

# How we approach marketing health services in developing countries






Project  
Last Mile

## The challenge

Demand for health services is essential for adequate access to and availability of medicines. Across Africa, governments and donors are investing billions of dollars to strengthen health systems and make affordable medicines available. However, ministries of health often lack the strategic marketing capacity to reach and retain patients in care. This results in health facilities with medicines and services, but no patients.

Key challenges to creating demand for health services in developing countries include:

-  **Absence of a strategic approach and cyclical process**, which results in inefficient prioritization and resource allocation
-  **Limited engagement with private sector thinking** and practices to stay up-to-date with the latest innovations and best practice in marketing
-  **Inadequate access to best-in-class services and solutions**, such as appropriate creative agencies and market research networks
-  **Poor metrics and tracking capability** hinder the measurement of a campaign's success or failure
-  **Uncoordinated messaging campaigns** driven by multiple stakeholders result in duplicated efforts and missed opportunities to link marketing objectives and actions across relevant audiences
-  **Shortage of trained personnel** to set up and manage efficient public health strategic marketing campaigns

Innovative communication approaches are needed to drive enhanced access to public health services.

## Our response

The Coca-Cola Company is a recognized leader in marketing. Almost every person around the world knows, loves and understands the Coca-Cola brand and can easily access a Coca-Cola product. Imagine healthcare was as sought after and accessible.

To help make that a reality, The United States Agency for International Development (USAID), the Global Fund to Fight AIDS, Tuberculosis and Malaria (the Global Fund), the Bill & Melinda Gates Foundation, The Coca-Cola Company and its Foundation, formed Project Last Mile – a partnership working to make life-saving medicines available to those who need them most.

The Coca-Cola Company is the most effective brand marketer according to the Effie Index. The Effie Awards recognize campaigns that drive core metrics like purchase intent and sales by effectively straddling the worlds of business and creativity, and linking what is relevant to the consumer with what is uniquely relevant to the brand. Project Last Mile is bringing this core competency to the strategic marketing of healthcare products.

### Global Partners

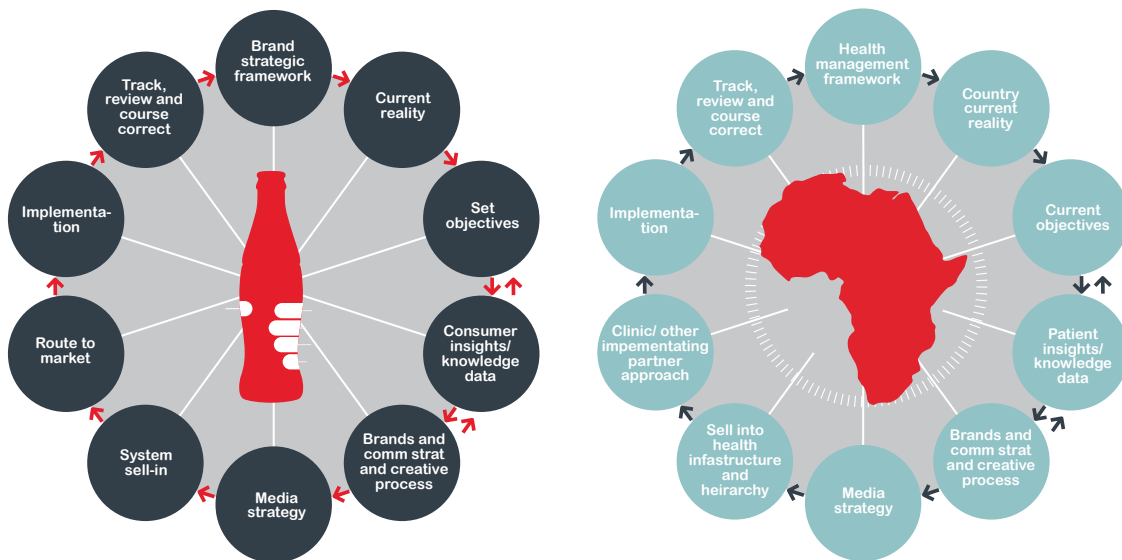


Project Last Mile works with governments and local and global Coca-Cola business units to develop tailored, strategic marketing approaches to support sustained behavior change in health. It does this by leveraging the marketing strategies, methodologies, approaches and networks of The Coca-Cola Company to create awareness and demand for health services.

Project Last Mile is part of improving supply chains and strategic marketing for life-saving medicines in eight African countries: Liberia, Sierra Leone, Nigeria, Ghana, eSwatini, Mozambique, South Africa and Tanzania.

