

Role of Cause Marketing in Behavior Change: Critical Review of India's Most Celebrated Hygiene Campaigns

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ABSTRACT

Cause marketing or purpose driven marketing has become private sector's most preferred way to integrate corporate social responsibility (CSR) in their working agenda. Increasingly businesses and brands are identifying social causes, aligning their vision and mission to a development issue of their choice and fostering cross-functional partnerships in pursuit of achieving their CSR objectives. Even the Sustainable Development Goals set by the United Nations General Assembly acknowledge the importance of these 'partnerships for good' and have set a separate Global Goal (Goal 17) to strengthen the means of implementation and revitalize the global partnerships for sustainable development. Cause Marketing initiatives are becoming a significant way the business world is bringing about change at the grassroot level. This paper focuses on three such cause marketing campaigns in India by powerhouse brands coming from both global and local business giants – Unilever's Lifebuoy, Reckitt Benckiser's Dettol and ITC's Savlon. All the three brands have done extensive work to make hygiene more accessible to the vulnerable sections in the community. The paper does a critical analysis of their hand hygiene campaigns and their stated impact, while identifying gaps and recommending opportunities for future.

Key Words : CSR, Hygiene campaigns, Partnerships, Powerhouse

INTRODUCTION

'With great power comes great responsibility'

While the fictional character of Uncle Ben from the Marvel Comics' Spiderman ("Uncle Ben," n.d.) may have said this quote, it holds true for the business world in 21st century. Governments and businesses are waking up to the far-reaching impact of globalization, especially in the developing world, where it has significant social and environmental consequences beyond just economic imperatives. There has been a growing belief that globalization must proceed in a way that goes beyond just profit motive and supports sustainable development across the world. To this effect Corporate Social Responsibility (CSR) has become a significant strategic approach in delivering on this expectation. India is one of

the few countries in the world to have a dedicated CSR act. In 2013, it enacted Section 135 of the Indian Companies Act prescribing a mandatory "CSR spend of 2% of average net profits ... during the three immediately preceding financial years" for all companies meeting specified financial thresholds ("Legislative Reforms," 2017; "Corporate Social Responsibility," n.d.).

CSR and sustainable development:

CSR and sustainability have emerged as important global concepts and are increasingly taking center stage in crucial international debates (Ewewje, 2014). CSR has evolved from its limiting definition of responsible corporate conduct in areas that affect social, environmental and human rights issues. Today CSR encompasses a much broader aspect, including the role

that business could play in reducing poverty and improving the overall living standards of people in the developing world (Prieto-Carron *et al.*, 2006). Kotler and Lee (2005) introduced the term *corporate social initiatives* to describe major efforts undertaken by a corporation to support social causes and to fulfill commitments to corporate social responsibility. Causes most often supported through these initiatives are those that contribute to community health, safety, education and employment, and also more global imperatives like the environment, community and economic development and other basic human needs and desires (Kotler, 2005, Lee, 2005).

In this regard, the core purpose of CSR seems to be in line with the 2030 Agenda for Sustainable Development that provides a global blueprint for dignity, peace and prosperity for people and the planet, now and in the future (“Sustainable Development Goals,” n.d.). There is merit in encouraging the business world to wake up to the benefits of aligning with Sustainable Development Goals (SDG) and the potential it can unlock for their growth. Of all the goals identified under SDGs, Goal 17 – Partnership for the Goals – aims at strengthening the means of implementation and revitalizing global partnerships for sustainable development. It has collaboration at its core and works in the spirit of global empathy and solidarity. Rebecca Marmot, Global Vice President, Advocacy and Partnerships, Unilever believes that SDG17 is the key that will unlock progress for all other SDGs:

“We use the power of our brands to communicate about the issues the SDGs are tackling, such as Domestos on ending open defecation, Pureit on access to clean drinking water and Lifebuoy on the importance of handwashing to combat disease and diarrhoea. These brands collectively address water, sanitation and hygiene (SDG6)” (“UN Sustainable Development Goals,” n.d. para 17).

