



# Handbook

Communication and Marketing Strategy for off-grid energy products in Uganda

# IMPRINT

## Funded by:



## Coordinated and implemented by:



Energy Solutions for Displacement Settings (ESDS) is a component of the Global Programme “Support to UNHCR in the implementation of the Global Compact on Refugees in the Humanitarian-Development-Peace Nexus” (SUN), which is commissioned by BMZ and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. ESDS supports UNHCR in addressing the lack of a sustainable energy supply in refugee hosting areas through global advisory services and the implementation of technical measures in displacement settings in Uganda, Kenya and Ethiopia.

## Published by:

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH  
Registered offices Bonn and Eschborn, Germany  
Germany

E [info@giz.de](mailto:info@giz.de)  
[www.giz.de](http://www.giz.de)

**Contact:** [cathleen.Seeger@giz.de](mailto:cathleen.Seeger@giz.de) (lead) / [natalie.rzehak@giz.de](mailto:natalie.rzehak@giz.de) (technical)

**Photos:** © GIZ / Karin Desmarowitz (title), © GIZ / Dirk Ostermeier (p. 8)

## Authors:

Lea Thin – Political Communication  
Benjamin Lewin, Marketing Consultant

**Designed by:** Miguel Faber

# CONTENTS

|                                                                 |           |
|-----------------------------------------------------------------|-----------|
| <b>ABOUT THIS HANDBOOK .....</b>                                | <b>4</b>  |
| <b>GOLDEN RULES OF MARKETING .....</b>                          | <b>5</b>  |
| <b>KNOW THE BACKGROUND .....</b>                                | <b>6</b>  |
| Energy & Cooking .....                                          | 6         |
| Electricity & Lighting .....                                    | 7         |
| <b>KNOW YOUR PRODUCTS .....</b>                                 | <b>8</b>  |
| Private Sector in Uganda .....                                  | 8         |
| Opportunities & Challenges of Sustainable Energy Products ..... | 9         |
| <b>KNOW YOUR MARKET .....</b>                                   | <b>12</b> |
| Market for ICS.....                                             | 12        |
| Market for Solar Products .....                                 | 13        |
| Willingness to Pay.....                                         | 14        |
| Recommendations for Energy Vendors .....                        | 15        |
| Existing Marketing and Awareness Campaigns .....                | 16        |
| <b>KNOW YOUR CUSTOMERS .....</b>                                | <b>19</b> |
| Displacement Context .....                                      | 19        |
| Age & Gender .....                                              | 20        |
| Language & Ethnicity .....                                      | 21        |
| Financial Situation .....                                       | 22        |
| Household Expenditure.....                                      | 25        |
| Decision-Making .....                                           | 26        |
| Digital Infrastructure .....                                    | 27        |
| <b>COMMUNICATE YOUR BUSINESS .....</b>                          | <b>28</b> |
| Define your Goals .....                                         | 28        |
| Target Groups.....                                              | 28        |
| Multipliers .....                                               | 32        |
| Key Messages .....                                              | 32        |
| Channels .....                                                  | 34        |
| <b>MARKET YOUR PRODUCT AND SERVICE.....</b>                     | <b>35</b> |
| The Marketing Roadmap .....                                     | 35        |
| Example: The Green Sun Campaign .....                           | 36        |
| <b>MARKETING ACTION PLAN.....</b>                               | <b>39</b> |
| <b>MONITOR YOUR SUCCESS .....</b>                               | <b>43</b> |
| Key Performance Indicators (KPIs) .....                         | 43        |
| Excel Monitoring Tool.....                                      | 44        |
| <b>REFERENCES.....</b>                                          | <b>50</b> |

# ABOUT THIS HANDBOOK

The handbook provides a communications and marketing strategy to initiate and increase household adoption and use of sustainable energy solutions, improved cookstoves and alternative fuels in displacement settings in Northern Uganda.

The handbook serves as a decision-making guide for entrepreneurs of the private sector in displacement settings in Uganda to identify relevant marketing and awareness strategies. It shows appropriate marketing activities for the specific target group and context of displacement settings and shall therefore enhance and sustain the demand for energy products.

