

# **'GET A TOILET'**

## **BUILDING DEMAND FOR TOILETS**

A REPORT PREPARED FOR THE TOILET BOARD  
COALITION SPONSORED BY UNILEVER

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Unilever



# FOREWORD

by **Jean-Laurent Ingles**



**As we sit on the toilet each morning, how many of us stop to think, 'I'm lucky, because I have the privilege of a clean and safe toilet in my home'.**

It's easy to forget that the toilet is arguably the most important and lifesaving invention of our time, yet 1 billion people still do not have access to one.

Solving this crisis is complex and multifaceted, which is why it remains one of the world's biggest challenges, and represents the Millennium Development Goal lagging the furthest behind. It requires action both on the supply and demand, and is too big for any of us to solve alone.

Complementary skills and expertise from the private sector, civil societies and governments can be pulled to work together towards our common mission.

One of the roles the private sector and a company like Unilever can play is to apply their expertise in Demand understanding

to the sanitation crisis. Innovation, research and development, marketing and consumer insight are part of the key strength the private sector can contribute with.

The private sector must also realize the business opportunities that come alongside this in terms of market development and brand building. Contributing to the systematic change for a better society should go hand-in-hand with building a more sustainable business.

In the spirit of coming together to address this issue, we are sharing the knowledge that we have gleaned so far with the wider sanitation community, and I hope it can be used and applied more widely to help us as a global community arrive at a solution to this devastating problem more quickly.

Together we can make a difference by creating demand for toilets and through this, impact people's health, safety and security, creating the opportunity for billions of better lives.

Thank you to all who have helped us get this far and thank you to all who want to continue on this journey with us.

# BACKGROUND

## **We believe business has a role to play in solving the global sanitation crisis that leaves 2.5 billion people without access to improved sanitation.**

Unilever convened a group of like-minded companies, NGO's and research professionals, with expertise in sanitation and marketing and a desire to take immediate action to address this issue.

The focus has been on households having access to their own toilet, either inside or outside the home. In particular the low LSM consumer, whose basic needs for food & shelter are met and who have some disposable income for life-improving investments e.g. televisions, refrigerators, a mobile phone, bicycles etc., but for whom a toilet remains a significant purchase.

To make this vision a reality the Toilet Board had four complementary work streams:

1. Mapping current sanitation models.
2. Developing success criteria for sanitation models.
- 3. Developing demand propositions for sanitation marketing.**
4. Identifying future models with the potential to "leapfrog" current sanitation models.

The work in this document focuses on the third of these; developing demand propositions, by understanding the triggers, motivators and barriers to move from open defecation, or use of a shared community toilet, to buying, installing and using a toilet at home.

### **As such the objectives for this work stream were three fold:**

- Firstly, to create a bank of Consumer Insights that, underpin the development of Demand Propositions
- Secondly to create global Demand Propositions with some illustrative creative to bring them to life
- And thirdly to develop research and pilot design to test the most promising of these in both rural and urban India.

We identified nine demand propositions, each rooted in a solid consumer insight, for testing with our audience to understand how they might influence the decision to plan or purchase a toilet.

# SCOPE

## **Our whole approach was to focus on Demand Propositions, how to pull people towards wanting home toilets, in addition to considering those channels, influences & touch-points that worked best with this strategy.**

In doing so we excluded Supply Propositions, or those that push people to wanting a toilet, such as; space and access, availability, price, landlord and tenure, installation, community purchasing etc.

While obviously important factors, they are also being addressed in a number of Toilet Board work streams.

# A PROCESS OF BOTH RIGOR AND CREATIVITY

## The project itself was broken down into 3 distinct phases.

**Phase 1** was clarifying the agenda, getting the definition of the project right and being clear on both the behavioural job to be done and the desired behaviour we were looking to generate. This we did through:

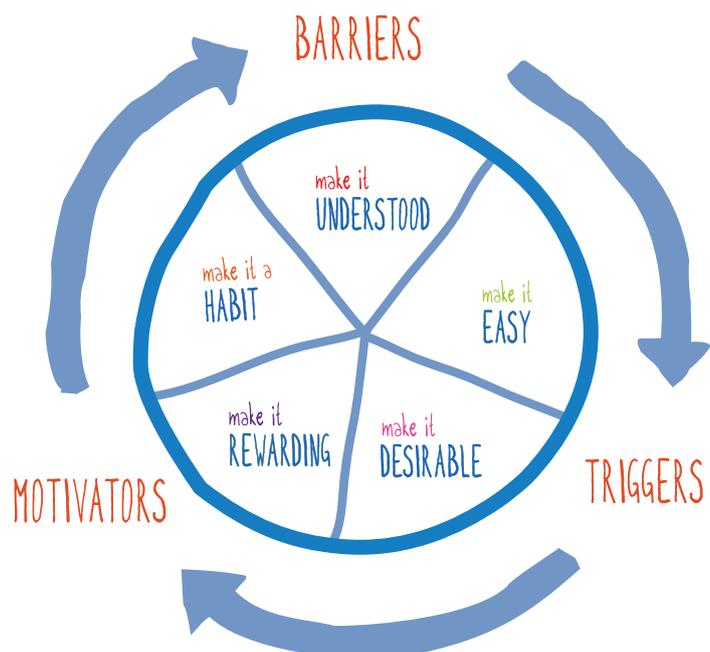
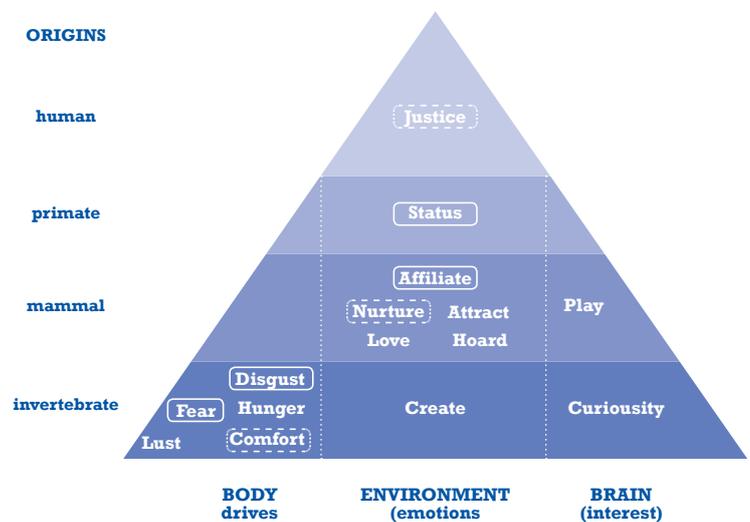
- Looking to not one, but using two different yet complementary frameworks to help structure the process and organise and interrogate the data. Thus ensuring our propositions and assets were rooted in behaviour change theory and practice. Namely, Evo-Eco Model created by Bob Aunger and Val Curtis of the London School of Hygiene and Tropical Medicine (focusing particularly on the motives model on the right) and Unilever's 5 Levers of Change.
- Researching the barriers and triggers amongst consumers and influencers to adoption of toilet and the on-going correct usage and maintenance of toilets, which included ethnographic research in Vietnam & Cambodia.
- Via desk research to uncover the hypotheses about changing the behaviour, involving the review over 50 relevant documents from highly credible sources.
- We gained further insight from a dozen sanitation and behaviour change experts by exploring our working hypotheses, getting them to help us prioritise demand creation insights from their extensive field experience.
- Their experience and expertise combined with the further research they referred us to, helped us to identify key barrier & trigger insights that we believed would be the most important to consider going forward into the ideas and ultimately, the behavioural change programmes we would create.

### Theoretical Underpinnings: Motives

The motives with a solid box around them emerged most strongly during our work as having potential to motivate toilet purchase.

Those with a dotted line were also the focus of insights and proposition development but to a lesser extent.

While other motives may also have potential to shift behaviour, given the extensive review of existing work conducted for this BCA it would make sense to focus on the strongest of these motives during research.





**Dr Val Curtis**  
London School of  
Tropical Medicine



**Dr Kamal Kar**  
Community Led  
Total Sanitation



**Therese Dooley**  
UNICEF



**Ina Jurga**  
WASH United



**Jack Sim &  
Sundeeep Vira**  
World Toilet  
Organisation



**Mimi Jenkins**  
University of  
California, Davis



**Jocelyn Wyatt**  
IDEO



**Danny Alexander**  
IDEO



**Olivier Kayser**  
HYSTRA



**Andy Narracott**  
WSUP

We then put all of this together to identify key barrier & trigger insights that we believed would be the most important to consider going forward into the ideas and ultimately, the behavioural change programmes we would create.