Goal 17 is the key that will mobilize different stakeholders – the government, private sector, civil society, the United Nations system and other agencies – and facilitate action. And our world is now ready to embrace and champion SDG (“Making it your business,” n.d.):

“71% of businesses say they are already planning how they will engage with the SDGs”
“90% of citizens say it’s important for business

to sign up to the SDGs”

This is good news. Because when it comes to resources – whether natural, human or financial - our planet has a finite abundance of them. And it needs all of us to come together to use them judiciously and efficiently. This is the fundamental purpose of good partnerships. At its core, a good partnership is defined by its ability to bring together diverse resources and optimize their use in ways that can together achieve more: more impact, greater sustainability and increased value to all (Stibbe, 2018, Reid, 2018, Gilbert, 2018).

Business today is faced with challenges that were unknown to previous generations. The future that we can foresee is mired by uncertainty at all levels – be it cost of energy, availability of natural resources like water and fuel, protectionist policies limiting access to raw materials and increasing global regulations on carbon emissions, etc. Companies all over the world are waking up to the reality that environmental sustainability has to be a key consideration in their vision and mission for future. At the same time those same companies are coming under greater scrutiny about their role in society. Digital revolution has given rise to a new ‘always on’ social vigilantism. The explosion of online social networking has given a platform to everyone and anyone, to voice their concerns and be heard. Today, businesses are being held accountable by not just consumers, but also NGOs, media and even their own employees who are not shying away from calling out companies for their treatment of workers, the sourcing and quality of their products and their corporate culture.

As companies navigate this increasingly uncertain and unfavorable business landscape, having a cohesive vision of environmental and social sustainability will help them develop new models for growth and opportunities to be product, service and market leaders (“Making it your business,” n.d.). On a more local level, public-private partnerships (PPPs) have the potential to play a principal role in health, infrastructure, and urban development projects (Bhattacharya, 2014; Ali, 2014).

With business and citizens waking up to the significance of development goals and their interconnectedness, sustainability is no longer just a peripheral conversation in corporate corridors. Sustainability now needs to become mainstream and be at the heart of business strategy. Ole Lund Hansen, Chief, Leadership Programs at United Nations Global Compact gave 3 pieces of advice for brands (Mitchell, 2015, para

6):

1. Act responsibly - All companies need to get on board with reducing their negative impacts
2. Seize opportunities – Once the foundations are in place and you have a responsible corporate culture, look at how can you use that to create shared value
3. Specifically align business goals to global targets - The SDGs are intended to be the inspiration for this to happen across all dimensions

The simple act of making an intention to change, and then shifting a company's behavior to reflect that stated change, can unlock massive story telling potential for the brand as it helps create the future it wants to own (Mainwaring, 2016).

The business of purpose:

Purpose Driven Marketing or Cause Marketing can be one of the way in which brands can mobilize multiple stakeholders towards a shared goal. Cause Marketing, has become an important ingredient of the overall marketing mix for most brands where they seek support and donations from the consumer. We are living in a world where businesses are battling two detrimental forces – on one hand people's trust in corporations is low and on the other real, meaningful differentiation between brands is negligible. In such a scenario, it is the Power of Purpose that can help drive consumer preference, especially when purpose runs as a defining cord through product innovation, R&D and supply chain management and not just marketing operations (Edelman Goodpurpose, 2012). Surprisingly, consumers in developing world or the rapid growth economies like India, China, UAE, Brazil, Indonesia and Malaysia have much higher expectation of and engagement with brands and corporations on societal issues (Edelman Goodpurpose, 2012). A McCann Truth Central Study on Global Brands revealed that an overwhelming 89.9% of Indians in the survey believed that global brands had the power to make the world better (Truth About Global Brands, 2015). Not only that, almost 83.8% also believed that global brands had a greater ability to create positive change than the government (Truth About Global Brands, 2015). With this kind of a consumer outlook, it is no wonder, that most brands today have a separate cause marketing agenda for their brands.

However, brands today are spoiled for choice when it comes to choosing a cause to champion. From fighting illiteracy, to tackling gender gaps, to enabling the

differently-abled, to even raising awareness towards impending environmental doom, brands often look for a cause that their core consuming audience is likely to connect with. More often, this means that a brand's cause of choice may not be directly linked to its product offering. It is not surprising to therefore see several brands championing the same cause irrespective of what they offer to their consumers.