With the handbook, entrepreneurs of the private sector shall be empowered to effectively promote and sell their energy products to different target groups, while measuring the success of the measures taken. With the marketing activities suggested entrepreneurs are enabled to raise awareness for environmental and health issues linked to the use of fossil fuels. With that they foster sustainable energy supply in displacement contexts, especially in Northern Uganda, and thus push a sustainable energy transition in rural and displacement contexts.

## **The handbook consists of:**

- Background information on the access of energy in the specific displacement setting.
- An analysis of the market for energy products in Uganda with product examples.
- A Product information section on efficient and renewable energies, improved cookstoves and Pico PVs, including their opportunities and challenges.
- A comprehensive summary of the socio-economic environment in displacement settings in Rhino Camp and Imvepi Settlement in Northern Uganda to identify the customer target group.
- A communication strategy for the marketing of energy products, including suggested activities.
- A monitoring tool that provides feedback on the effectiveness and impact of the activity to the targeted audience.



# GOLDEN RULES OF MARKETING

A good marketing strategy, a campaign or advertisement for your product or your service can't be developed over night. Thoroughly plan it through, define goals and milestones and most importantly: Recap your activities afterwards and learn from previous mistakes.



**Take  
your time!**



**Failure is  
progress!**

There is never a perfect way for marketing. Sometimes, things won't work out as planned. It is always about testing, learning and adopting. It is a process.

Get to know your customers and their behaviours. Ask yourself:  
What do they need? What do they desire?  
And how can my products or services help to satisfy them?



**Think of your  
customers first!**



**Know your  
USP!**

Advertising is about signals: Colors, symbols, sounds. You send those signals and your customers receive them. Make sure, that these signals are aligned and based on the same fundament.



**Consistency  
is key!**



**Stay up  
to date!**



**Be  
optimistic!**

Stay optimistic and aim to be pleasantly surprised.

# KNOW THE BACKGROUND

## ENERGY & COOKING

Despite the efforts of relief organizations to improve refugees' access to energy for cooking, lighting and other uses, the challenges in accessing sustainable modern and efficient energy services and cooking methods remain huge in Uganda. Less than 8 % of the refugee households have access to alternative cooking energy in the project region but rely on biomass as cooking fuel.

Therefore, refugees need to collect firewood.

Firewood mostly originates from host communities, woodlots, forest reserves and riverbanks and, to a small extent, from within settlements. An average household in refugee settlements in the project region comprises about 7 members.<sup>1</sup> For cooking, a daily ration of firewood for a household this size is 12.5–15 kg/day. The weekly average consumption of firewood for the same household size is three bundles.<sup>2</sup>

Most households in the refugee settlements are using the traditional “3-stone fire”, followed by the inefficient metal fabricated stove. The majority of households uses more than one type of stove and fuel, typically firewood-based and charcoal-based stoves. However, firewood is by far the most common fuel used.<sup>3</sup>



### Cooking Technologies



Firewood

**81 %**



Daily firewood consumption / HH

**12 - 15 kg**



Exclusive use of 3-stone fires

**55 %**

Charcoal

**19 %**



Access to alternative cooking energy

**< 8 %**



Use of improved stoves



**30 %**



### Firewood



Ø walking time

**1,5 - 2 h**

Ø walking distance

**6 - 8 km**



An open fire indoors

**= 400 cigarettes / hour**

smoke from open cook stoves is the

**#1**

cause of death for children < 5 years



Having an open fire indoors is like burning 400 cigarettes an hour. Traditional 3-stone fires therefore are – besides the negative environmental impact – a serious threat to health and protection.<sup>4</sup> Through dangerous indoor air pollution, open fire cooking claims the lives of approximately 4.3 million people each year. Among the leading causes of death globally, this ranks higher than the number of annual deaths due to malaria, HIV/AIDS, or tuberculosis. In Sub-Saharan Africa smoke from open cookstoves is the #3 cause of death after AIDS and Malaria. It is the #1 killer of children younger than 5 years.<sup>5</sup>

Inadequate domestic cooking fuel and sustainable energy sources is also a crosscutting issue. As women are traditionally in charge of cooking and household matters, they are especially exposed to health damaging indoor air pollution. Also, it is usually girls and women who collect firewood from bushes and forests. The average walking time and distance are 1.5–2 hours for 6–8 km, which exposes them to sexual violence and other forms of exploitation and abuse.<sup>6</sup>

