



## Integrate Gender into Program Positioning and Messages

### Activity 7.1: Deciding How to Position your Program

#### Objectives:

- Learn about a value proposition canvas and program positioning.
- Understand the importance of positioning your program to address both the behavior you are trying to address and the real-life experience of the audience.
- Develop a positioning statement that considers how the program should be positioned, the different gender dynamics and the possible unintended consequences.

#### Preparation:

Review the **key concepts** and **background research** to be sure your team has a good understanding of **behavior change and gender** and is aware of the gender-related social and behavioral determinants. Review the existing research and the information gathered during your situation and audience analysis to be able to identify the underlying conditions and causes that exist in relation to your health problem.

Gather the following program documents to help you go through this activity:

- Current strategy or marketing plan
- Formative research results (if available)
- Monitoring and evaluation results (if available)
- Information and results from previous exercises
- Other programmatic documents
- Activity Template (see below)
- Relevant resources from the I-Kit

Be sure you have enough copies of any templates, handouts or resources needed for this activity. Consider printing the **Gender-Related Social and Behavioral Determinants Handout** from the step page to use as reference during the activity.

#### Expected Outcome:

A positioning statement that considers how the program should be positioned, the different gender dynamics and the possible unintended consequences.

#### Purpose:

The purpose of this activity is to guide you on how to look at your program from a programmatic perspective versus the audience perspective and how best to position your program to find the “sweet spot.” The activity will help you consider if you should position it as a program for women, men, health and/or gender.

#### Introduction:

Finding the right position for your SBCC strategy or marketing plan is an important step in the strategy development process. To uniquely position your program, it is important to understand how competing brands, services or programs have positioned their product or behavior. Positioning can also include deciding whether you want to position your program as a women’s and/or men’s program, as a health program or as a gender program.

The way you chose to position your SBCC strategy or marketing plan is the sweet spot between what you want to achieve in your program and the wants and needs of your audience. An **SBCC Value Proposition Canvas** helps you to identify the best fit – when the value map matches the audience profile.

The value proposition canvas is a simple and practical tool that combines a model for business development with the customer development process. It is often used in product design to find the right fit (or positioning) between a company’s “value” and the needs of a specific segment of the audience.

The value map looks at the specific features of what you are proposing. It looks at a list of the behavior your program wants versus the concrete wants and needs of your audience, the potential risks or fears your audience may face, and the work and life he or she is currently living. It allows you to zoom into the details of both what you are proposing in your program as well as what is important to your audience.

#### *Instructions to complete this activity:*

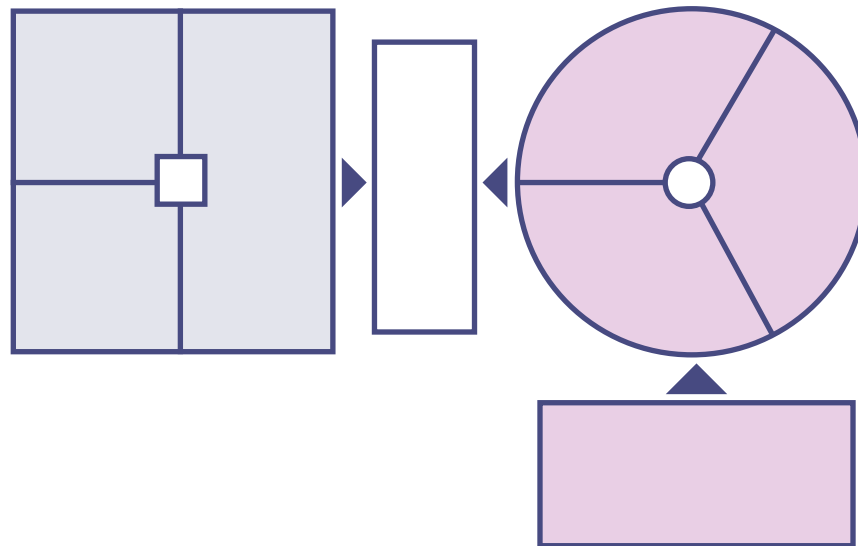
An **SBCC Value Proposition Canvas** will help you to develop your positioning statement by thinking about **WHAT** your intervention

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is and how you believe this will benefit your audience. It also looks at WHY you are designing it based on a specific audience segment. It can be based on proven interventions, new and innovative ideas, and assumptions. You will need to test the new ideas and assumptions for their level of understanding and acceptability with your audience. You can do that during the concept or pre-testing phase of program design (P-Process).