**Phase 2** was our Behaviour Change Workshop. A three-day workshop where we invited a number of marketing, sanitation and behaviour experts from Toilet Board organisations and beyond to experience the behaviour directly for ourselves, explore and refine our insights in situ in light of our direct experiences and then use the insights to create demand proposition ideas to solve them.

- The first day, we shared and enriched the Insights and hotspots that came from the team experience, through the lens of our rural & urban Indian household focus.
- On the second day, unfettered by filters, we generated a whole variety of ideas, from communications, KOF, other channel ideas, community influencers, activation, and education ideas.
- Overnight our behaviour change partners, Marketing Mums, identified the key propositions that emerged out of the ideas that were then shared with the core. Allowing us to identify those propositions that we believed would have the greatest overall impact.
- The rest of the third day was spent developing these key propositions into programmes, supported with relevant ideas.

**The final phase, Phase 3** was to further refine and craft the propositions further and to discover whether there was a repeatable model that could be applied across consumer groups and geographies.



**Chitralekha  
Choudhury**  
Gram Vikas



**Jame Inglesby & Ali  
Morpeth**  
Unilever

## The team included:

**LSHTM:** Dr Val Curtis, London School of Hygiene & Tropical Medicine

**Unilever:** Francesco Patimo, Simon Thong, Carolyn Jones & Dawn Farren, (Domestos); Pippa Milles, Lesley Thorne & Sarah McDonald (USLP Team); Lisa Hawkes, Lynda Granger, (Research & Development).

**Kimberly-Clark:** Adria Tarrida & Tom Berry

**WSUP:** Sam Parker, COO & Hugo Macklin, George Michael.

**RCA:** Shruti Grover

**Marketing Mums:** Irene Jeffrey, Helen Trevaskis & Simon Darwell Taylor

# WHAT WE LEARNT

This process revealed to us some key learnings, in particular:

- There was a need to make the decision to get a toilet feel easy to make - even though the reality of getting a toilet may not be.
- That using drivers like disgust to provoke internalisation of core benefits is likely to be more powerful than presenting rational health or economic value based benefits.
- There is a small cluster of motivations that have the most potential to incite desire, namely; status, affiliation, fear and possibly nurture.

# THE OUTPUT

At the end of all this we ended up with nine propositions, which sat under one framing mechanism, to shift our audience from a long rational list of reasons not to get a toilet, to one compelling motivation to get a toilet.

THE NINE PROPOSITIONS IN A NUTSHELL WERE:

make it  
EASY

make it  
UNDERSTOOD

make it  
DESIRABLE

## TIPPING THE DECISION MAKING BALANCE [executive brain]

A way of framing the dialogue with consumers to shift them from a long rational list of reasons not to get a toilet, to one compelling motivation to get a toilet.

### STOP THE SPREAD [disgust]

A programme that shows that until you/everyone contains shit by installing a toilet, it spreads.

### A NEW LEVEL OF CLEAN [disgust + status]

A campaign that dramatises how the lack of your own toilet stops you ever feeling truly clean. And having one takes you and your family to a new level.

### UNTIE YOUR TUMMY [comfort]

A programme that shows how a toilet in your home liberates every family member to go when and how they want.

### WE'RE NOT ANIMALS [disgust + status]

A programme that vividly shows that by having a toilet in the home and not going in a field, you're better than that now.

### EVERYONE'S DOING IT [affiliate]

A programme that promotes getting a home toilet as a way to fit in (not stand out for the wrong reasons).

### GET AHEAD [status]

A programme that shows how a toilet is a must have for families (communities, regions, countries) that want to get ahead and show others they are ahead.

### NO PRYING EYES [fear + status]

A programme that shows a home toilet as the solution to anxieties about this potential exposure, giving you privacy, dignity and peace of mind.

### A SAFE, SECURE PLACE [fear + nurture]

A programme/campaign that dramatises the peace of mind that comes with your own toilet through the idea of night & day.

### THE GOOD MAN [justice + nurture]

A programme that shows how getting a toilet is a way that good men care for their family and show respect for others.

