



Future Fab

Background

Thirty percent (30%) of adolescent Kenyan girls have an unmet need for family planning, and 18% of girls 15-19 have already begun childbearing. Long acting contraceptive use among youth is low, and efforts to increase contraceptive use among youth have been limited, largely due to stigma. Marie Stopes Kenya (MSK) offers sexual and reproductive health services through a branded network of 23 static centers (branded Marie Stopes Kenya); outreach teams working across 600 sites and over 350 social franchise clinics (branded AMUA); a toll-free contact center, phone referrals, Whatsapp, Facebook and webchat. While MSK's services were not specifically tailored to youth, to increase demand among this segment, in 2016 MSK made all contraceptives free for youth under 20. Despite this change, demand remained low in comparison to adults: only 7% of all MSK clients were adolescents (15-19).

Through support of the CIFF-funded *Choice for Change* Project, MSK sought to increase demand for contraceptives and STI services among girls aged 15-19 across 5 regions in Kenya. With support from Ideo.org, MSK introduced a new initiative designed through the Human Centered Design (HCD) process. The project, called Future Fab, was implemented from early 2016 to March 2018. The project was implemented over the course of several phases: (1) The HCD phase (2015-2016); (2) the preparatory phase (6 months), which involved training, mobilization, and stakeholder engagement; (3) the implementation phase, which involved awareness and demand generation; and (4) the refinement phase, which involved optimizing marketing activities to move clients from awareness and acceptance to trial, continuation, and advocacy. While the program was successful in increasing uptake of contraceptives, it was not sustained due to logistical reasons related to donor funding cycles. A follow up program, "In Their Hands" was launched in mid-2018.

Future Fab, created as an aspirational adolescent lifestyle brand, was designed to have three components:

- 1) Activate: community dialogues and events that build excitement about youth and acceptance of contraceptives in the community;
- 2) Engage: meet-ups (with girls and parents separately) to educate about sexual health and contraceptive choices;
- 3) Deliver: access to safe and friendly services for young people.

Why we chose Future Fab (FF)

Future Fab was recommended by key stakeholders as an example of a successfully evaluated program that had used Human Centered Design (HCD) to develop its brand, and was implemented at relative scale – 22 MSK centers and 124 AMUA clinics offering youth services throughout Kenya.

Findings

- Robust audience understanding – and designing programs with the audience’s needs and perspective in mind – is critical for identifying root causes and developing highly relevant solutions. Before Future Fab started, MSK understood that cost was a major barrier to service uptake among youth. However, making services free had little impact on demand among youth. It was not until there was an initiative to better understand the audience, uncover their barriers to using contraceptives, and design – in partnership with the audience – programs to address their needs that MSK achieved a significant uptick in demand among adolescents.
- Future Fab benefited from a “responsive” approach that led to programmatic improvements – and stronger results – in the final phase of the project. During the first 6 months of project implementation, MSK focused on activation events and smaller teen and parent “meet-ups” to drive awareness and encourage dialogue about contraceptive acceptance. Based on the success of these events, MSK shifted course to meet the audience’s needs for more convenient service delivery points; the team reduced the number of events and meet-ups and increased service delivery through pop up clinics, which drove down costs and sustained a positive trend in adolescent visits.
- Donor funding cycles can be a barrier to sustaining brand investment. The Future Fab program had been successful: adolescent visits to MSK centers increased ten-fold from 2.5 to 25.9 average adolescent visits per week per center between the preparatory and refinement phases, with 80% reporting contact with at least one FF element; costs had been reduced by 75% (equating to average cost of just 20 cents/ day of protection per girl, driven by access to LARCs). These were promising signs; however, according to Future Fab staff, logistical issues with the donor funding cycles in addition to challenges with coordination led to a lack of ongoing funding support.
- Given the strength of the Future Fab brand, it would be interesting to understand the brand’s ability to reach girls through expanded marketing vehicles, in addition to community outreach. Among the strengths of Future Fab are the strong insight and mind and heart opening message, which may translate to additional marketing vehicles (e.g., mobile / SMS, radio, partnership that might include Future Fab messaging with relevant products such as feminine protection, etc.).