# KNOW THE BACKGROUND

## ELECTRICITY & LIGHTING

In the project region, there is no district wide provision of electricity. Most settlements are not connected to the grid but rely on alternative electricity sources. The average number of light sources per household was low across the country for both refugee households and host communities in Uganda, with the average number of lights for refugee households being only half of that for host community households.<sup>7</sup>



### LIGHTING

#### Host community

#### Refugee settlement



Light source per household

**1.5**

Light source per household

**0.7**



Households with at least one light source

**83 %**

Households with at least one light source

**56 %**



#### Lighting Sources Refugees



Solar

**61 %**



National Grid

**0,1 %**



Firewood

**29 %**

In refugee settlements, the sun is the main source of electric power with a minimal use of diesel-powered generators and batteries. For lighting, most refugee households use solar energy as well, followed by firewood. There is basically no connection to the national grid.<sup>8</sup>

Electric power in the settlements is mainly used for lighting, but also for charging phones. Mobile phones have become an integral and therefore vital tool in the monetary everyday life, and charging the phones is therefore a necessity. People who have been able to purchase small solar-powered charging devices besides charging their own phones also establish small business charging other people's mobile phones.<sup>9</sup>

# KNOW YOUR PRODUCTS

## PRIVATE SECTOR IN UGANDA

### IMPROVED COOKSTOVES & ALTERNATIVE FUELS

There is a significant amount of businesses developing and distributing their own designed and produced products. Although most of the companies are located in Kampala, it gives a good impression of the variety of products and technologies available for people in rural settings.

In the following, companies and their products are presented.

**Appropriate Energy Saving Technologies (AEST) LTD** is a woman-led social enterprise that creates livelihood opportunities for women in the cookstove and fuel value chain. The enterprise aims to eradicate overdependence on wood fuel in Uganda by making organic charcoal for cooking from agricultural waste as an alternative to wood fuel among households and institutions in urban and peri-urban areas.

### PRODUCTS

#### Makaa Charcoal Briquettes

The briquettes are made from groundnut shells, charcoal dust and waste cassava as binder. They burn for a long time with no soot and less smoke.

#### Makaa Cookstoves

The cookstoves include a fired clay liner with metal claddings, which improves fuel efficiency, enhances combustion conditions, and ensures a better flame stability and systematic airflow.

#### AWAMU Biomass energy

Awamu's primary product is the Awamu stove, which makes up 70 % of the company's sales (remaining 30 % of company sales come from biomass fuel and custom institutional stoves). Made almost entirely out of metal, the TLUD (top-lit updraft) stove uses biomass (such as firewood) for fuel and can produce charcoal from that biomass when operated correctly.

Awamu marks each stove with a serial number and keeps a record of its customers to make post-sale calls on customer satisfaction and product durability. Staff members attempt to contact customers via call or SMS once every two months to see if the stove requires servicing.



#### UpEnergy Group

UpEnergy Stove, Ecozoom, AES Stove, Biolite, and Smarthome) and a smaller subset of water filters and solar lights. UpEnergy has attempted to build customer demand by demonstrating the stove in use, publishing print marketing for new products, and emphasizing ICS fuel saving benefits in the sales pitch. However, customers are focused on product pricing and are often unwilling or unable to pay the higher upfront cost for an ICS.



# KNOW YOUR PRODUCTS

## OPPORTUNITIES AND CHALLENGES OF SUSTAINABLE ENERGY PRODUCTS

Before we take a closer look at how products are being distributed through marketing activities, it is important to get an understanding of the major challenges in distributing Energy Efficient (EE) and Renewable Energy (RE) Products.

### The challenges with EE & RE in general

- Misconceptions and myths, e.g. most consumers think that clean energy is for the rich
- Spreading of negative information by consumers that renewable energy products do not last for long. This shows lack of knowledge as users have failed to understand the reasons behind short life span.
- There is a great lack of tailored financing options for products with a high upfront cost.
- Most of the suppliers of renewable energy products lack service centers to provide assistance to the users in case of challenges in usage or technical faults. There are challenges of inconsistency of products which impacts reputation and also high migration rates.