# THE PROPOSITION IDEAS IN A LITTLE MORE DETAIL:

## The proposition idea:

## And a couple of creative ideas to illustrate it:

### Stop the Spread

**Insight...** I don't want even to think that others' shit is all around me. So I don't.

**What is it?** A programme that shows that until you/everyone contains shit by installing a toilet, it spreads.

#### Interesting Channels, Touch-points, Influencers

- Use **the community** itself much the way CLTS does so messages are linked to what happens when shit gets where it shouldn't - into water sources, just outside your home, where food is sold, etc.. Messages could be on fake poos to make it more disgusting. Or a chai stall could be set up on a busy route to an OD site or community toilet to share messages in the moment of poo spreading.
- Use **outside and inside of public transport** - buses, trains, autos - to communicate a message about how what people encounter in the toilet gets moved around with them everyday, everywhere.

#### Reasons to Believe...

- 10g of human poo is consumed on a daily basis.
- Show direct relation on a graph between home toilets going up and worms and diarrhoea going down.

### Creative ideas

DISGUST



Create a **compelling visualisation** in an advert of how poo is trafficked around a community into the home from formal and informal defecation spots.

The Ghana handwashing advert does this brilliantly for soap use.

<http://www.globalhandwashing.org/resources/videos>



Use **worms** as an indicator of contamination spreading from toilets into hands into mouths.

Create a campaign where it looks like it's a worm treatment being sold but actually it's toilets. Like a fake medicine box with a toilet advert inside.

### A New Level of Clean

**Insight...** If you wanted to be clean, the last place you would go everyday is a place where hundreds of people have defecated.

**What is it?** A campaign that dramatises how the lack of your own toilet stops you ever feeling truly clean. And having one takes you and our family to a new level.

#### Interesting Channels, Touch-points, Influencers

- Near temples and spiritual places, activations linked to Hindu and Muslim calendars, imams and pundits sharing messages - to create an association with **spiritual purity**.
- Through **other products** linked to keeping clean - toothpaste, laundry soaps and powders, soap, household cleaning products, etc..
- The **door-to-door sellers** who sell strings of flowers people use to decorate household doorways.

#### Reasons to Believe...

- 10g of human poo is consumed on a daily basis.
- Show direct relation on a graph between home toilets going up and worms and diarrhoea going down.

### Creative ideas

DISGUST STATUS



**Dramatise the day in the life of a toilet/OD site.**

The number of people going in and out. The amount of pooing and peeing. Hint at what else happens there. Could be time-lapse photography in an advert a bit like the video below...

<http://www.youtube.com/watch?v=UaJWw0NO2EQ>



**Clean Testimonials**

Families talking about how much cleaner they feel - inside and out - now they have their own toilet. And reacting in horror at the thought of them and their family going back to what they used to do - using the dirty community toilet or putting up with the filth and contamination of the open defecation site.

### Untie Your Tummy

**Insight...** When you've got to go, you've got to go but when you can't it's no laughing matter.

**What is it?** A programme that shows how a toilet in your home liberates every family member to go when and how they want.

#### Interesting Channels, Touch-points, Influencers

- Places **where people may have their tummies tied** - e.g. queues at toilets, spots en route to open defecation sites, at melas where there are few or no toilets, at religious pilgrimages, etc.
- Messaged **toilet rolls** or promotional messaged **wrist bands** worn to the field.
- **Private and public clinics** when people are diagnosed with complaints that could be because they are having to wait or avoiding going to the toilet.

#### Reasons to Believe...

- Distance travelled to go to the toilet today vs.. 5, 10, 20 years. And projected distance people will need to travel in 5, 10, 20 years if they don't have a toilet, given urbanisation.
- Medical conditions that can arise as a result of holding it in for too long.

### Creative ideas

COMFORT



Playful series of posters showing **what you miss out on** if you are too busy worrying about going to the toilet, or not being able to go to the toilet and unable to pay attention. Opportunities for money making, fun, romance, marriage, etc.



A community activation where children and performers act out all the **different types of moments people get caught out** and what these look like. Use humour to get to a serious message about home toilets across. In these we could dramatised the high tension moments when tummies are most 'tied up' e.g. Its 4am and you need to go, but know you can't until the sun is up or someone else wakes up...

# THE PROPOSITION IDEAS IN A LITTLE MORE DETAIL:

The proposition idea:

And a couple of creative ideas to illustrate it:

## We're Not Animals

**Insight...** Circumstances are difficult, but I am not an animal, I know better than that.

**What is it?** A programme that vividly shows that by having a toilet in the home and not going in a field, you're better than that now.