This paper reviews cause marketing campaigns by 3 brands which compete with each other not only on the cause they champion, but also for market share. Unilever's Lifebuoy, Reckitt Benckiser's Dettol and ITC's Savlon – 3 brands which offer a range of hygiene products and solutions including soap, liquid handwash and sanitizer. All the three brands promote the cause of improving hand hygiene amongst masses. These three brands represent the antibacterial soap segment in India, which is a subset of the overall soap category. The antibacterial soap segment is different from beauty soap segment which includes brands like Lux, Santoor, Dove, and Pears, etc. in that the core promise of antibacterial soaps is protection from illness causing germs, as opposed to pure skincare benefits offered by beauty brands. Lifebuoy, Dettol and Savlon are three brands built on their ability to provide protection from illness causing germs and promise hand hygiene as a route to good health.

The paper specifically reviews Help a Child Reach 5 campaign by Lifebuoy, *Banega Swachh* India (Clean India Initiative) by Dettol and *Swastha* India Mission (Healthy India Mission) by Savlon. All the three campaigns focus on promoting hand hygiene habit and practice, have ran for more than 2 years in the community. All of them have won several marketing communication and brand purpose awards at local and international scale. It is not often that one finds competitive brands trying to outshine one another not just for profit but also in their stated intention to do good.

Lifebuoy's Help a Child Reach 5:

The Lifebuoy 'Help a Child Reach 5' (HARC5) is a CSR campaign that started in 2013 in India and then moved on to Indonesia and Kenya by 2016. This paper focuses on the brand's interventions in India only. The 'Help a Child Reach 5' campaign worked towards establishing handwashing with soap as a lifesaving habit that can reduce diarrhea death among newborns and impact under 5 mortality rates. The on-ground activation

aimed at building awareness and improving hand hygiene habits among pregnant women and new mothers during the critical first 28 days after delivery, when both the mother and the newborn are most vulnerable.

The campaign was launched in Thesgora village in Madhya Pradesh in 2013. Thesgora was not part of public consciousness in spite of having one of the highest rates of child diarrhea in the country (“Lifebuoy,” n.d.). Since the objective for year one was to seed the impact hygiene can have in saving lives among the privileged sections of population and get a groundswell of attention on the issue (“Lifebuoy,” n.d.) the focal point of the campaign was a moving digital content piece – a film titled *Gondappa*. The film shows a man walking on his hands from his home to the local temple, while the villagers look on in wonder. It is revealed towards the end of the film, that he took this excruciating journey, to express his gratitude to God as his son turned 5, unlike his other children who succumbed to diarrhea and other infections before reaching the age of five.

The film was released first on digital and social media and then on cinema and mass media. The film found lot of support amongst the masses and also opinion leaders. Each video was annotated with a “Share” or “Donate” Call to Action. A ‘Children Reached’ progress bar tracked all the actions collectively across channels. Each ‘Share’ enabled Lifebuoy to contribute 1 Rupee (“Lifebuoy,” n.d.) towards the cause.

Bollywood actress Kajol, who was Lifebuoy’s brand ambassador and also United Nations Hand Washing Ambassador, led the advocacy for the cause.

This programme created a significant impact, with mothers reporting reduction in incidence of diarrhoea from 36% to 5%, and 26% more children washing their hands before meals (“Help a child reach 5,” n.d., para 2).

While the brand launched this film, they also piloted a handwashing program in partnership with Children’s Investment Fund Foundation (CIFF) and Bihar government. The handwashing pilot was carried out in two districts of Bihar – Begusarai and Khagaria and reached out to nearly one million people (“Help a child reach 5,” n.d., para 3).

As part of the program, over 600 Lifebuoy trained health promoters led the activity in rural government schools in Bihar. They engaged with primary school children four times in a 21-day period, reaching out to over four lakh children in 2015 alone. Since its inception, the program has covered over six lakh children (“Help a

child reach 5,” n.d., para 5).