**Key Steps:**

1. Draw the following diagram on a large piece of flip chart paper and introduce the concept of a value proposition canvas to the group.



2. Have the small groups fill out the SBCC Value Proposition Canvas. Start by thinking about the experience of the audience segment.
  - What are their **wants** - the emotional drivers of change - and **needs** - the hidden needs we may not see? Are there any gender-related influences?
  - What are their **fears** - the risks to adopting a new behavior? Are these based on any negative gender norms?
  - What is their **current lifestyle and practices**? Are these conforming to gender stereotypes? Are they moving towards gender transformative practices?

When completing the section on the audience's experience, it is important to think about the different gender dynamics in the context in which your audience members live. Pulling information from the activities you conducted when creating a gender-focused understanding of the audience will help you to complete this section.

3. Now have the small groups think about the desired behavior from your program's point of view.
  - What are the **benefits** of that behavior - what does the behavior do? Are these different for different audiences, such as men and women?
  - What are the **features** or characteristics - how does the behavior work?
  - What **experience** does the behavior provide - how does it feel like to practice that behavior? Does it feel different for men and women?
4. Once the small groups have completed the **SBCC Value Proposition Canvas** ask them to share the top three or four "wants" ideas from each section. Using post-it notes record this on the large diagram, grouping similar ideas together.

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5. If you have time, and to challenge your canvas, have participants “get out of the building” to talk to as many (potential) audience members as possible to find out if the wants, needs and fear you listed are accurate. Verify their current lifestyle and practices. Come back together and discuss what was and was not accurate. Adjust your audience assumptions based on these new insights.
  6. Now that you have a shared **SBCC Value Proposition Canvas**, consider the positioning for your SBCC strategy or marketing plan.

A position statement should not only help to meet the goals and objectives of your program but it is the way your program wants people to see and feel about the issue. It should occupy a particular space in your audience’s mind. It is a way to make the issue unique and to stand out.

Part of your positioning should consider whether you want to design a program for men and/or women, or to address health and/or gender. This will help you to stay focused as you develop your messages and materials, and implement your program. Consider the possible consequences, intentional or unintentional, your program may have so that you can design for that now.

7. Brainstorm possible positioning statements for each segment of your audience. Decide on the top 2-3 positioning statements. Which ones are most closely aligned with your gender transformative vision?  
Look at each and decide if there are any possible unintended consequences or if you are reinforcing harmful gender norms. Select the best positioning statement.

*This activity was adapted using the following resources:*

Osterwalder, Alexander. *Test your Value Proposition: Supercharge Lean Startup and Custdev Principles*. Blog Post (September 6, 2012). Accessed on December 16, 2015 from: <http://businessmodelalchemist.com/blog/2012/09/test-your-value-proposition-supercharge-lean-startup-and-custdev-principles.html>