### Interesting Channels, Touch-points, Influencers

- Posters or cut outs of dogs shitting at 'formal' open **defecation sites** and the informal (but widely used) defecation sites like behind the toilet block when it's shut.
- Images in **places where social standing matters** and images would create social discomfort – e.g. temple, community center, private schools low income households send kids to, water point, etc.
- At places where **newer migrants to urban areas** pass or gather – e.g. train stations, bus stations, etc.

### Reasons to Believe...

- Statistics that starkly contrast areas in life people have moved on with how many still go to the toilet like a dog.

### Creative ideas

**DISGUST STATUS**

A couple of takes on this were suggested...



This proposition was inspired by this WASH communication which our experts stated has triggered movement from open defecation to a home toilet toilet. The image is disgusting but also has an implicit status message – I'm above that.



Or turn the tables to show dogs being more civilised than us – at school, at work, getting married, etc.

## Everyone's doing it

**Insight...** It's important to fit in with what everyone else around here is doing: moments where you suddenly realise you don't are excruciating.

**What is it?** A programme that promotes getting a home toilet as a way to fit in (not stand out for the wrong reasons).

### Interesting Channels, Touch-points, Influencers

Focus on places where a 'social norms-based' message can be made ludicrously visible and have resonance:

- Trains & buses – e.g. most of the people using this train today are planning to get a toilet, what about you?
- Places lots of people pass – e.g. don't be the only person looking at this in a years time who doesn't have a toilet.
- Women's groups, lending circles, KKD Rural activation, etc.
- Front doors – e.g. plaque idea on next slide, paint them when you've got a loo, use them as mini billboards.

### Reasons to Believe...

- Article showing that not having a toilet and people coming around and expecting that you will, is top anxiety.
- Toilet league tables showing the movement toward everyone having a toilet.

### Creative ideas

**AFFILIATE**



Create a PR stunt where a lone guy wanders onto the cricket pitch, wearing his lungi with his little pot of water and starts to squat before realising he's all on his own - and being watched. A message comes up on a screen "Don't be left behind everyone else get a toilet".

Households name the date they plan to get a toilet by and then have a plaque put on their door. (They could be incentivised to complete on time). Even if it's a long way off they get a plaque. These make visible intention and puts social pressure on others to commit too.

## Get Ahead

**Insight...** I do anything and everything I can to make sure my family get ahead in life.

**What is it?** A programme that shows how a toilet is a must have for families (communities, regions, countries) that want to get ahead and show others they are ahead.

### Interesting Channels, Touch-points, Influencers

- Promote in same channels as aspirational products – TVs, mobiles, fridges, bikes, etc. (use Amazon's idea, '80% of people who bought this also bought a toilet' idea).
- Private school parent meetings, as these are aspirational places.
- Those involved with weddings to spread the word it's the new dowry gift.

### Reasons to Believe...

- Survey reports the number of families who've improved their marriage chances by having a toilet.
- Homes with toilets have taller children/children who do better at school.

### Creative ideas

**STATUS**



The Indian government's "No toilet no Bride" fitted well here. And feels creatively rich territory. In Uganda a similar approach was also taken in advertising in the past...

Wall of fame in Sanishop of families who've purchased this month – standing proudly outside their homes. Picture also posted at local community loos on board that says 'Goodbye – we've moved on'.

<http://www.youtube.com/watch?v=fWLOn3Wtj7A>

# THE PROPOSITION IDEAS IN A LITTLE MORE DETAIL:

The proposition idea:

And a couple of creative ideas to illustrate it:

## No Prying Eyes

**Insight...** I worry about being exposed when I go to the field – it is humiliating and undignified to think I could be seen like that.

**What is it?** A programme that shows a home toilet as the solution to anxieties about this potential exposure, giving you privacy, dignity and peace of mind.

### Interesting Channels, Touch-points, Influencers

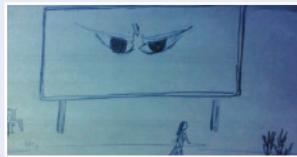
- Anywhere that is in **people's line of sight** en route to the toilet or at the OD site/community toilet – trees, inside of community toilet doors, on the ground, specially positioned billboards, T-shirts others wear with the message on during open defecation, etc. Or "prying eyes" crime scene tape around where people go.
- The campaign could be product placed within a **popular soap opera** to launch it and create PR around it.
- **Text messaging** could be interesting – "Who is using their mobile camera when you're going in the field?"

### Reasons to Believe...

- 10 ten anxieties of village/slum life highlighting fear of 'exposure' in and around toilet life sitting alongside really serious things like never finding a husband, physical attack, bringing shame on the family, etc..
- Study which gets people to go back to the field/OD site for a week after having a toilet for a month and shares their responses.

