



IDENTIFY AND PRIORITIZE TARGET CONSUMER SEGMENTS

ACTIVITY GUIDE

OVERVIEW

Sometimes it isn't enough to broadly define your target consumer and you need to further narrow your focus. In this activity guide you will review how you can divide (or "segment") your target consumer population / target audience into smaller groups according to their specific needs, preferences and characteristics.

Doing this can help you allocate limited resources toward the specific groups within a target population for whom your interventions can achieve the greatest impact. Segmentation also allows you to better design or tailor programs to specific groups to improve the probability of those individuals responding to your program. Individuals will receive and respond differently to products, services and messages and according to their needs, values, where they are in the behavioral adoption stairway and their preferences for particular media or information channels. Segmentation recognizes these differences and attempts to group individuals together who will respond similarly to your interventions.

Also note that it may be hard (and not necessary) to segment many players up the value chain if there are very few. For example, you don't need to segment manufacturers or policy makers when there are only 3-5. This activity is likely to be more relevant for consumers or providers where we are dealing with larger populations.



WHEN TO CONDUCT THIS ACTIVITY

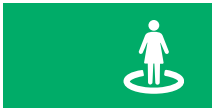
Segmenting your target consumer can be advantageous when:	Segmenting your target consumer might be difficult or undesirable when:
<ul style="list-style-type: none"> • Different groups within your broadly defined target population / audience require different strategies for influencing behavior change • You lack the resources to address the entire target population/audience and need to allocate resources towards the highest-priority segments • You have resources to develop distinct solutions addressing the specific needs of different segments of the population 	<ul style="list-style-type: none"> • The target audience is relatively small • There aren't many relevant differentiating factors within the population group • The differentiating factors between segments are not stable over time • It is difficult to find / communicate / engage with specific segments • The purchase decision is straightforward or unimportant (because it is a category with few or no brands)

TIME, RESOURCE AND STAFFING REQUIREMENTS

Who will participate in this activity?	<ul style="list-style-type: none"> • Design Team, Marketing and research teams primarily • Technical and Regional Advisors should provide support • Consultant / agency could be engaged for field work or analysis and development of the segmentation
What time and resources are required?	<ul style="list-style-type: none"> • A very in-depth segmentation study through an agency can be a significant cost and take months to complete • A simpler segmentation based on existing or brief primary research can be completed in a much shorter time frame • See the Marketing Research Selection Guide and Better Segmentation guidance Sharepoint site for more information

INSTRUCTIONS

Audience segmentation can involve a great deal of analytical work. Working with your technical and marketing advisors, your team should determine the level of segmentation desired. This will



help you avoid wasting effort on research and analysis in cases where there is little or no practical value differentiating between segments (in terms of how you might treat the segments differently or develop different interventions for each segment).

TYPES OF SEGMENTATION

There are many ways that a target population can be divided into smaller segments. The following table offers just a few examples. Sometimes segmentation can be conducted on a mix of these criteria.

Type	Key Criteria	Limitations
Demographic	Based on census data or other demographic factors (e.g., gender, urban/rural, age)	<ul style="list-style-type: none"> Assumes common needs & behaviors across or within demographic groups.
Attributional	Focuses on a single attribute (e.g., life-stage, property status)	<ul style="list-style-type: none"> Ignores other attributes that could have a greater impact on behavior.
Psychographic	Based on broad attitudes or personality traits (e.g., introversion, values)	<ul style="list-style-type: none"> Identifies receptive audiences, but generally does not provide insight on <i>how</i> to change behavior.
Behavioral	Defined by observable behavior, such as consumer activity or media use	<ul style="list-style-type: none"> Sufficient data on behavior may not be available. Identifying behavior does not necessarily explain it. Could be sub-segments within groups who engage in same behaviors for different reasons, making it problematic to draw conclusions about entire group.
Needs-Based / Attitudinal	Defined by members' needs, attitudes, and willingness to change behavior	<ul style="list-style-type: none"> Because these traits are not directly observable, it can be challenging to identify members of different segments during research and delivery of the intervention.

DETERMINING AN APPROPRIATE LEVEL OF SEGMENTATION

- At minimum, **all programs should conduct a demographic segmentation**, based on descriptors such as age, sex, location, marital status, education level, occupation, etc. This is the most common and easiest type of segmentation, as it can usually be accomplished with existing data.



For example, rather than addressing rural women aged 15-49 who have used a family planning method as one group, it may be easier to address 3 subgroups: rural women 15-19; 20-24; and 30 and over.