### The opportunities with EE & RE in general

- Energy-efficient products save money, as less energy is needed to operate them.
- The efficiency of products also leads to savings in time, which can be used for other chores or leisure.
- Certified products are durable, safe and easy to use. Providing better market consciousness about high quality products and reliable sustainable energy sources among customers establish trust in EE & RE and lead to an overall better access to energy.

### PICO PVS

Photovoltaic solar cells now come in various shapes and sizes. Typically, pico solar cells have power outputs ranging from as little as 0.1 watts-peak (Wp) to 5 watts-peak for powering smartphones, portable devices or recharging batteries.<sup>10</sup>

### The challenges with solar lamps and pico PVs

- Poor quality products are affecting the market. Some low quality products that can be purchased on markets look similar to high quality solar lantern products
- Prices of solar lighting products are still high for the great majority of rural dwellers, especially refugees. Without appropriate credit facilities the majority of off-grid communities cannot access modern lighting services.
- In Uganda, a vast majority experienced problems with their device, which leads to a misperception and a bad image.
- The key bottlenecks limiting access were affordability, availability, and lack of flexible pay models. Options to pay in installments or pay-as-you go systems would be the most promising approaches to increase access.

### The opportunities with solar lamps and pico PVs

- There is already high awareness (93%) among the population on the existence of benefits of improved lighting on which can be built on.<sup>11</sup>
- Pico solar systems are much smaller and cheaper than big solar systems, and have great potential to power low-power LED lighting to light up millions of homes in much the same way that cell phones have connected people and communities around the world.
- Access to light and charging contribute to safety as harming lighting sources like firewood are not needed anymore
- Pico PVs provide improved access to communication channels like phones.
- Lighting enables better education and business opportunities, as life can continue after dark.
- Due to the raising popularity of solar products, the variety of brands and technical features steadily improve.

# 93%

of refugees in the project region are aware of the benefits of improved lighting, especially durability, brightness and cost saving.

# KNOW YOUR PRODUCTS

## HOUSEHOLD IMPROVED COOKSTOVES & ALTERNATIVE FUELS

Efficiency comes in many ways: Cookstoves are “improved” if they are more efficient, emit less emissions, have a better durability and/or are safer than traditional cookstoves with open fires.

ICS come in different sizes and shapes: they can be portable or fixed installed in a kitchen, they can be made of different materials such as metal or clay, and they come with or without a chimney. What they all have in common is that every stove needs a fuel. Depending on what fuel is available will lead you to your choice of stove:

### The challenges with improved cooking stoves

- Even though the target group is highly aware of the existence of improved cooking stoves, they lack awareness on availability and the values of the products.
- An often overlooked but essential part of clean cooking technologies and fuels marketing in the past is its attention to behavioral patterns, cultural norms, and regional variations. Unlike electrification, cooking practices are heavily dependent upon culture, cuisine, household dynamics, as well as the availability of socially acceptable and affordable fuels and technologies. There is no one-size-fits-all solution when it comes to clean cooking; each region has its own preferences and acceptability thresholds, which directly influence adoption rates.
- There is a perception that improved cookstoves take very long to cook food.

## TYPES OF IMPROVED COOKSTOVES

| SIMPLE IMPROVED STOVES                                                                                                                                                                                                                                                 | INTERMEDIATE STOVE TECHNOLOGIES                                                                                                                                                                                                                                                                                                               | ADVANCED BIOMASS STOVES                                                                                                                                                                                                                                                       | STOVES MAKING USE OF CLEAN COOKING FUELS                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>■ Enclosed and with minor improvement to combustion (e.g. basic biomass portable stoves)</li> <li>■ Some stoves deliver little or no reduction on emissions and exposure</li> <li>■ Processed fuels are not required</li> </ul> | <ul style="list-style-type: none"> <li>■ Use improved combustion chambers (e.g. highly improved charcoal stoves, natural draft gasifier)</li> <li>■ Fuel must be usually cut into smaller pieces, but processed are usually not required</li> <li>■ Stoves with well maintained chimneys will further reduce indoor smoke exposure</li> </ul> | <ul style="list-style-type: none"> <li>■ Use forced ventilation with or without secondary combustion (e.g. fan-assisted biomass stoves)</li> <li>■ Require low wattage electricity</li> <li>■ Newer models generate power independently from heat (thermoelectric)</li> </ul> | <ul style="list-style-type: none"> <li>■ Non-biomass stoves</li> <li>■ Relying on different forms of gas or liquid fuels (e.g. LPG, biogas) or electricity</li> </ul> |

