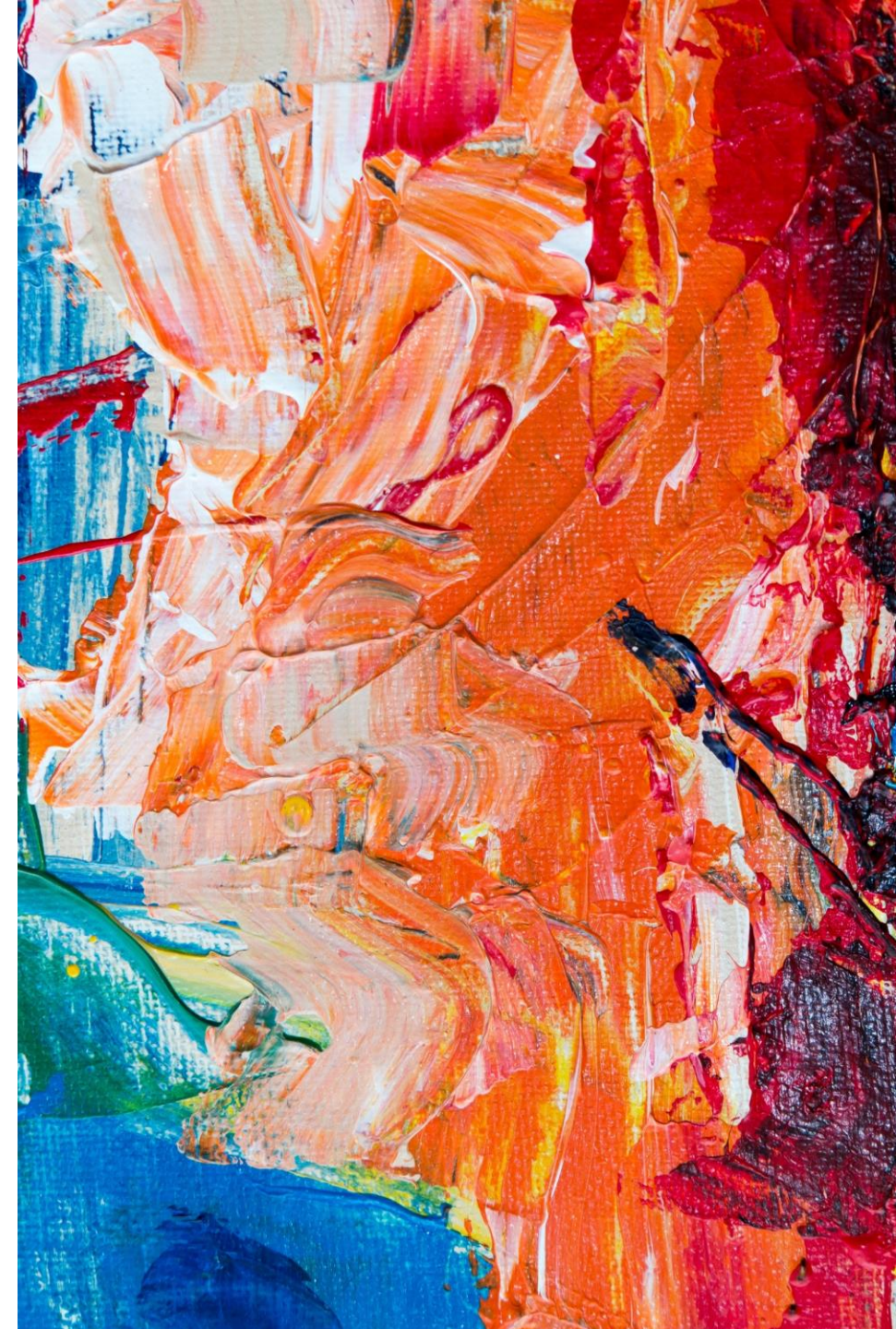
What you will find in this section

We are undertaking validation of the positioning direction with adolescent girls and young women to ensure the direction is relevant, resonant, and is optimized to be as strong as possible so it will be interpreted into strong creative. In this section you will find an **explanation of the validation process**, the key metrics we are assessing, and how we are assessing them.