1. IDENTIFY THE AUDIENCE AND BEHAVIOR CHANGE OBJECTIVE

Originally, MSK used largely socio-demographic factors to define its primary audience as girls 15-19. However, during HCD prototyping, the team decided to focus the Future Fab program on girls who were not married, had not yet had children, and were living in urban areas, a group that face high levels of stigma deterring them from accessing contraceptive services. The intended behavior change was to support girls to move from being unaware or unaccepting of contraceptives to empowering them to try, continue, and advocate for contraceptives. Boys, due to their influence on contraceptive use among their female peers and partners, were identified as a secondary audience. Parents were also considered part of the overall audience, although the program was designed to appeal first and foremost to youth.



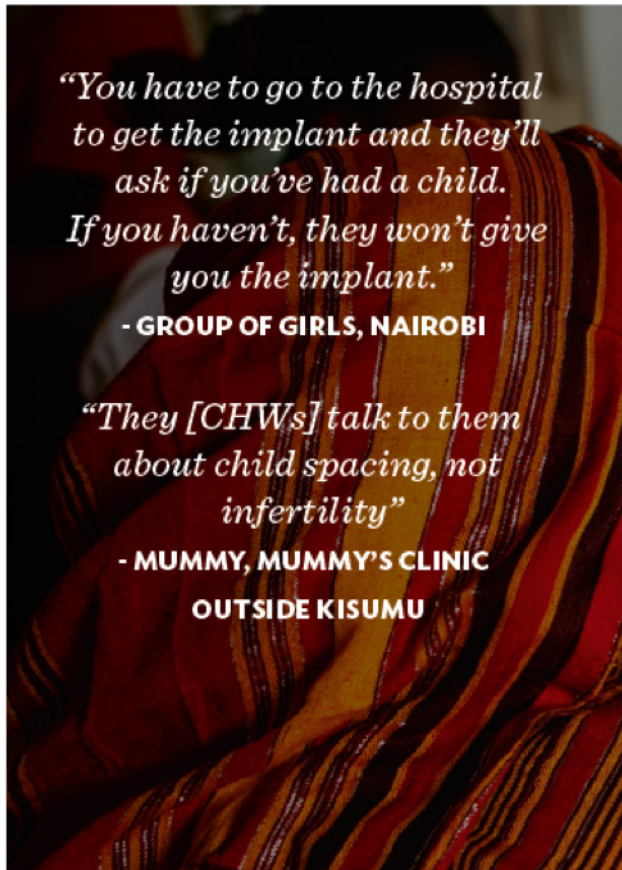
Primary audience: Kenyan girls, 15-19, unmarried, pre child-bearing, urban and peri-urban in the 4 project implementation regions.



Secondary audience: Boys, 15-19, who are the peers and sexual partners of 15-19 year old girls. Boys were a key influencer/ decision maker with regards to contraceptive use.

2. UNDERSTAND THE AUDIENCE

MSK and the design team from Ideo.org used immersive techniques to refine their understanding of the audience. This included spending time with Kenyan girls (shopping & hanging out with them as they went about their daily lives); interviewing girls, stakeholders and influencers -- youth, parents, service providers, and community members; and prototyping materials in partnership with girls. We scored this best practice as excellent based on the depth of understanding, not only about girls' and society's attitudes and beliefs toward contraception and fertility, but also about priorities and expectations, as well as girls' relationships and influencers.



Select Findings from Audience Research:

Youth had been historically left out of substantive conversations about contraceptives.

Because contraceptives were a taboo topic and full of stigma particularly for unmarried youth, fear and misinformation spread more quickly than correct information.

Contraceptives were widely thought to be a ‘female’ issue, even though boys are often important decision makers.

The use of the term ‘family planning’ in reference to contraceptives turned off unmarried, school-aged youth who were not in that stage of life. Instead they were thinking about their goals and dreams.

Teens do not associate unsafe abortions or STIs with infertility; however, they do associate family planning with infertility.