Lifebuoy then followed it up with a social experiment in 2016 turned again into a digital film called ‘*Chamki, the Future Child*’ that showcased an emotional journey of an expecting mother and her aspirations for her unborn child. The film is a heart-warming tale of *Sangrahi*, an expectant mother, who discusses her hopes and dreams for the yet unborn child, whom she fondly names *Chamki*. To help her understand the importance of hand hygiene, she is shown a message from her 7 year old daughter (from the future), thanking her for all the things her mother did for her, the most important of which was, washing her hands at critical moments and helping her daughter live past the first 28 days.

The campaign had a very strong advocacy and PR plan. The film was premiered at a high-level event in New York during the United Nations General Assembly (UNGA) week and made an appeal for inclusion of a hygiene indicator. Lifebuoy’s Handwashing ambassador for India, Kajol, took to the stage at a United Nations event in front of 60,000 people in Central Park in New York during the UN general assembly week with millions watching on TV and online. Kajol spoke about the importance of handwashing with soap at the Social Good Summit. Kajol also took Lifebuoy’s message to India’s highest office where she met Prime Minister – Mr. Narendra Modi - to make sure handwashing got the right impetus to become a necessity (“Lifebuoy,” n.d.).

The campaign was also taken to media dark villages through a ‘Traveling Cinema’.

The campaign claims to have played a small but significant role in 200,000 more children lived to see the age of five (“Lifebuoy,” n.d.).

Dettol *Banega Swachh* India:

Dettol *Banega Swachh* India (DBSI) is an ambitious 5 year program started by Reckitt Benckiser (RB) in 2014 with an intent to raise the awareness and need of hygiene and sanitation in India. The core pillars of DBSI were defined as (“About *Banega Swachh* India,” n.d. para 3):

1. Drive Habit Change and Attitude towards hygiene through insightful communication
2. Ensure mass reach through partnership with NDTV, Facebook and campaign ambassador Amitabh Bachchan
3. Best-in-class on-ground execution in collaboration with Water Aid and CAF India for successful

implementation and maintenance of sanitation infrastructure in the program

4. Expertise in hygiene related products through power brands such as Dettol and Harpic to create innovative product solutions in shaping the hygiene habits of people.

DBSI had a unique approach to behavior change which focused on community driving and owning the change. In a multipronged strategy to change deeply entrenched cultural beliefs around the concept of hygiene, DBSI created sanitation change agents at the grassroots level along with rallying together key social influencers and stakeholders like *Panchayati Raj* Institute (PRI) Members, Natural and Faith Based Leaders, Front-line healthcare workers (ASHA/AWW/ANM), and mothers and caregivers. The program made use of innovative IEC and BCC tools to drive behavior change in the community. Social influencers and stakeholders were envisioned as anchors to spread the message of hygiene to a wider audience (“Dettol Program,” n.d.).

The key activities under the DBSI initiative were (Gupta, 2017; Dabas, 2017):

Education:

School activation: Children as change agents:

For the first time in India, in partnership with child education experts, Dettol developed a hygiene curriculum for children in primary schools. A three-level series of hygiene modules and game toolkits focusing on hygiene at home, neighborhood, school, personal hygiene and during illness was designed for Grade 1, 2 and 3 in partnership with XSEED and Butterfly Edufields to impart hygiene education to school children across India. Each year a child is exposed to 15 sessions of 45 minutes each. The curriculum was developed in seven languages, and comprised of student workbooks, a teacher’s manual and innovative teaching aids. The campaign created hygiene and sanitation awareness amongst children, who in turn can educate their families and communities (“Driving change through Dettol school modules,” 2018). The school activation program worked together with a Young mother’s program.

Young mother’s program:

Under the DBSI program, the campaign interacted with frontline workers and trained them to become sanitation change agents within their communities. Two main tools were used:

Baby Book – Foundation of a healthy childhood (“Dettol Tools,” n.d.):

Hand washing is a simple but critical habit to learn and practice for new mothers. To inculcate this habit, a ‘Baby Book’ was created that engaged mothers and other caregivers in the family. The book aimed at helping mothers understand the importance of good hygiene and sanitation practices during pregnancy, motherhood and early years. More than 8000 Baby Books were distributed through ASHA workers and ANMs during the Village Health and Nutrition Day (VHND) meetings and through Village Health and Sanitation committees (VHSC). The book came with an immunization schedule for the baby, which worked as a reminder for the mothers to get their children vaccinated timely to protect them from various infections. The book was designed to strengthen the emotional connection between mother child as the book provided space to document various milestones of child’s growth like hand and foot prints, baby pictures, height and weight records, etc. This unique aspect of the book ensured that the book was often referred to and was well kept and maintained timely. The book helped mothers learn more about the critical but routine issues with respect to infant health and hygiene. 76% mothers attributed positive hand washing behaviour change to the Baby Book.