To ensure the strongest possible PrEP category positioning direction for AGYW is ready for application to refresh or develop new campaigns when countries have choice of PrEP products, we need to:

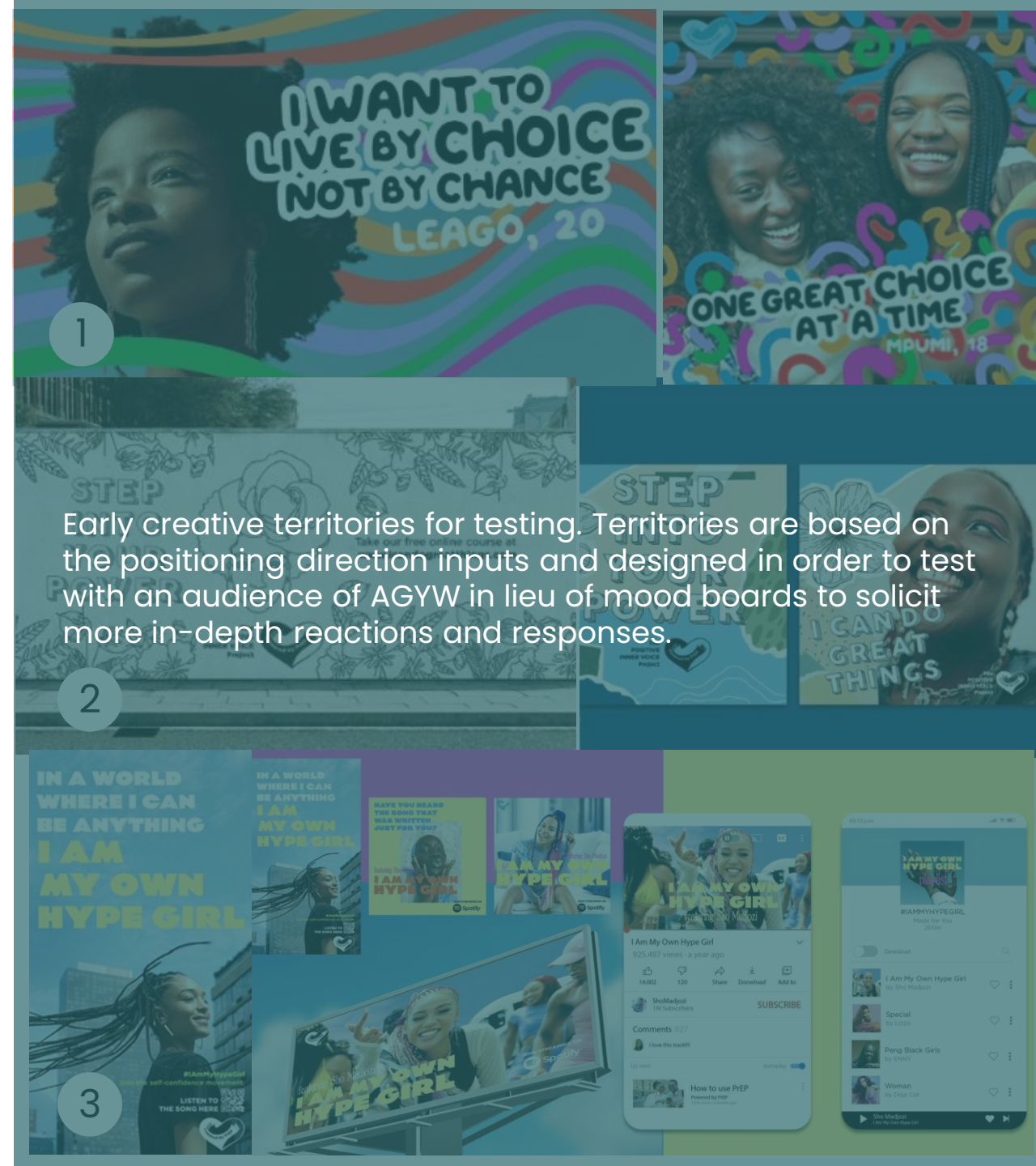
- 1) Determine relevance and resonance of the positioning direction to end users in **South Africa and Kenya**
- 2) Evaluate positioning direction on key metrics for success (i.e., believability, trust, authenticity, cultural relevance, value proposition)
- 3) Gain insight into how the positioning direction can be executed, exploring **channels and tactics**