The e-pill may be acceptable to providers because it is an “emergency” situation.

Parents generally don’t talk to their children about sex, due to discomfort or lack of knowledge.

3. ARTICULATE AN INSIGHT

The insight was based on audience learning – that youth are dreaming of a better life and are planning their future. There is tension in how the audience perceives both contraceptives (taboo, a source of fear, and only for adults who are planning a family) and the role contraceptives can play in their lives (something that can help them achieve their dreams). It is true, but not obvious. In fact, it will take effort to change the perception of contraceptives. And because it’s grounded in girls’ hopes and dreams about their future, it is deeply emotional. Lastly, by repositioning contraceptives as a means to achieve girls’ dreams, it inspires the audience to think or feel differently.



INSIGHT:

Girls have dreams about their future, but there are a lot of things that can derail those dreams, including unwanted pregnancy. While contraceptives are among the best tools to help girls “plan a future,” they don’t see them that way. Instead, they see contraceptives as something for older people who are “planning a family.”

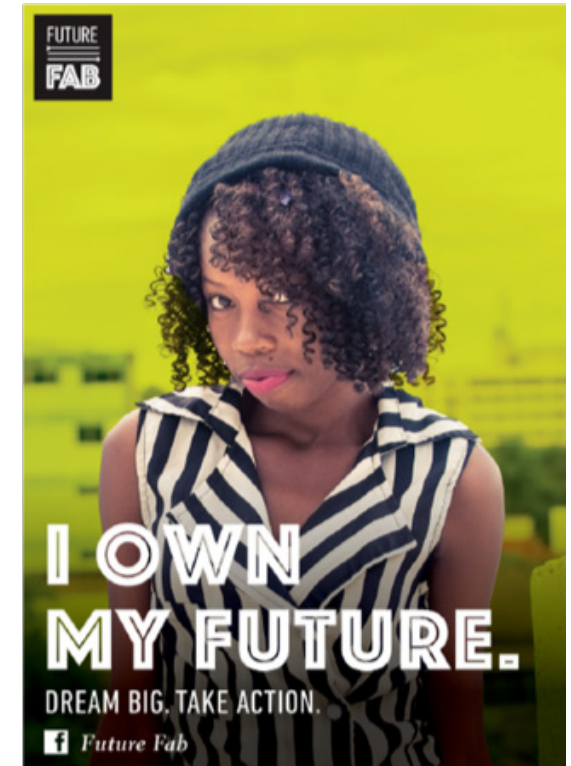
BAM360 team criteria for an audience insight			
It has tension	It is true but not obvious	It strikes an emotional chord	It inspires the audience to think or feel differently
Yes	Yes	Yes	Yes

4. DEFINE THE BRAND VISION – CLARITY & RESONANCE

Future Fab aims to help Kenyan youth celebrate their success and talents and achieve their dreams through high quality contraceptive information and services. We scored this best practice as “excellent.” Although “contraceptive information and services” is not relevant to girls, the overall idea – celebrating their success and talents and achieving their dreams -- is highly relevant.



Future Fab Overview Video



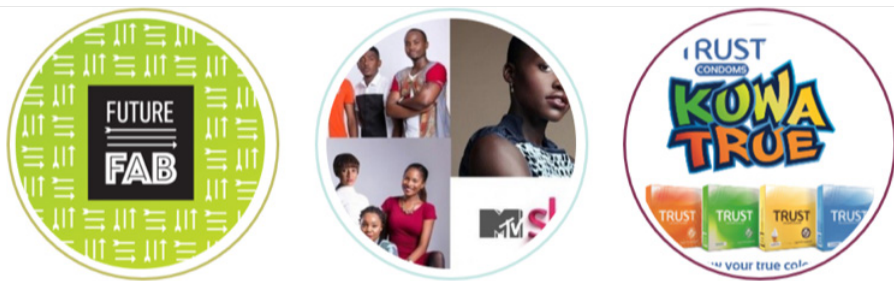
“I think if you were to look at the Future Fab program and the elements of it, you wouldn’t know from the outside that it has anything to do with contraception... Instead, we flipped that narrative and said, let’s see what matters most to people and what people care about, and we slowly make the connection to the role that contraception can play.”