# KNOW YOUR PRODUCTS

## The opportunities with improved cooking stoves

- There is high awareness (93 %) among the population on the existence of improved stove technologies on which can be built on. The level of knowledge ranges on efficiency of stoves, use for fuel-saving, durability and health benefits of reduced smoke.<sup>12</sup>
- Biomass burning ICSs are more affordable, and thus have the potential to be a gateway product away from basic cooking technology and towards healthier and more efficient methods.
- ICS also produce less smoke and therefore decrease the emission of health damaging pollutants. Especially stoves with chimneys avoid indoor air pollution very effectively, because they lead all emissions to the outside. However, it is important to use a stove with a good draft to make sure the smoke cannot flow out of the fuel entrance or leak in other ways into the room.<sup>13</sup>
- Improved Cookstoves can enhance the temperature of the fire so that they have the potential to reduce time on cooking in comparison to traditional stoves. This also leads to fuel use reduction and therefore also to less time spent on collecting firewood.<sup>14</sup>
- The reduced need of biomass leads has an positive impact on the environment. With less firewood collected, there is less deforestation. Also, less pollutants are released by burning fuel, which reduces air pollution.
- Improved stoves provide enhanced safety. No open flames leave the stove, the stove is not easy to tip, and stove parts that need to be touched while cooking are not too hot to cause burns.
- Essential firewood and charcoal savings are realistic when used correctly. This means less firewood must be collected or purchased – so time and money can be saved.<sup>15</sup>
- Due to their efficiency, less firewood has to be collected, and thus the safety of women and girls who are exposed to sexual and physical violence while collecting firewood is improved.<sup>16</sup>



### Improved Cookstoves Daily Savings



Firewood Savings

**25 - 65 %**



Daily biomass fuel  
consumption

**- 4,5 kg**



Time for collecting  
firewood

**- 105 minutes**

Charcoal Savings

**25 - 35 %**



Spending on  
Firewood

**- 900 UGX**



Time for cooking



**- 160 minutes**

**93 %**

of refugees the project region are aware of the benefits of Improved Cooking Stoves, finding fuel savings as the most compelling advantage.

# KNOW YOUR MARKET

## MARKET FOR ICS

The estimated market for clean cookstoves in Uganda is big with 6 million potential customers. But at the moment there are not enough manufacturers and distributors to meet the demand, especially in rural areas.<sup>17</sup>

While most stoves that refugees possess were donated to them, host communities build their own cooking stoves. Overall, refugees were found to be almost twice as likely to own an improved cookstove than host community households. This finding may be related to the fact that distributions of non-food items, including improved cookstoves, are more common in humanitarian interventions for refugees and there may not be similar distribution programmes in host communities.<sup>18</sup>

However, ICS don't have the best image among refugee households. While many households are aware of the existence and benefits of ICS, there is a lack of knowledge on how to properly use and maintain the stoves. Also, many stoves have poor quality. Many owners have therefore had issues with their stoves not working properly and told their friends and neighbours. While there is a biomass cookstove standard in Uganda, it only labels the efficiency of a products but doesn't give any information about emissions, durability and safety. It is therefore recommended to get informed about good quality products as a vendor and to inform customers about good products to increase their trust in energy products.<sup>19</sup>

Sources: Cooking Technology  
Refugees



Technologies donated

**47 %**



Technologies purchased

**29 %**



Technologies built by  
household

**22 %**

Willing to replace  
when damaged

**59 %**



Ask NGO for replacement

**25 %**



# KNOW YOUR MARKET

## MARKET FOR SOLAR PRODUCTS

The local markets in refugee settlements sell different products for lighting including solar lamps, torches, kerosene lamps (tadooba) and solar bulbs. Customers prefer brands for lighting products with a good reputation, especially as most products sold in rural areas are cheap and low quality counterfeit products. Many local vendors sell solar products like Pico PV lamps that had been handed out for free by humanitarian organizations before.