Creative ‘stimuli’

We developed creative stimuli based on the positioning direction and will present those to discussion groups with AGYW in each country in three different locations (urban, peri-urban, rural). Through our discussions, we will evaluate AGYW’s reactions along key metrics.

- **Credibility:** Do participants believe what is conveyed by the creative interpretation
- **Resonance:** Do participants feel the creative interpretations are for someone like them
- **Clarity:** Are the creative interpretations easy to understand for participants
- **Relevance:** Are the creative interpretations relevant to participants’ lives
- **Differentiation:** Are the creative interpretations different from other campaigns participants have seen
- **Value proposition:** Alignment to the positioning direction of creative interpretations
- **Memorable & motivating:** Do the creative interpretations inspire participants to take up and continue using PrEP
- **Functional benefit:** Do the creative interpretations communicate the clinical benefits of PrEP (safety/efficacy)



1

2

3

Early creative territories for testing. Territories are based on the positioning direction inputs and designed in order to test with an audience of AGYW in lieu of mood boards to solicit more in-depth reactions and responses.

Proposed Conversation Flow

1

INTRODUCTIONS, INSTRUCTIONS & WARM-UP

Aiming to develop comfort, empathy, and rapport among participants, we will start with an icebreaking exercise, asking each participant to answer “getting to know you” questions for the group. Questions include “who is your favorite artist?” and “what is your favorite TV channel and why?”

2

CATEGORY & CAMPAIGN PERCEPTIONS

Aiming to understand AGYW’s perceptions of the PrEP category and existing campaigns, we will discuss PrEP products and the PrEP category, and then gather unaided perceptions of existing HIV prevention campaigns.

3

DEEP DIVE INTO POSITIONING TERRITORY EXPLORATION

Deep dive to unpack the positioning territory ideas (i.e., 2-3 creative interpretations of the positioning direction), to understand the most compelling aspects of each, and how to best optimize the ideas moving forward. We’ll review each territory individually, assessing for metrics like: resonance, relevance, credibility, clarity, and motivation.

4

COMPARE- CONTRAST & WRAP-UP

We’ll look at the territories together, comparing each idea, and gaining an understanding of the strongest elements of each. We’ll then rank the territories as most powerful/ compelling.





How can our PrEP category positioning for AGYW be applied?

1) Revising or developing demand generation or communication strategies

- Integrating new forms of PrEP into existing HIV prevention strategies

2) Informing demand generation campaigns

- As background to inform creative agency and/or MoH briefings
- Updating existing or developing new PrEP campaigns

3) Revising existing creative materials

- Critique existing materials and identify necessary revisions
- Guide elements to pretest with intended audience(s)