## Our strategic marketing solutions

Great global brands are built consistently from a well-articulated and strategic framework. Project Last Mile applies this strength of The Coca-Cola Company's strategic marketing management process to public health systems. In this way, Project Last Mile brings technical expertise and strategy development, processes and systems to operationalize and manage a successful marketing campaign.



In the Coca-Cola system, the marketing process develops, tests and iterates at every level of the business, to ensure campaigns are relevant and drive consumer behaviors. Project Last Mile applies that process and structure to all levels of the public health infrastructure by considering how a campaign integrates with health promotion infrastructure, healthcare institutions and services, and existing and potential processes.

Our solutions may involve:



- Systems, processes and insights from the Coca-Cola system to help build a strategic and coordinated approach to marketing for health services
- Marketing campaigns to help drive prevention and treatment for specific target groups (e.g. adolescent girls and young women)
- Best-in-class strategic framework
- Marketing process
- Segmentation and targeting to create focus and depth
- Insights and data – Neuroscience research
- Agency network – creative and messaging
- Aligned implementation landscape
- Metrics





## How we work

Early engagement with partners in each country is a trademark of Project Last Mile's approach to delivering transformative programs that strengthen health systems.

In each country, Project Last Mile's approach progresses through three key stages:

### 1. Engage and align

Project Last Mile engages with in-country stakeholders to understand and inform the solutions. Project Last Mile begins by scoping potential solutions that sync with local health priorities and meet the diverse needs of the country partners, and then aligns those for delivery.

### 2. Deliver

To build sustainable capacity, Project Last Mile establishes a local working group and matches top industry experts, mostly sourced from the Coca-Cola system, with in-country stakeholders to develop and deploy solutions that fit the local landscape. Project Last Mile builds capability through knowledge exchange and real-world application, working within the existing infrastructure as far as possible. Implementation is embedded within the ministry of health to inform daily work and system processes. After an initial pilot, Project Last Mile works with a ministry of health to scale a solution nationally.

### 3. Transition, exit and sustain

Project Last Mile aims to improve the demand for health services through integrated solutions that are supported with adequate time for transition and offers long-term, sustainable support. Therefore, during project delivery, the linkages between Project Last Mile, ministries of health and key stakeholders evolve to establish an ongoing partnership with commitment from all organizations to continuing the work.

## How you can get involved

*Partners, donors and ministries of health*

Share your ambitions with us. We want to support you.

*Coca-Cola Africa network*

Volunteer your time and resources to address a need in your local community.

*Career professionals*

Join us and share your expertise and knowledge in supply chain and strategic marketing in the beverage industry to help a ministry of health.

## Contact us

For more information, please visit [projectlastmile.com](http://projectlastmile.com) or email [info@projectlastmile.com](mailto:info@projectlastmile.com)



# Our marketing health services work in eSwatini



## Context

The government of the Kingdom of eSwatini (formerly Swaziland), in partnership with international donors and implementing partners, has achieved success in reducing the rate of new HIV infections. However, despite these gains, HIV incidence among adolescent girls and young women (AGYW) continues to be more than twice the rate of their male counterparts.

## Response

In response to the disproportionate impact of HIV on AGYW, the Global Fund invited Project Last Mile to use the strategic marketing skills and global communications network of The Coca-Cola Company to generate demand for HIV prevention and health services among young Swazi women, and build national capacity for health behavior change communications. In eSwatini, Project Last Mile partners with the Global Fund, Ministry of Health, National Emergency Response Council on HIV and AIDS, and Health Promotion Unit.

To gain a qualitative understanding of this demographic's thinking, Project Last Mile partnered with one of The Coca-Cola Company's market research suppliers, Olson Zaltman to conduct neuroscience research that would generate insights into AGYWs' thinking around HIV, infection prevention and healthcare.

### Key insights from the research:

- When a young woman has confidence and strength, it's easier to protect herself against exposure. She can stand firm in her decisions.
- The research revealed that young Swazi women don't want to be delicate flowers, ballerinas or princesses. They want to be strong, fearsome lionesses.
- They see fierceness as an aspirational quality and something they admire.

Using these insights Project Last Mile partnered with another of The Coca-Cola Company's suppliers — leading advertising agency FCB Africa — to design, launch and test a new marketing strategy, Girl Champ. Girl Champ seeks to inspire AGYW to own their potential and lead healthy lives. The Girl Champ strategy not only focused on the target audience—AGYW—but also successfully mobilized communities to endorse the approach, and provided training to healthcare workers through the development of C.O.A.C.H. a brand designed to help nurses realize and live out their role as objective healthcare providers.

## Results

Project Last Mile launched Girl Champ activations at three health facilities in the Manzini region in November 2018. By the end of 2018, the Girl Champ strategy had been implemented with double the number AGYW attending the Girl Champ activation sessions and registering for further health services than had been planned.