- Most programs will require more robust segmentation based on other factors. Consult your technical and marketing advisors to determine when there is enough information to further segment and prioritize your target consumer. This would be based on variables (or a mix) related to their behavior, population and context. It will also depend on your available resources (funding and time) – for example a quantitative segmentation can be more expensive and time-consuming but provide a more tangible, rich output.

COLLECTING DATA FOR SEGMENTATION

To determine an appropriate level of segmentation for your program, the first step is to collect data for your target population. This can be accomplished in a number of ways:

1. **Review existing literature/information** – The first step will usually be to conduct a desk review of available information on your country or region. Depending on the information available, this can often answer questions not only about demographics but also motivators and barriers, influencers, psychographics, even media consumption habits.

Some of the most common sources for this information include:

- Published whitepapers and other peer-reviewed academic literature
 - “Grey literature” – i.e., research circulated publicly by organizations but never officially published (this could even include unreleased drafts of reports if organizations are willing to share)
 - Websites, blogs, networking platforms and online databases maintained by other NGOs and individual researchers/practitioners
 - Official government or UN/WHO/World Bank resources
2. **Develop an initial audience segmentation** – Based on the literature review, it may be possible to try to segment your audience in whichever way(s) seem most relevant to your intervention. If you discover significant, meaningful differences that might change how you prioritize populations or how you design interventions for different populations, then keep going. If the segments don’t differ meaningfully (in relation to the health need), then the current level of segmentation is probably sufficient.

Your findings will help determine what additional information must be collected, if any.

3. **Collect Primary Data** – If there are unanswered questions after the initial segmentation or if there is little research available on the target consumer and behavior, then primary data collection may be required to refine or validate existing information.

Data collection would largely depend on the type of segmentation you are conducting. It is most likely that the first step (reviewing existing literature / information) would apply to all



projects, while the second step will depend on what information is available and how you want to segment. You will most likely be able to conduct for demographic segmentation or attributional segmentation based on the literature review, but unless there is an existing study that segments psychographically or does quantitative behavioral segmentation, you would probably need to do primary data collection or in-depth secondary analysis on a rich, existing data set.

APPLYING SEGMENTATION

As mentioned earlier, the two main reasons for conducting segmentation are to either prioritize allocation of limited resources to the sub-segments where they can produce the greatest impact, or else offering differentiated interventions tailored to different sub-segments.

PRIORITIZING SEGMENTS

While the specific criteria will vary by program, segments can be prioritized based on a number of factors:

1. **Health risk** – What percentage of the segment is ‘at risk’ or presents the greatest risks behaviors? Will you maximize your health impact by address this segment?
2. **Equity** – Will reaching this group correct any disparities in the country?
3. **Size of the segment** – Is it large enough to have an impact on the health problem? This will only be relevant where there is a way to quantify the size of segments (either through a quantitative study or through mapping to other data sources like DHS or Use/Need).
4. **Ability to reach** – How easy will it be to reach this segment?
5. **Impact** – Will the program’s impact on this segment lead to a significant change in the health problem?
6. **Ability to motivate/persuade the segment** – How much effort will it take to change the behavior of this segment?
7. **Cost to reach/persuade the segment** – How much resource (funds, time, personnel) will it take to change the behavior of this segment?
8. **Project scope** – Is this segment within the donor’s priorities for this project?

Confirmation of Audience Segmentation

Once you have segmented your audience, it’s important to step back and confirm the homogeneity of the group in terms of how it might react to your program. At this stage you should be able to refine your audience archetypes to reflect the segmentation characteristics. Think about how you might reach the segment, their barriers and facilitators to changing their behavior or adopting the new product or service or if there are any other factors that might uniquely influence the outcome of your program for individuals within the segment. You should be able to develop a few key statements that reflect how your audience will reach the ‘vision’ that you created in the decide phase. This is a good opportunity to bring your audience archetype back to your stakeholders and/or members of the target audience and ask them for additional insights



to validate that your intervention will help everyone segmented into your different groups reach that vision in the same way. If not, you may need to reassess if further segmentation is required.

CONCLUSION

In this activity you have divided (or “segmented”) your target consumer / target audience into smaller groups according to their specific needs, preferences and characteristics. You have selected 1-2 priority target consumer segments to focus on moving forward.



Summarize these segments in the Keystone Project Presentation template, with a short explanation based on the data you gathered. Then return to the Keystone Manual and continue with the next step.

NOTE

If you haven't already built a journey map to understand your target consumer segment's behavior, refer to the “Map the Consumer Journey” activity guide.