Swachhta Chakra – An android app for frontline workers:

One of the biggest challenge for frontline workers working in the community is the high illiteracy levels in rural areas. In order to overcome this challenge, Dettol leveraged digital technology and designed a unique Android-based interactive game called “*Swachhta Chakra*”. The frontline workers were trained to engage rural audience on the importance of hygiene, sanitation and health through. The question-answer format of the game. *Swachhta Chakra* was designed to be an engaging, entertaining alternative for knowledge testing and information dissemination. Eighty five per cent women were of the opinion, that the *Swachhta Chakra* game increased awareness about good sanitation practices and the hazards of open defecation.

Other activities:

Wall paintings:

Under the DBSI initiative, brand Dettol undertook a massive wall painting drive in the states of Bihar and

UP where over 1,20,724 square feet of wall paintings were done. Wall paintings served as a reminder media as 66% of the initiative beneficiaries who had seen the wall paintings claimed that they reinforced relevant hygiene and sanitation messages.

Nukkad Nataks (Street Plays):

Interactive street plays tailored in local language were used to address the issue of open defecation in more than 200 villages across Bihar and Uttar Pradesh. 82% of the program beneficiaries that attended the street plays found them to be a hot catalyst for behavior change while being extremely informative and entertaining.

Advocacy for Persuasion:

DBSI had advocacy as a core pillar and identified social influencers who could further the cause of hygiene and sanitation at multiple levels.

Social Celebrities including Bollywood actors Amitabh Bachchan and Vidya Balan were roped in as ambassadors who urged people to become conscious of their everyday actions.

Since hygiene habits are closely linked to religious beliefs, the brand made an unlikely partnership with Faith Based Leaders (FBLs) who represent the largest organized sector of civil society. DBSI adopted a cascading approach where 300 FBLs were oriented towards the importance of hygiene and sanitation to further disseminate the information and persuade their followers and larger community through religious gatherings and institutions, etc. Since community members listen to and trust these FBLs, they proved helpful in convincing even the most orthodox stakeholders and motivating masses across the demographic spectrum. Under this initiative, orientations and trainings were organized for faith leaders at Varanasi, Etawah, Kannauj (Uttar Pradesh) and Bhagalpur (Bihar) to accelerate the pace of habit change in these communities (“Dettol Tools,” n.d.).

Panchayati Raj Institute Members such as *Sarpanch/Pradhan* who have a major role to play in development of the villages were also approached for the program. Open defecation free (ODF) status is a matter of pride for any village. DBSI appealed to this element of local pride and trained 200 *Panchayati Raj* Institutes to impart the hygiene and sanitation message to their local folk. A training manual detailed the roles and responsibilities of different members for all kinds of

village level activities that could help them achieve open defecation free status for their village.

Policy-makers support: No change is possible without the support of policy makers. In partnership with NDTV, India’s leading television channel, DBSI created an annual media property called ‘Cleanathon’ where they got the chief ministers of key states to pledge to the cause of Dettol Banega *Swachh* India live on national television. The Cleanathon is a rolling activity conducted on 2nd October, and takes up different hygiene and sanitation issues under the idea of #mere10guz or my ten yards, urging individual action amongst masses (“#Mere10Guz,” 2016).

Besides Education and Advocacy, DBSI campaign had a significant focus of providing sanitation infrastructure and access to mass India. The program adopted 200 villages and committed to making them open-defecation free by building and maintaining household and community toilets. They also launched the first World Toilet College in India in partnership with World Toilet Organization.