99 % of the solar lamps in use in the settlement were acquired through development partners.<sup>15</sup> However, most households using solar devices are experiencing some sort of problems with their lighting devices, such as brightness, lighting duration, cost of technical fixing and availability of access to servicing. This is probably why only a small number of respondents showed willingness to buy high quality solar lighting devices but rely on free distribution. In addition, residents also acquire lighting products from regional market hubs or some at the local markets. Most of the solar products on the open market were of very low quality and did not provide value for money.

### Lighting Sources Refugees



Acquired from NGOs  
& UNHCR

**99 %**

Had problems with  
lighting devices

**81 %**



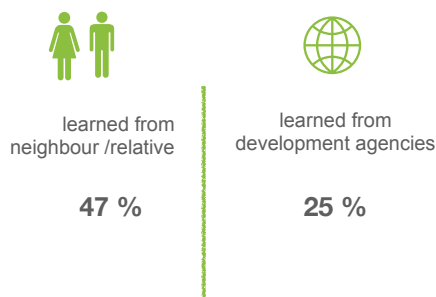


# KNOW YOUR MARKET

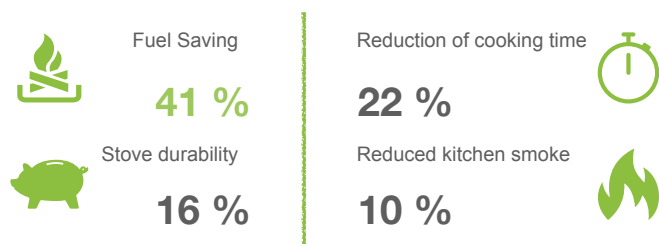
## WILLINGNESS TO PAY

Most refugees know the advantages of improved cookstoves and solar lighting through word of mouth from neighbors or relatives who have used similar products or attained prior information about the benefits. Demonstrations conducted by development agencies have also contributed to informing the households.<sup>20</sup>

### Awareness of benefits from improved lighting



### Motivation for purchasing ICS Refugees



## IMPROVED COOKSTOVES

Though the estimated market for cookstoves in Uganda is immense, the rural communities in the project area consider the ICS as too expensive – although people are well informed about their benefits and are interested in purchasing them. The quality of ICS varies a lot, which is why many potential customers are skeptical if it is worth the upfront investment.<sup>21</sup>

While the retail price and bad image of ICS is a main barrier for low-income households in refugee settlements, one main selling point for ICS are the huge savings of fuel which also leads to huge savings of time for collecting firewood. Over the past 3–5 years, households in the host communities reported their monthly fuel expense has almost doubled. The time for collecting firewood has also increased due to deforestation. This situation will compel the households to find alternative ways of reducing fuel consumption, hence presenting an opportunity for uptake of ICS.<sup>22</sup>

## SOLAR ITEMS

With refugees having no or very low income, there is a lack of ability to pay for ICS as well as renewable technology such as solar home systems, solar lanterns, sustainable fuels or improved cookstoves. Additionally, almost all lighting products in refugee settlements in Uganda are donated. Therefore, the incentive to spend precious money on lighting devices is very low, however, as the benefits of lighting are widely recognized, the willingness to pay with working hours is high among refugees.<sup>23</sup>

### Willingness to Pay for Improved Cookstoves



# KNOW YOUR MARKET

## RECOMMENDATIONS FOR ENERGY VENDORS

---

Know that we have a comprehensive insight in the energy market and products in displacement settings of Uganda, let's have a look at what this information means for your marketing of energy products:

### WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ☑ Ask humanitarian organizations to cooperate and make a joint promotion instead of donation-based handout of energy products
- ☑ Sell high quality products in order to raise your customer's willingness to pay
- ☑ Raise brand awareness so your customers know about the good quality products you sell
- ☑ Get informed about the technology of your energy products to provide good service to your customers
- ☑ Compare the health risks to other threats like smoking
- ☑ Make sure your customers understand AND experience the huge benefits of your products:
  - Health & Protection
  - Fuel Saving
  - Time Saving
  - Environmental-Friendly

# KNOW YOUR MARKET

## EXISTING MARKETING AND AWARENESS CAMPAIGNS

According to a report from 2019, the target customer for Renewable Energy and Energy Efficiency solutions is mindful about affordability, availability and reliability of RE and EE technologies, fuels and services when making a purchase decision. Most existing marketing strategies have fallen short of addressing the customer needs.