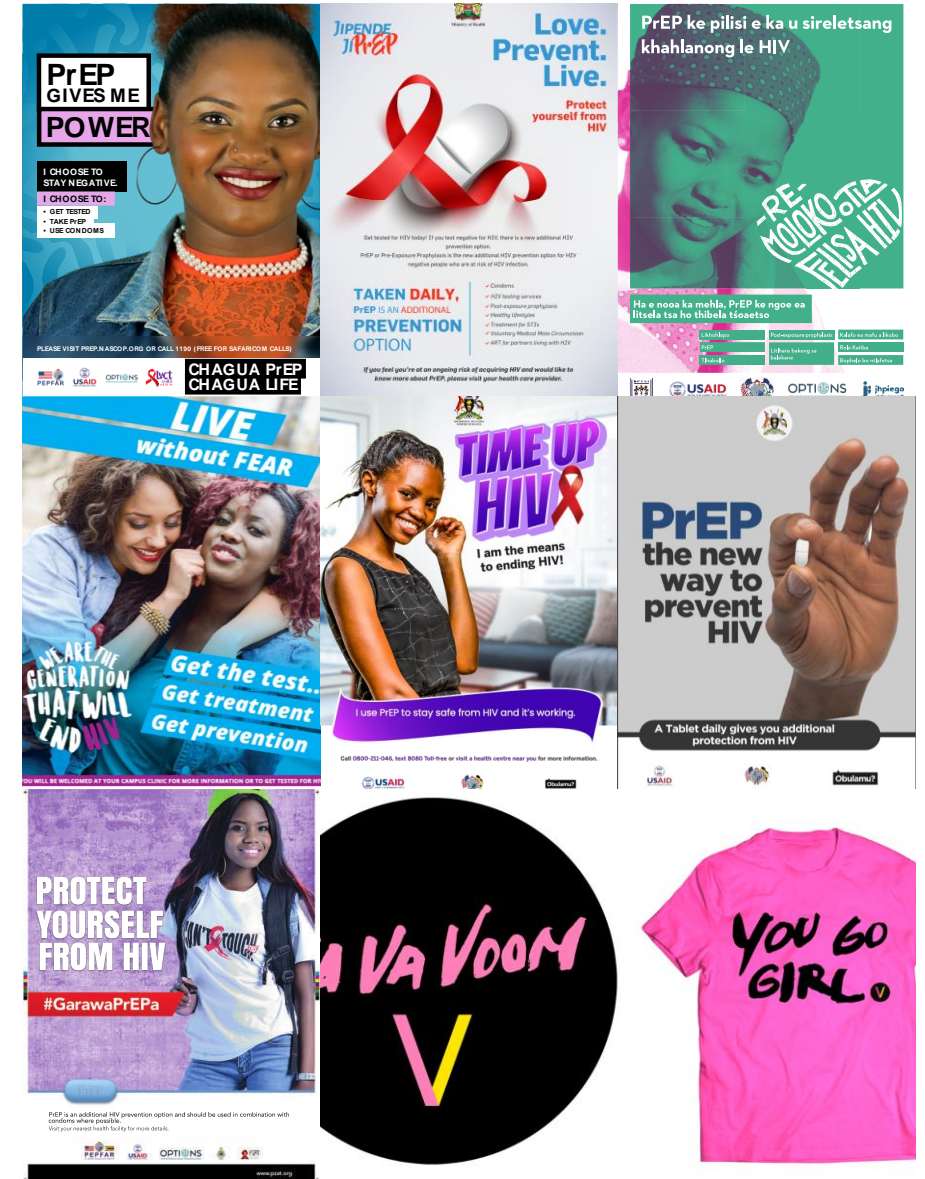
4) Informing the CATALYST Study

- Applied to client-facing materials (study fact sheets and other IEC materials) so they are evidence-based
- Application of revised campaigns at study sites as introduction takes place more broadly