Additionally, the brand made hygiene interventions on-ground at *Kumbh Mela*, the largest faith-based aggregation of humans on the planet. It also held massive clean-up drives in 19 locations across India (Gupta, 2017; Dabas, 2017)

Impact (“Dettol Impact,” n.d.):

The campaign claims to have reached 85,205 households in more than 200 villages resulting in 20 % reduction in lost working days translating to \$1.5 million to the national economy at the cost of INR 28 per person. The initiative has impacted 54% of the households in UP and 52% in Bihar.

Savlon Swasth India Mission:

On Children’s Day (14th November) 2016, ITC’s leading antibacterial brand Savlon unveiled its Health and Hygiene Program called Savlon *Swasth* India Mission, built on the proposition of ‘Healthier Kids, Stronger India’. The program is aimed at school going children and is designed to change their attitude and behavior towards hand washing by engaging them through multiple edutainment initiatives (“Savlon *Swasth* India,” 2016, para1). Since most of the target group is rural, the brand experimented with an ancient engaging activity *i.e.* storytelling and visual engagement to educate and encourage children to adopt good hand hygiene practices

("Savlon," 2016). The Savlon program is unique in the sense that it engages both students and teachers, training them on WASH (Water, Sanitation and Hygiene) principles. The school students are even motivated to form WATSAN (Water and Sanitation) Committees and Child Cabinets to take ownership of WASH areas in schools ("Savlon," 2016, para 2). In addition the program is also committed to building sanitation infrastructure. Savlon *Swasth* India Mission seeks to accelerate and reinforce ITC's ongoing efforts in sanitation and hygiene education in India under the company's umbrella Social Investments Programme called Mission *Sunehra Kal*, pursuing ITC's commitment to the Triple Bottom Line ("Investing in Social Development," n.d.).

Healthy Hands Chalk Sticks:

The Savlon *Swasth* India Mission was launched with an innovative engagement called Healthy Hands Chalk Sticks for primary school children in rural India. An audio-video film released by the brand set up the problem of children eating at school without washing their hands. The brand came up with a novel solution – chalk sticks infused with Savlon soap. Children across small town India (Tier II and III cities) mostly use slates and chalk sticks to write and learn in primary classes. They also use their hands to erase the slates, leaving their hands covered in chalk powder by the end of their lesson. Most of these children did not wash their hands properly at mealtimes, often making them unwell, causing them to miss their classes which affected their overall progress ("Savlon: Healthy Hands Chalk Sticks," n.d., para 4). The solution came in the form of simple but unique soap-infused chalk sticks, which worked like normal chalk sticks but lathered up when put in contact with water, forcing kids to wash their hands properly. The campaign literally put the health of children in their own hands. The objective of the campaign was to introduce young children in rural India to the habit of washing hands with soap before meals (Tewari, 2017). The activity and engagement claims to have positively impacted both children's and their parent's attitude towards hand washing ("Savlon: Healthy Hands Chalk Sticks," n.d., para 4).

Savlon ID Guard – Children's day 2017:

Savlon brand came up with another innovative on-ground engagement for Children's Day 2017, creating a unique pouch which could hold liquid handwash inside

student's ID card. The initiative was closely tied with a product offering as the brand showcased its multi-use handwash sachet as a convenient solution for children to get into the habit of washing hands with soap. The Savlon ID guard was piloted across 32 schools and the brand had a plan to roll it across 1000 schools in the subsequent months ("ITC's Savlon Swasth India Mission," 2018).

Impact:

Savlon's *Swasth* India Mission is built to deliver on the proposition 'Healthier kids, Stronger India'.

Focus areas include the key states in India like Uttar Pradesh, Maharashtra, Madhya Pradesh, Odisha, Jharkhand and Karnataka ("ITC's Savlon Swasth India Mission," 2018). The ongoing school engagement program has reached out to more than 2.3 million children in over 5200 schools. The innovative and much awarded 'Savlon Healthy Hands Chalk Sticks' have engaged over 8 Lakh children in close to 2000 schools, as part of this outreach program ("ITC's Savlon Wins Big," 2017).