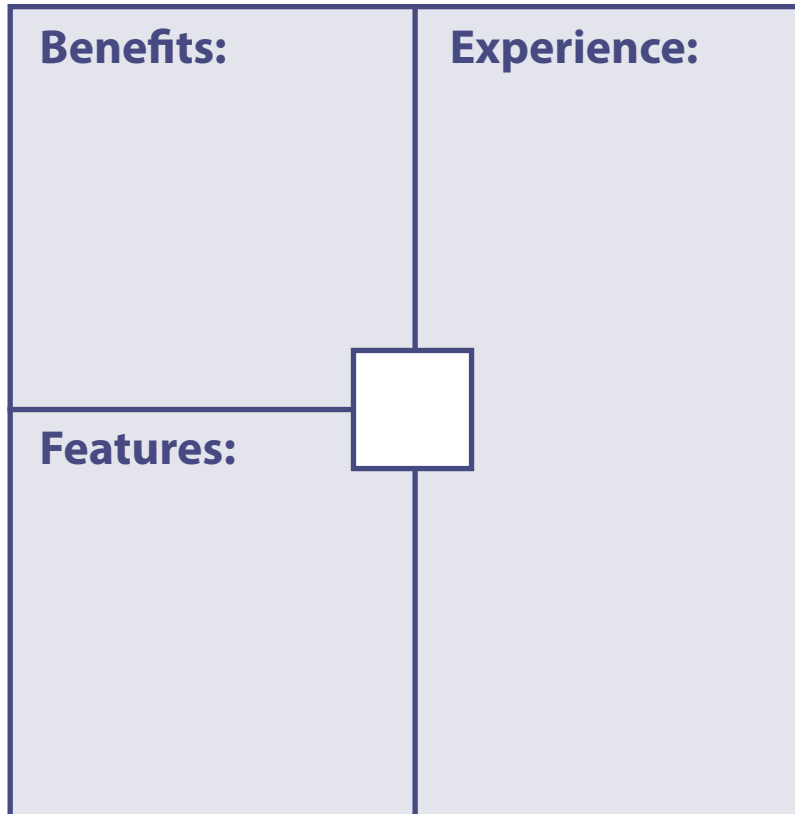
Osterwalder, Alexander, Pigneur, Yves, Bernarda, Greg, and Smith, Alan. *Value Proposition Design*. Wiley and Sons, Inc. Hoboken, New Jersey. (2014).

Thompson, Peter J. *Digital Brand Strategy: Value Proposition Canvas*. Accessed on December 16, 2015 from: <http://www.peterjthomson.com/tom-peters-mckinsey/>



## Template 7.1.1: SBCC Value Proposition Canvas

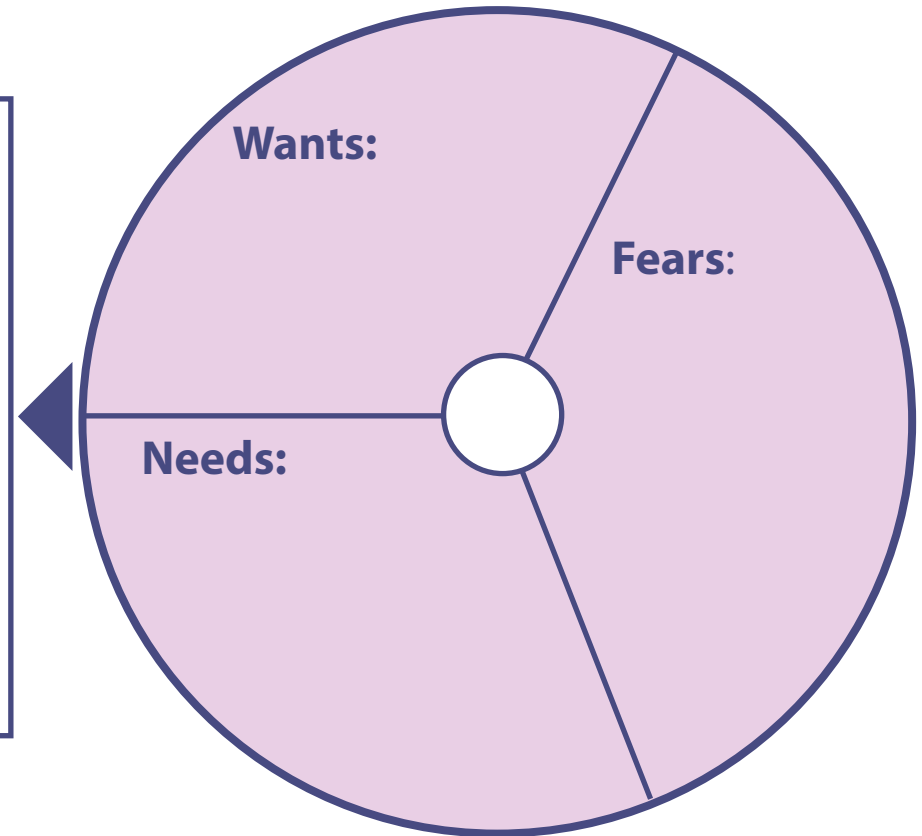
### BEHAVIOR (We Want)



What is your  
Position?

**SWEET  
SPOT!**

### AUDIENCE EXPERIENCE



**Current Lifestyle and Practices:**

**Organization:**  
**Behavior:**  
**Ideal Audience:**