Appendix

Landscape Highlight: Materials Included

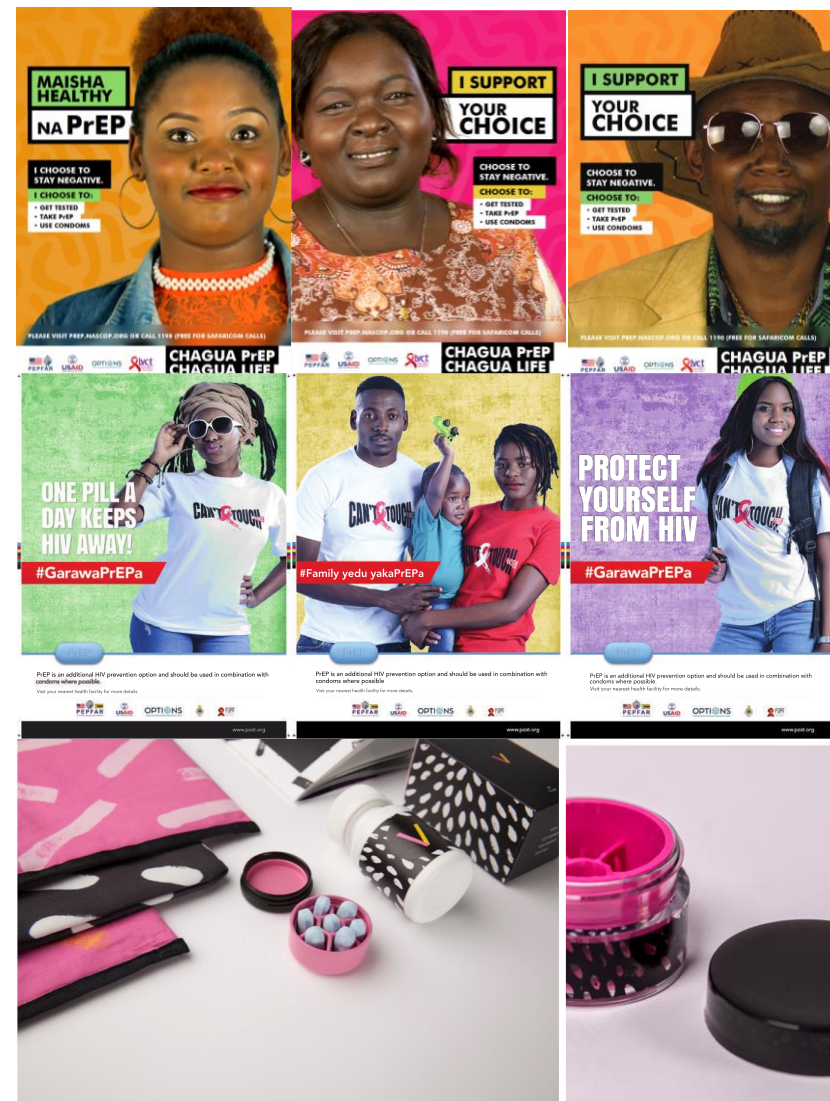
COUNTRY	CAMPAIGN	BACKGROUND
Kenya	CHAGUA PrEP	Launched in Kiambu County in 2019 to specifically target AGYW
Kenya	Jipende JiPrEP	Overall PrEP awareness and education campaign that targets key populations, Jipende JiPrEP launched in 2016 to drive awareness of PrEP
Lesotho	We Are The Generation	Adapted from the South Africa campaign and localized with different imagery, We Are the Generation in Lesotho launched ~2017 under OPTIONS
South Africa	We Are the Generation	National PrEP awareness and education campaign that targets key populations, launched in 2016 and applied to all PrEP IEC materials
Uganda	Obulamu?	National integrated health communication campaign, includes PrEP use among many other targeted behaviors, launched in 2014
Uganda	Time Up	Integrated HIV prevention campaign that has yet to launch, broad HIV prevention campaign that includes issues like GBV, HIV testing, VMMS, PrEP, etc.
Zimbabwe	GarawaPrEPa (Always Be Prepared)	Targeting AGYW in Chitungwiza (urban center of Harare), sought to increase foot traffic to the youth drop-in center and increase youth uptake of PrEP
Zimbabwe	V	GarawaPrEPa was complemented with elements of the V campaign – packaging, t-shirts, hats, and ambassadors. Developed in South Africa with insights from an HCD process



Landscape Highlight: Campaign Audience & Focus

All campaigns included AGYW and PrEP, but only three campaigns (highlighted) are specific to AGYW and PrEP. All other campaigns targeted key populations and integrated HIV prevention or health behaviors.