### Creative ideas

**FEAR** **STATUS**



A Prying Eyes campaign with big eyes on billboards and near open defecation sites. If we are clever these could have a double impact: a trigger to purchase as they heighten anxiety around being watched and, for those with prying eyes, a reminder that they are not invisible... The link below shows how in a social science experiment eyes encouraged 'good' behaviour.

<http://www.sciencedaily.com/releases/2006/06/060628091247.htm>



This more humorous take focuses on boys who maybe do the prying. Inspired by Kamil Kar's anecdote about more toilets leading to less boys up palm trees trying to spy on the girls once toilets were installed! "What Sanjeev does now..." would show a wistful Sanjeev who since stopping spending all his time watching the girls has had to find other things to do. As a result his studies improved, he got a good job and now works in IT and has been able to buy his own family a toilet, TV, fridge, bike...

## A Safe, Secure Place

**Insight...** I have so many worries about me and my family going to the toilet outside. Who knows what's lurking out there when it's dark? And who knows who's looking when it's light?

**What is it?** A programme/campaign that dramatises the peace of mind that comes with your own toilet through the idea of night & day.

### Interesting Channels, Touch-points, Influencers

- Use **the night** as a promotional space: messages that light up; an activation involving 'branded' chaperones who escort people safely to go to the toilet while delivering messages about toilets; a temporary movie theatre showing a Bollywood scary movie (with a happy toilet ending).
- Trusted **authority figures** in the community who are involved in other issues around safety and security.
- Target moments **where general anxieties may be higher**: arrival in a new community; first pregnancy; birth of first child; relatives getting elderly; when a major crime is in the papers; etc.

### Reasons to Believe...

- Statistics around threats relevant to night time (snakes and animals, attack, treading in something nasty, etc.) and daytime threats (prying eyes, catching something from someone else's poo, falling into a latrine pit, etc.).
- Study about dreams of children from homes with toilets versus those without - less nightmares!

### Creative ideas

**NURTURE** **FEAR**



National Scary Dreams: Sweet Dreams short story writing/drawing competition where children write about their dreams for the future and can win a toilet. Linked to the notion that not having a toilet and having to go outside is scary and gives kids nightmares. Winning stories are made into a short advertorials for getting a toilet campaign that stresses the importance of physical security for children. This would give this idea a Nurture edge.



Week long activation to accompany women and children to the toilet and then talk to them about benefits of a toilet at home. Aim is to get them to exert influence on the man of the house. And to create a buzz at a community level. Find out how safe they felt – then say toilet is an easier solution to same feeling of security over the longer term.

## The Good Man

**Insight...** Every family and every community has those who need looking after. It's the duty of men, like me, to do this.

**What is it?** A programme that shows how getting a toilet is a way that good men show respect for others and care for their families.

### Interesting Channels, Touch-points, Influencers

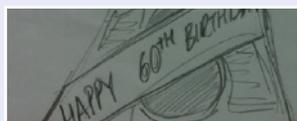
- Community elders, church leaders, local leaders, successful older businessmen, reputable lending circles, respected entrepreneurial groups and others respected as being **good citizens** and therefore role models spread the word.
- Target **health-vulnerable** moments through the health system: when the first child is born; when someone has a disability in the family; when an elderly member of the family has an ailment or injury; etc.
- **Create a moment** in the calendar when toilets become a gift or the pledge to get one takes place – this could be new or aligned with a suitable moment in the cultural or religious calendar.

### Reasons to Believe...

- Survey among older generation showing what improves their lives most and makes them feel respected which of course includes a toilet.
- News story showing how both Traditionalist and Achievers in modern India believe that respect is essential in this life (and next) and shows that having a toilet is now viewed as a mark of respect within and beyond a household.

### Creative ideas

**NURTURE** **JUSTICE**



Make a toilet the gift given to elders as a mark of respect when they reach 60. The campaign would show a group of older women and men sitting gossiping and comparing what their children have given them... a mobile phone, a TV, a fridge, etc. and moaning about children wasting their money on these modern things! One very dignified couple whose house they are next to, keep very quiet until asked what they got when they push open the door behind them and show a shiny beautiful toilet. Everyone falls silent in awe...