The report indicates that earlier marketing strategies involved creating awareness for the products, consumer education and piloting distribution strategies, with an insufficient focus on consumer financing to enable the customer to afford the product.

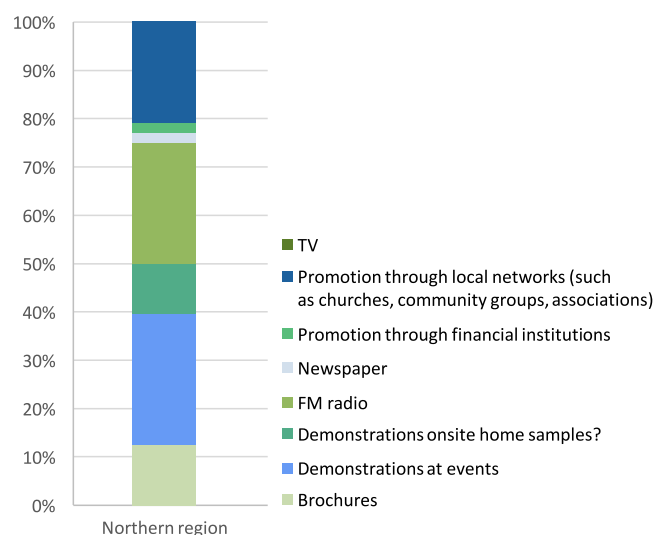
### MAIN MARKETING CHANNELS IN UGANDA

Consumers are likely to purchase energy service products from people they know and receive a lot of their information by mouth of mouth. This indicates that consistent effort is needed to gain consumer trust and loyalty. Besides that, the main marketing channels used by retailers in Uganda are posters and FM radio.

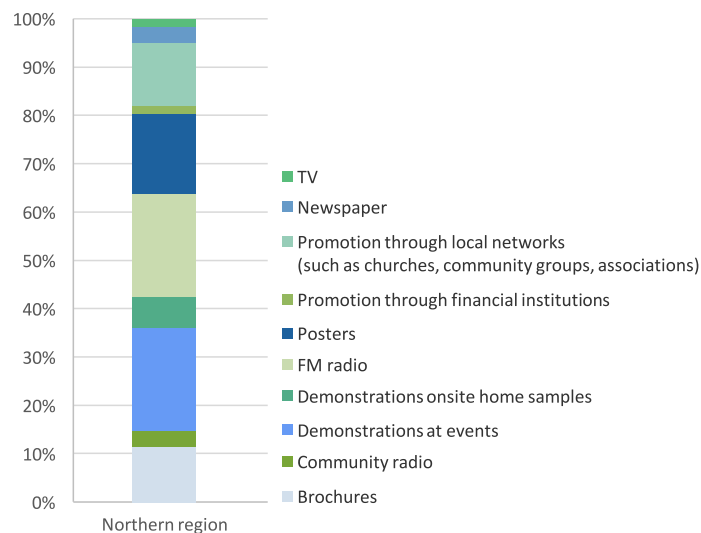
### WHAT KINDS OF MARKETING STRATEGIES DOES THE BUSINESS USE?

The largest number of respondents said FM radio is the marketing strategy that works best. Though posters are often used, they are not thought to be very effective.