CAMPAIGN	AUDIENCE	FOCUS
Chagua PrEP (Kenya)	AGYW (parents and male partners as secondary audience)	PrEP
Jipende JiPrEP (Kenya)	Key Populations	PrEP
We are the Generation (Lesotho, S. Africa)	Key Populations: University students and key populations (MSM, sex workers, trans, etc.)	Integrated: Combination HIV Prevention
Obulamu? (Uganda)	Key Populations: Young men and women in relationships, key populations (ages 18 to 30) and people living with HIV	Integrated: Health Behaviors
Time Up (Uganda)	Key Populations: Key populations including: discordant couples, fisher folks, truckers, migrant workers, AGYW, plantation workers, people in the entertainment establishment, uniformed services, barmaids, and people with disabilities	Integrated: Combination HIV Prevention
GarawaPrEPa (Zimbabwe)	AGYW	PrEP
V (S. Africa, Zimbabwe)	AGYW	PrEP



Landscape Highlight: Thematic Diversity

CAMPAIGN	THEME	INSIGHT	BENEFIT	REASON TO BELIEVE
Chagua PrEP (Kenya)	PrEP empowers you to take control of your health	AGYW want to feel empowered, not threatened. It is important that they have the support and approval of their parents and male partner(s)	PrEP helps me feel capable and empowered	Different prevention methods, such as PrEP, allow me to control my health outcomes; male partners and parents support the use of PrEP
Jipende JiPrEP (Kenya)	PrEP empowers you to take control of your health	Young people want to be in charge of their health, they feel no one will care about you more than yourself, and your health is your responsibility	Self-care, protect yourself from HIV	Daily PrEP keeps HIV away
We are the Generation (Lesotho, S. Africa)	PrEP enables you to be a part of something that matters	Young people want to feel like they are a part of something bigger, beyond themselves – and to feel a sense of belonging	Being a part of the movement to end HIV	Now there are methods and medications to end HIV
Obulamu? (Uganda)	PrEP helps you protect yourself from HIV	People are overwhelmed by many responsibilities, by making health conversational, you can share with others and relieve the burden somewhat	Grow healthy with others	Working together with others will give me the support to be healthy Now there are tools that can protect and support my health
Time Up (Uganda)	PrEP helps you protect yourself from HIV	After years of feeling powerless, people in Uganda now have the tools to combat HIV	I have the power to end HIV; I can now have peace of mind because medicine keeps me safe	PrEP is an effective method for preventing HIV
GarawaPrEPa (Zimbabwe)	PrEP helps you to protect yourself from HIV	AGYW want to think of themselves as being prepared for any situation, the famous Zimbabwean expression, <i>gara wadya magetsi anoenda</i> (eat before the electricity goes), reflects the importance of preparedness and provides inspiration for the campaign slogan	Protect the life you love	With PrEP, one pill a day keeps HIV away
V (S. Africa, Zimbabwe)	PrEP puts you in control	1) AGYW don't worry about HIV because the consequences feel so far removed. To get immediate validation from their peer group through social media, they are willing to risk the consequences that may arise tomorrow for the status approval found today, even if it means getting involved with blessers and others means of transactional sex. 2) Pills and medical packaging are the markers of sickness, even if they are preventive.	Be bold, empowered, and in control, <i>become</i> the kind of woman you want to be	With discreet packaging, you can take control of your health and take pills with less hassle

While campaigns drew from different insights, they fell under three consistent themes:

1

PrEP empowers you to take control of your health

2

PrEP enables you to be a part of something that matters

3

PrEP helps you protect yourself from HIV

Challenges with branding in the field

Generic branding: There is often not enough information to allow a brand and its supporting communication to be tailored to specific audience needs. If your branding is too generic, it will not connect with your audience

Disconnect between the brand and the way people behave: A brand and its values are not always embedded throughout the implementation of a program, e.g., providers might not live up to brand values

Short term branding efforts: Brands are often seen as something temporary, e.g., for a one-off campaign or promotion, rather than something that underpins all communications and touchpoints with your target audience and an investment that merits management and support over the long-term.