– Jessa Blades, Ideo.org¹

5. DEVELOP THE BRAND IDENTITY

The Future Fab brand was designed to be bold, edgy, and have a street-vibe feel that would appeal to boys as well as girls. It is difficult to evaluate consistency, given that the brand was short-lived; nonetheless, we evaluated this best practice as “excellent” because the elements were strong for the duration of the program.

Distinctive: Future Fab is distinctive in that there are few brands that target Kenyan youth, given their limited purchasing power. While there may be an opportunity for Future Fab to be even more distinctive relative to other ASRH initiatives, it is likely strong enough to stand out and grab the audience’s attention.



Reflects brand vision: Future Fab’s brand identity reflects the brand vision. For example, the arrows suggest empowered teens who think about their direction, choices, and what they want to achieve in life. Similarly, the bright green color is inclusive of boys as well as girls.



Has a Personality: Future Fab’s personality is fun, smart, confident, edgy and cool.



Executed consistently: It is challenging to evaluate executional consistency due to the project’s limited duration and limited marketing vehicles. There was a suite of branded elements, including signage, T-shirts, gear for outreach workers, and some social media – all of which seem to have been executed consistently.



6. COMMUNICATE A BENEFIT

Future Fab Brand Launch Campaign: The benefit – that girls will be better able to plan their futures and achieve their dreams if they use contraception – is clear, believable, and resonates with the audience (based on audience research and prototyping materials). The role that contraception plays in enabling girls to achieve their future dreams is conveyed through community events and brand ambassadors.



No one wants to raise the contraception flag, but everyone is behind bright futures.

EVIDENCE

“They know Future Fab is something good for us. When we were dancing I felt like everyone I knew was watching.” – YC on his performance at a Future Fab talent show in Obunga.

7. TOUCH THE HEART, OPEN THE MIND

Future Fab Brand Launch Campaign: We scored this best practice as excellent because positioning contraceptives as a way to enable youth to achieve their dreams (vs. a way for older people to plan their families), is heart and mind opening. It invites the audience to think about contraceptives differently – a way to fulfill their dreams – while also appealing to the emotional desire of achieving hopes and aspirations.

It is likely that the interactive nature of the events and mobilizers worked together with the marketing materials to convey this idea. However, if the program were to be expanded or executed through more traditional marketing vehicles, it would be important to clarify the role of contraceptives as part of the emotional appeal of “I own my future.” There is a need for something similar to the text shown at left (# Choose your method. Choose your future” which was included in some communication) to give meaning to the phrase “I own my future.”