Critical evaluation:

Why the cause of hand hygiene matters for India?:

According to a recent report by the WHO, "In order to prevent the spread of infections, hand hygiene must be routinely practiced. Appropriate hand hygiene techniques can go a long way in reducing cross-transmission of infections and the risk of occupational exposure to infectious diseases. Infections acquired while receiving health care have significantly increased the mortality rate around the world by thousands. Hands have been identified as the major source of germ transmission while providing health care. Every person involved in patient care, healthcare worker or otherwise, should be able to accurately perform hand hygiene and at the appropriate time" (Modi *et al.*, 2017).

While all the three campaigns are in the area of hand hygiene, there are significant difference between them. This paper evaluates the campaigns on following parameters:

1. Brand-cause fit
2. Target audience
3. Campaign tone
4. Sustainability and Scalability
5. Commitment to SDG

Brand Cause Fit:

Lifebuoy, Dettol and Savlon are leading antiseptic

brands and have historically been used for bathing and washing hands. Dettol has a stronger medical lineage than Lifebuoy as its antiseptic liquid was used by doctors on cuts and wounds. Savlon came into existence as a counter to Dettol with the promise of 'protection without the sting'. The cause of promoting hygiene, particularly hand hygiene is a right fit for all the three brands to pursue. The use of their product, the soap, is central to the success of their promoted cause. All three brands aim to induce behavior change among their target audience and bring about a habit of washing hands with soap at critical moments. However, a true behavior change is possible only when people have access to products and services that facilitate that change. All the three brands also had provided more affordable product solutions, to make hand washing more accessible to masses. In that sense, the spirit of the three campaigns is in the profit of doing good.

Target audience:

The target audience for three campaigns have been analyzed at two levels:

- Geography for intervention
- Key demographic cohorts

Geography for intervention:

Lifebuoy's HACR5 was carried out specifically in rural areas while Dettol's DBSI was activated in both rural and urban areas. The focus area of HACR5 was rural Bihar while DBSI had a wider footprint in the states of Bihar, Uttar Pradesh, Maharashtra, Rajasthan, Andhra Pradesh and Telangana. Savlon's focus was on Tier II and Tier III towns in the states of Uttar Pradesh, Maharashtra, Madhya Pradesh, Orissa, Jharkhand and Karnataka. Only Lifebuoy campaign mentions the specific village in which the activity was done; both Dettol and Savlon have only given the states in which the activity was done.

All the three campaigns worked towards building a habit change, eventually leading to their product uptake, they may have missed on reaching out to the most vulnerable groups of the society, like the poorest of poor, which may not have the capacity to pay for their products. Additionally, the campaigns seem to have completely ignored the states of Assam and other hard to reach areas of North East India, which also have poor mother and child health statistics. The reason behind popularity of heartland villages need to be further explored and could

be subject of future research.

Key Demographic Cohorts:

While the three campaigns are centered around behavior change, Lifebuoy's approach is different than Savlon and Dettol when it comes to core target audience. The HACR5 campaign talks to pregnant women and young mothers, teaching them the importance of hygiene during the extremely critical first 28 days. DBSI on the other hand aims to make kids as hygiene change agents, along with reaching out to young mothers. Both of Savlon's activities were also targeted at kids. There is merit in both the approaches – as good hygiene habits among mothers will ensure that they teach their kids the same. At the same time, kids are the harbingers of change in the household and often the reason behind introduction of new health habits in the family and thereby the entire community (Making children the change agents," n.d., para. 4). In that sense, both Dettol and Savlon seem to have a more robust approach leading to a long-term sustained behavior change.

Campaign Tone

Just like the key demographic cohort, the three campaigns have differing approaches in delivering the message of hand hygiene. Lifebuoy HACR5 campaign uses a 'consequences' approach. Both the films '*Gondappa*' and '*Chamki*' have a backdrop of infant deaths due to diarrhea. The storytelling is somber, emotionally heart tugging but with an underlying potential threat that if the mother didn't start washing hands, her child may die. Research suggests that reward or positive feedback is a stronger motivation for behavior change than punishment like the fear of spreading disease (Sharot, 2017). This means that fear may not be the best approach to habit building. In contrast, DBSI campaign uses an entertainment education approach with kids and even mothers. Savlon's approach on the other hand is experiential. The use of interactive games, tools and technology is perhaps a better way to induce hygiene behavior change in people (Fossard, 2008; Lande, 2008). Entertainment-education works on both the head and heart, engaging not just emotions but the intellect as well. Entertainment is more holistic than enjoyment or amusement. It has the ability to stimulate and evoke a wide range of emotions. An emotional reaction often strikes a personal cord, leading people to reflect and think about themselves, their own beliefs, attitudes and behavior