Dear Dad campaign. Letters from women who are now married and living in their in-laws homes and have their own daughters, thanking their dads for getting a toilet when they were younger to protect their dignity. And how this has helped them become a good and decent person just like their dads were.



# USING THE DEMAND CREATION PROPOSITIONS IN INDIA

Since the identification of the nine global propositions, we undertook another round of work to enable us to identify the four lead propositions that could resonate most in India.

## TO DO THIS WE:

- Clarified our Indian target
- Explored the global propositions with Indian experts to identify priority ones for India
- Crafted the propositions further for India
- Refined next steps in light of expert learnings

# WHOSE LIVES ARE WE TRYING TO IMPACT IN INDIA?

Firstly we identified two distinct sub groups within our target audience, those living in *urban areas* and those living in *rural India*.

## URBAN INDIA

According to a 2011 census, approximately 3 out of every 10 households in slums are without own toilets.

- They live in a small number of rooms, often one, although more rooms may be added as a family grows, where a building allows for this.
- The household is most likely to be nuclear. They may have older children at home – who could still be single or may be married, as well as younger children. Those of school age are likely to be in school at least some of the time. Getting kids educated is often a big concern although this can vary by caste, circumstance and family.
- Many will have migrated from a rural area to find work and will have relatives and connections back in their 'village'. While for some this move may have been decades ago, poor urban families are typically younger than their rural counterparts.
- By 2025 it's estimated that 42% of Indians will live in cities.
- The occupations of those in work varies, often according to location - from maids, security guards and auto drivers in the centre of cities to day labourers and factory workers in the outskirts.
- Our audience is not the poorest of the poor, their basic needs are met, and most will have a phone and TV. They may pay for kid's tuition in the growing number of private schools serving slums as a response to the low quality of state schools.
- If they don't have it already security of tenure will be their biggest concern and a barrier to buying anything they can't take with them if they have to relocate.

## RURAL INDIA

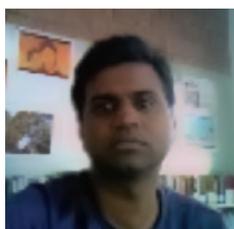
The same 2011 census revealed that approximately 7 out of every 10 households are without own toilets.

- An estimated 70-75% of Indians live in rural areas, much higher than in other developing countries.
- Migration to cities, typically of the young, is an on-going trend driven by economic stagnation in rural India, which is largely dependent on agriculture (and money sent back by relatives who have made the step to the city).
- As a result, the demographic profile in villages is older than in urban slums.
- The vast majority of rural-dwellers are poor although again, as with urban, our target audience is not the poorest of the poor. Roughly half of our target will own mobiles and approximately a third TVs.
- Education is generally lower among the rural poor versus the urban poor.
- Families are typically nuclear as across India but as with urban areas children are likely to stay at home when they are married particularly when economic times are hard.
- People often have more space in rural areas, living in more rooms, and home ownership is much higher – circa 90% versus circa 70% in slums.

## THE EXPERTS WE SPOKE TO...



**Ram Prasad**  
CO-founder, FinalMile Consulting  
Mumbai, Maharashtra, India  
Management Consulting



**Balaji Gopalan**  
Partner at Centre of Gravity  
Bengaluru Area, India  
Marketing and Advertising



**Ayush Chauhan**  
Director, Quicksand  
Gurgaon, India  
Design



**Siddharth Kanoria**  
Vice President,  
Quantum Consumer Solutions  
Mumbai Area, India  
Marketing and Advertising

# OUR LEARNINGS FROM EXPERTS IN INDIA

## Basic principles of success

Our exploration with experts helped to identify some key principles that our propositions will need to deliver against in order to achieve our goal.

## Our propositions need to:

- Work at a mass communication level and not require high personal engagement for the message to be understood or motivating to change behavior
- Create a discomfort & dissonance with the current behaviour of open defecation such that it drives people to solve that discomfort through getting a home toilet (not a community one)
- Make them reevaluate the cost of not having a toilet and the value of having one
- Resonate with urban and rural consumers
- Engage men (as decision makers) & women (as primary users & key influencers)
- Include elements of carrot (positive) and stick (negative) reasons to change
- Empower not demean women

## What we can learn from those who have gone before

Centre for Gravity had already explored proposition ideas like ours to get people to construct a toilet in Karnataka where they have focused on 3 strategies for rural villages:

- Movement towards modernity – renovation of houses and general upgradation. Particular trigger is someone from the city coming back home to the village or marrying a city girl and bringing her home. This is a useful insight to use in areas that experience high migration but they believe it only resonates with about 5% of the population.
- Convenience – especially for the physically challenged. However this only impacts a smaller number of households.
- The biggest motivator they've found is to do with the distance women particularly have to travel to find somewhere to Open Defecate. As more land gets taken up closer to the village this can take up to 1.5 hour and moving further from the home increases the sense of fear. Also if they have to do an emergency shit they risk humiliation being chased away by the landowner.
- The overall big learning that they've had is you need to motivate the man. Women already feel the need for a toilet very strongly but men don't listen because their experience is very different, meaning they don't empathise. Ultimately the man has to decide, as they will be the ones constructing it and dealing with government for funding. It's not aspirational for a man to show his sensitive side and be seen to be caring for his woman. It is aspirational however for a man to be seen as responsible.
- Another dynamic uncovered in exploration with experts, that may complicate the picture, is that of funding. While there is already a government scheme providing 9200 Rupees to anyone building a toilet there are a variety of problems with the scheme, namely, there is low awareness. And where there is awareness there is high skepticism around whether they are eligible, or if they build the toilet – whether they'll actually get the money due to the complexity of the government system and a culture of bribery.



# THE RESULTANT PROPOSITIONS FOR INDIA

**DISGUST STATUS**

## KIDS: WE'RE NOT ANIMALS - FINAL

### Insight...

We wear clothes, talk, eat, behave in a civilised human way. But we still poo like animals do.

### What is it?

A playful & humorous programme to vividly show that having a toilet in the home and not having to go out into a field, means you've moved on in every way.



### Benefit...

Don't poo like animals do. Get a toilet at home today.

**STATUS AFFILIATE**

## ALL: PRICELESS MOMENTS - FINAL

### Insight...

Being a good host is really important to me: so moments when I suddenly realise I've let them down are excruciating.

### What is it?

A programme to show how having a toilet at home is priceless if you want to avoid those awkward social moments.



### Benefit...

Be prepared. Get a toilet at home.

**JUSTICE NURTURE**

## MALE: THE GOOD MAN - FINAL

### Insight...

As a good father, husband, son, brother, I do so much to provide, protect & care for my family – especially at times when they are vulnerable or need a little more help.

### What is it?

A programme to show that good men act responsibly by making getting a toilet at home their first priority to protect the safety, dignity and reputation of their family.



### Benefit...

Good men act responsibly and get a toilet at home.

**DISGUST STATUS**

## FEMALE: FOR TRULY CLEAN FAMILIES - FINAL

### Insight...

We're a clean family even though many around us may not be.

### What is it?

A programme to dramatise how only families who have their own toilet at home, aren't spreading others' shit around and are truly clean. So families who believe it's important to maintain the highest standard of clean everywhere, place the highest priority on getting a toilet at home.



### Benefit...

Be a truly clean families. Get your own home toilet.

## And finally...

**a benchmark proposition concept to compare the new ones to the existing proposition being used by the Domestos Toilet Academy.**

**DISGUST NURTURE**

## FAMILY: HEALTH & HAPPINESS IN YOUR HANDS

### Insight...

A healthy family is a happy and successful family so I prioritise my families health wherever I can.

### What is it?

A programme to dramatise how having a toilet at home is central to protect the health, happiness and safety of your family.

### Benefit...

Choose health for your family. Get your own home toilet.





# SUMMARY AND RECOMMENDATIONS

**Learning from the experts, we uncovered one big learning that impacts the shape of stages that follow. Instead of trying to identify one winning proposition for the whole of India, we recognised that there may be a variety of propositions that would work better in different circumstances.**

Therefore the opportunity going forward is not to identify and push one winning proposition but to enable partners to identify the winning proposition for them in the context of the toilet model they operate and brand they have. This changes our approach from push to pull where our recommended steps going forward are to:

find partners interested in the insights & propositions and support them with the development of the relevant materials

invite agencies to “work for free” on the development of materials and on their favourite propositions, including a global competition created for Cannes

create a bank of creative assets that all partners and clients of the Toilet Board can use based on robust behavioural principles with starter propositions and illustrative examples bringing them to life, which can then be tailored for individual contexts.

Working is currently on-going to determine the ownership and resources required to support the development of the asset bank.

**Thank you for reading.**

**With thanks to Marketing MUMS, our strategic behaviour change partners on this project.**

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