**# CHOOSE YOUR METHOD.
CHOOSE YOUR FUTURE.**

8. SELECT THE RIGHT MARKETING VEHICLES AND ENSURE MESSAGE CONTINUITY

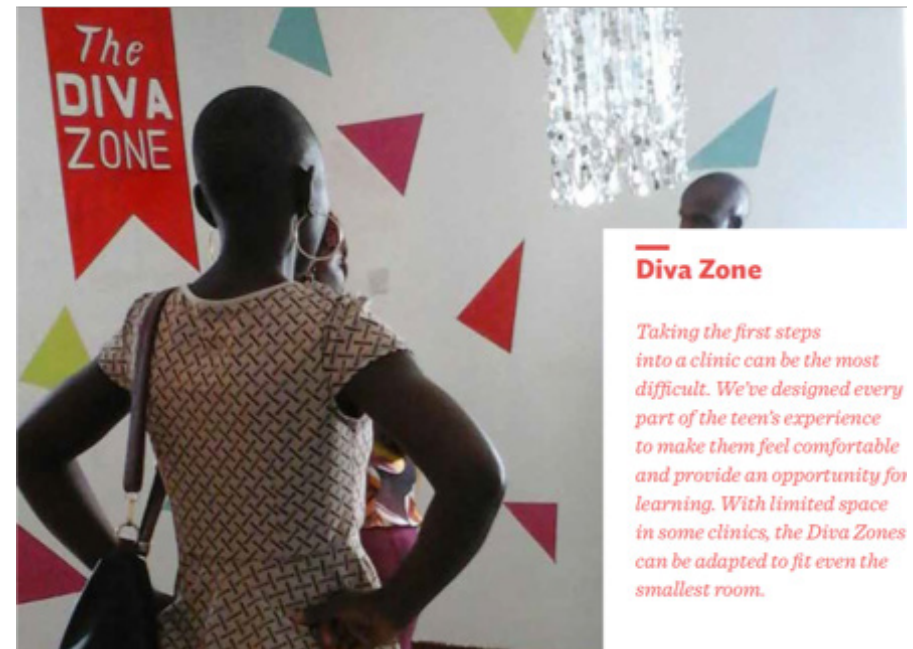
Future Fab Brand Launch Campaign: Marketing vehicles included events (fashion shows, concerts, parties), parent and teen ‘Meet Ups,’ IPC through peer mobilisers (Diva Connectors) and Community Health Volunteers (CHVs), a prototype magazine, and a welcoming experience for girls at MSK clinics. MSK also established a Whatsapp line and Facebook presence, but reach and engagement were low. Initially, marketing was focused on driving awareness of Future Fab; however, as awareness and engagement levels increased, marketing focused on driving service uptake, through pop-up service delivery at events and CHV/Diva Connector referrals. We rated this best practice as “average” due to the lack of continuity of the program.



Events. Activation events highlighted youth talents in music, fashion, art. FF also conducted Teen and Parent Meet Ups to introduce the brand, answer questions and provide information about contraceptive services. During the implementation phase, pop-up services were added to these meet up events.



Mobilization. Branded Diva Connectors/ Future Fab Ambassadors (who were young, trained mobilizers) and Community Health Volunteers participated in community events and provided direct links to services through delivering vouchers and active referrals to designated MSK sites. Both CHVs and Diva Connectors were paid for each successful referral.



Service Delivery Experience. Pop-up service delivery sites provided counselling and free contraceptive services for youth. Health providers in clinics were also trained in providing youth services and were designated as ‘Youth Champions.’

9. DELIGHT THE AUDIENCE

Future Fab Brand Launch Campaign: The Future Fab program sought to delight the audience at all touchpoints. Future Fab events, which featured musical artists, fashion shows, talent shows, and other forms of entertainment, were used to launch the program in each county. Future Fab also established branded pop up service delivery sites to make the entire journey delightful - from initial point of contact to service delivery. Lastly, FF piloted a magazine designed to get teens excited about what they love and to share stories about their dreams and talents among their peers while also including clear information about reproductive health.



10. INSPIRE AUDIENCE ENGAGEMENT

Future Fab Brand Launch Campaign: Engagement was a key pillar of the Future Fab brand. Engagement activities included community events; small, in-person meetings with teens (Teen Meet-Ups); social media (Facebook and Whatsapp); and CHV/Diva Connector mobilization. We scored this best practice as “good.” MSK focused on and drove highly engaging programs; however, it is not clear if the audience proactively created their own opportunities of engagement with the brand or shared content about the brand, likely due to the short tenure of the program.



11. TEST MESSAGE EFFECTIVENESS

The Future Fab team used rapid prototyping to test concepts and live prototyping to test marketing execution. During a six-month live prototyping period in 2015, Future Fab ran over 60 events, trained 20 providers, and serviced over 260 girls. Some of the learning and adaptations that resulted from this experiment included: making events “teen centric but open to the community” (based on the learning that parents became suspicious when girls were taken to the back room for a private health talk); expanding clinic training to all staff, not just providers (based on the learning that staff often advocate for abstinence and it is often the receptionist sets the tone for the clinic visit); relying on local leaders to reach girls, vs. community outposts (based on learning that girls associate community outposts (e.g., beauty salons) as places where people are likely to gossip).