(Piotrow *et al.*, 1997). Dettol's approach seems to be more holistic and had inspired from a theoretical grounding on health behavior change. Even more engaging are Savlon campaigns where children directly get to experience the product and actively engage in hand washing. According to Edger Dale's Cone of Learning, first hand experiences form the foundation of learning where the learner learns by doing things by him/herself (Lee, 2007; Reeves, 2007). These are called Direct Purposeful Experiences. Savlon campaigns made the children go through the real experience of washing hands in a surprising and fun manner. The learning by doing approach of Savlon is more long term and sticky as children have to take an action as against just observing an act. However, Savlon is more focused on providing product solutions, while Dettol is committed to educating the children, raising questions about sustainability and scalability of ideas as discussed in next section.

Sustainability and scalability:

The Lifebuoy HACR5 campaign was active till 2016, after which there is no information available on the initiative. DBSI started in 2014 as a 5 year program and still has a year to go. Savlon launched its mission in 2016 and had innovative activities in first 2 years of the program. The challenge with cause marketing campaigns and other CSR led programs is that they are dependent on the commitment of management, which may change with a change in leadership. Additionally, such campaigns are often at the mercy of business performance and are carried out when the business is profitable. Between the three campaigns DBSI seems to be more scalable as it institutionalized hygiene learning for kids in schools and as tech-based tools for frontline workers. Savlon's solutions are simple and innovative, but they require additional cost inputs to be sustainable. While the chalk sticks may require lesser monies than ID guards, they both require additional cost to be implemented at scale. This brings us to one of the most critical questions against Cause Marketing campaigns – Who bears the additional cost of scaling up an idea in the community? It is the responsibility of the company which came up with the product solution to take the idea across the population? Or Should they hand over such ideas to government? In the campaigns discussed in this paper, should schools bear the additional cost? Would they transfer it to students? Marketing companies are inherently profit driven which means that they may not be interested in pursuing ideas

just for the sake of larger social good without a positive impact on their bottom line. Additionally, is it ethical to just limit potential breakthrough ideas to help communities for want of profit? The subject of sustainability and scalability of Cause Marketing campaigns seeks a larger discussion amongst heads of companies and offers a potential area for further research. There is merit in looking at long term partnerships between the business world, government and organizations working in the community to leverage the power of innovative ideas beyond just the stage of marketing awards.

Commitment to SDG:

There was no overt commitment to the Sustainable Development Goals in any of the campaigns. This seems like a missed opportunity for the brands. There might be merit in aligning a brand's cause to SDGs to drive synergies and foster partnerships with various NGOs and government bodies working in the same subject area, thus opening possibilities for sustainability of such campaigns.

Conclusion:

Cause marketing as done by brands, seems to be a good way to initiate change. Brands today have an enviably wide footprint, reaching to people in remotest of areas. The access channel provided by mass brands could work as a parallel network of change, especially in countries like India where the current public and private health solutions are not enough to cover the entire population.

However, the area of influence for cause marketing campaigns is limited as seen from the three campaigns reviewed here. 'Doing good' is not a singular focus that drives most of Cause Marketing campaigns as there are several factors at play. Motivated by profit, assessed on their business impact, and constrained by budgets and commitment of top management, Cause Marketing campaigns have the burden of delivering on contrasting parameters. This possibly explains why most Cause Marketing campaigns do not have specified effectiveness parameters linked to behavior change in the community. Additionally, they are often short-term engagements in the community, thus making it difficult to assess their real impact on-ground or even attribute the change to a specific cause marketing campaign.

However, this does not mean that they are not a step in right direction. Any change, even if it is small, is a

worthwhile change for good and cause marketing campaigns by brands are a proof of this.

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