Insufficient approach branding: Putting a logo or a tagline on a poster, brochure or other communications materials is often seen as all that is needed. Simply branding (putting a logo) a poster, for example, will not help build a relationship between your target audience and your product/service.

Single vs. Multi-behavior approach: Brands have the potential to embody multiple behaviors and behavior change messages, although we often see them as a one-dimensional tag line that speaks to a single behavior.

Inconsistent brand support: At times implementers would rather develop a new brand than build on the strengths of an existing brand. This may happen when an implementer inherits a brand from a previous program, when a new product is added to an established line of products, or simply because a brand refresh maybe mistaken for a need to start again. However, there is value in the existing brand (the awareness and associations that have been created); starting over and replacing it with a new brand merits careful consideration.

Guidance Checklist: Materials' Better Practices

Better Practice	Do's	Don'ts
Use concrete, not abstract messaging	<ul style="list-style-type: none"> • Keep the message simple, easy to understand • Stick only to what is relevant (for audience and objective) • Articulate key insights • Use call to action that is clear 	<ul style="list-style-type: none"> • Present every detail • Use jargon • Complicate the call to action
Appropriately match objective, audience and channel	<ul style="list-style-type: none"> • Select channels appropriate for the objective, message, audience and context • Design messages based on audience's journey (Stage of Change) 	<ul style="list-style-type: none"> • Tell something that should be shown or demonstrated • Address all stages of change in one message
Make content appropriate for each specific target audience	<ul style="list-style-type: none"> • Communicate a clear, believable benefit that resonates with the audience • Inspire the audience to think and feel differently about PrEP, cater to 'heart and the head' 	<ul style="list-style-type: none"> • Use one size fits all for multiple audiences
Frame with present bias	<ul style="list-style-type: none"> • Focus messages on the present benefits of PrEP/HIV prevention 	<ul style="list-style-type: none"> • Use messages that focus on the uncertain and long-term benefit of avoiding HIV
Pretest with target audience and revise as needed	<ul style="list-style-type: none"> • Ensure the audience thinks the message is clear • Test for appeal (is it likable?) with target audience – does it cater to both 'heart' and 'head'? • Test for believability 	<ul style="list-style-type: none"> • Pre-test only with stakeholders or other adjacent actors • Fail to revise materials after pretest

Feedback compilation

*The presentation was informative. We need to ensure we [have] balance in our marketing with **empowering people with the knowledge to make sure they are protected.***

- Ministry Representative, Zambia

*Young people ask why should I take pills. **Taking PrEP is like taking ARVs.** Is the positioning able to address this?*

- Ministry Representative, Uganda

*This is groundbreaking work. **PrEP can be an act of empowerment and self-care,** I liked how informative it is, and how young people's lives and the decisions they make are taken seriously.*

- Advocate, South Africa

*It's been a while since we've seen young women included, a lot is being done in areas specifically focusing on men. How you've developed the strategy is going to achieve a lot, **giving back power to young women when it comes to HIV prevention.***

- Advocate, South Africa

*I've never been more excited! This is talking about **holistic wellbeing,** it's multi-dimensional, it moves beyond the self to the community, but includes the self.*

- MOSAIC Country Partner, Lesotho

*[Young women] want to chose a product and not feel judged by their community, somewhere **they take into consideration their influencers** – parents, partners, peers – and this includes that. Really powerful!*

- MOSAIC Country Partner, Kenya

*Seeing young women at the forefront with **the power to make informed choices on preventive methods** they want to use. As a young woman, I feel at the forefront of creating demand for PrEP as a **holistic and inclusive preventive method.***

- Advocate, Kenya

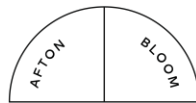
*I would like to commend you for the fact that you've tried to engage a **wider set of stakeholders and involving deeper cross-functional collaboration***

- Advocate, Kenya

ACKNOWLEDGMENTS

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*For questions about MOSAIC's positioning work, please reach out to:
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