12. EVALUATE PROGRAM RESULTS

Future Fab saw an increase in contraceptive services uptake among the target audience during their implementation period, in particular by young people ages 15-19. When comparing service delivery uptake from the 'pre-FF' period, on average, FF clinics experienced a significant increase in adolescent clinic visits, indicating that marketing efforts were more successful in driving consumer demand than previous efforts that only reduced service delivery fees. However, evaluation of program results did not follow a statistically validated method. Their analysis of clinic-level service delivery data lacked any consideration for potential confounding variables. In addition, the program model shifted significantly throughout the implementation period, which made it difficult to measure the effectiveness of the program from baseline to endline. For these reasons, we scored this as “good” rather than “excellent”.

10x

as many contraceptive and sexually transmitted infection adolescent (<20) visits on average to each clinic per week in the Refinement phase, rising from 2.5 pre-Future Fab to 25.9 during the Refinement phase

31%

of all client visits for contraceptive and sexually transmitted infection services by adolescents (<20) in the Refinement phase, compared to 7% pre-Future Fab

35,000

client visits for contraceptive and sexually transmitted services by adolescents (<20) in these 21 clinics between the start of Future Fab until end of March 2018.

Additionally, the total average number per clinic and proportion of adolescent clients in clinics in target areas increased during the Implementation and Refinement phases. In total, 65% were single and had no children, 90% were new to MSK, 58% had never used modern contraception or were not currently using it at the time of the visit¹ -- suggesting FF activities effectively targeted and resonated with the selected audience.

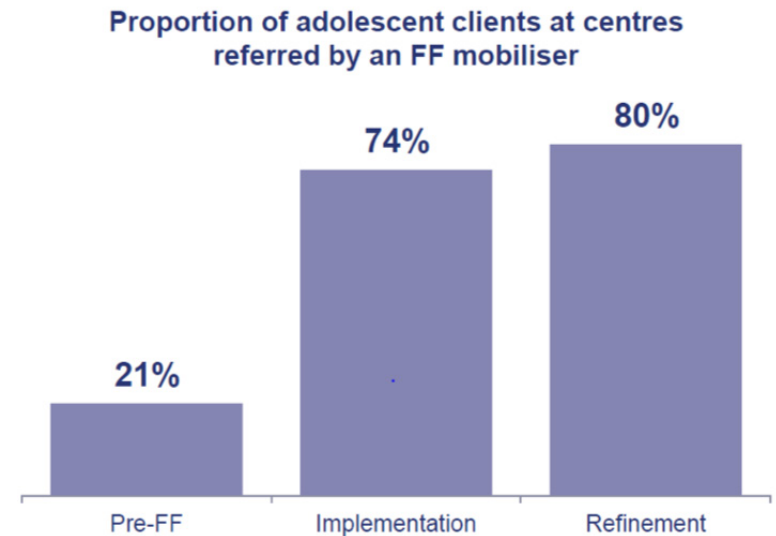
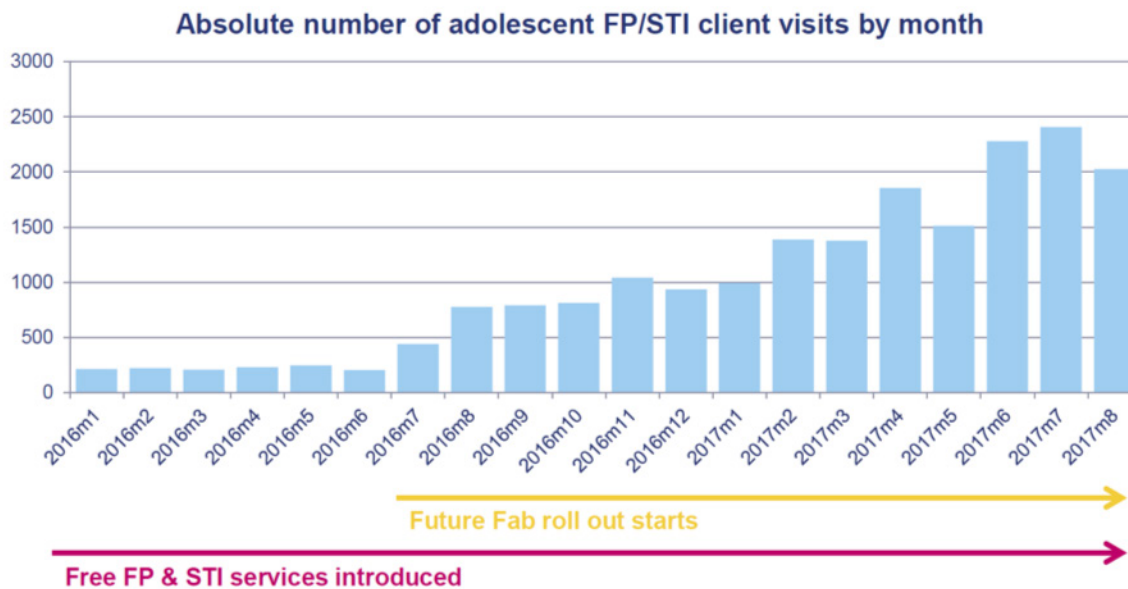
1) Based on email exchange with MSK staff, June 2019

13. MEASURE BRAND PERFORMANCE

No available data. Best practice not evaluated.

14. EVALUATE MARKETING VEHICLE EFFECTIVENESS

Future Fab drove a ten-fold increase in the average number of adolescent visits for FP/STI services among adolescents per clinic per week, with 80% of adolescents reporting some contact with FF marketing vehicles (either an event or a mobiliser). Using a responsive model, Future Fab adapted the approach after the Implementation phase, which demonstrated that mobilizers and events had been effective in driving awareness. There is an opportunity to better understand the effectiveness of each vehicle and explore additional vehicles, which was not possible given the short duration of the program.



Charts: "I own my future: lessons from Future Fab programme on improving contraceptive service uptake among adolescents"

Based on email exchange with MSK staff (June 2019), mobilizers alone did not drive clinic visits, but mobilizers working in conjunction with events (pop up clinics), achieved the 10-fold increase in average adolescent visits

15. ORGANIZATIONAL STRUCTURE // 16. PROCESS & DECISION-MAKING // 17. PEOPLE & CAPACITY // 18. REWARDS & INCENTIVES

ELEMENT	DESCRIPTION
Organizational Structure	The organizational structure, while complex, appears to have been effective. MSK was the lead implementer and responsible for enabling Future Fab's design and implementation in its designated 22 health centers and 124 AMUAs. Ideo.org provided technical support to strategy and design through HCD, as well as a marketing department housed at MSK, which helped to coordinate the implementation of FF in the clinics. The extent to which the MSK marketing team was involved in the routine program decision making is unclear.
Process & Decision-making	<p>Processes and decision making seemed to have been split between the HCD team and MSK Implementing through an HCD process is unique in that design and implementation happen concurrently and are always being reviewed and adjusted. Ideo.org led the program design process and collaborated with MSK to implement Future Fab in the selected clinics.</p> <p>There appears to be an opportunity for greater flexibility related to donor funding cycles Despite the positive results, at the end of the donor funding cycle, another donor was not secured in time to sustain the program.</p> <p>Government support enabled Future Fab's results The Kenyan Ministry of Health was very involved in Future Fab in all phases of design. In 2016, Kenya enacted a new policy for adolescent sexual and reproductive health. This ensured Future Fab had the necessary legal protections and political will to succeed. There was some opposition in pockets from local government and local community/opinion leaders. In these instances, the Kenya Ministry of Health stepped in to defend MSK's work</p>
People & Capacity	<p>Marketing capacity included technical support from Ideo.org, MSI headquarters, and local MSK staff.</p> <p>All clinic staff (including support staff) had training in values, soft skills, legal, and youth friendly services, as well as an orientation to the Future Fab brand and its vision. Youth mobilizers and Community Health Volunteers, while not staff, were trained on the brand, how to use the job aids and on how to debunk myths about ASRH.</p>
Rewards & Incentives	Insufficient information.