### MARKETING STRATEGIES MOST USED BY BUSINESSES IN NORTHERN UGANDA



### MOST SUCCESSFUL MARKETING STRATEGIES IN NORTHERN UGANDA



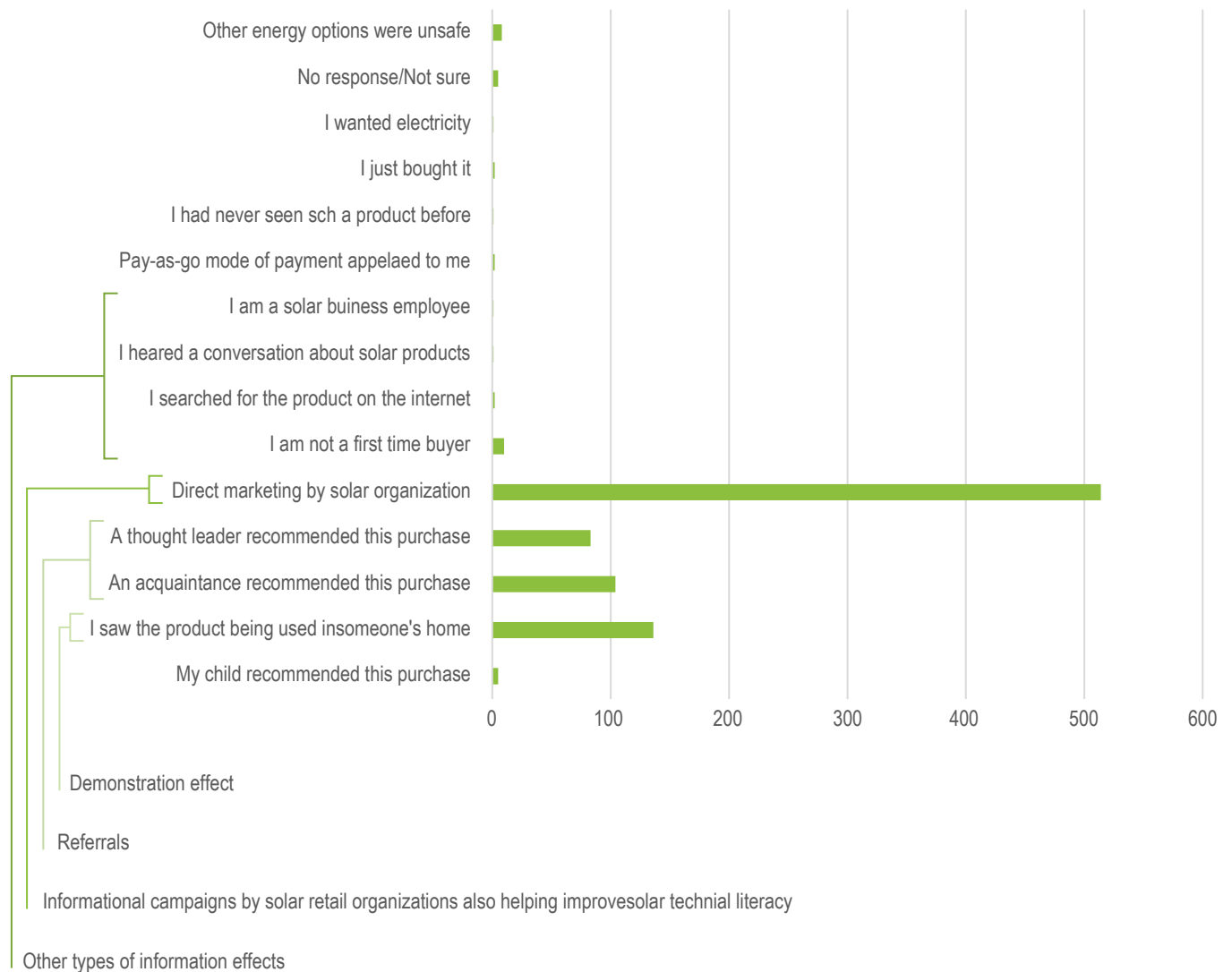
Source: ENCLUDE (2014)

# KNOW YOUR MARKET

## THE CONSUMERS

Now let's take a look at the other side, the consumers. In a survey with 600 people who already purchased off grid solar products, SERC (Science and Engineering Research Council) wanted to find out which experiences and information influenced them to purchase the off-grid solar products they owned. they mentioned a total of 875 information effects related to 726 products that they owned.

Here are the results:



### What can we learn out of this?

85 %

of respondents stated that information from solar businesses, including sources such as sales calls, demonstration campaigns, and radio advertising, affected their purchasing decisions.

22 %

stated that their purchase decision was influenced by seeing a solar device in a “real” application in an acquaintance’s home. This helped lower their risk perception and increased their comfort in making the purchase.



Encourage and reward the sharing of positive customer experiences, for example, by offering referral discounts or by featuring customer testimonials in marketing campaigns. In doing so, caution must be applied to avoid aggressive sales practices that flood the market with weak quality products.

# KNOW YOUR CUSTOMERS

Before you can start to market your products, make sure you know who your customers are. Socio-economic data from your market region that will help you to develop suitable marketing activities.

## DISPLACEMENT CONTEXT

Uganda is home to 1,403,641 registered refugees and asylum seekers in 13 settlements.<sup>24</sup> There are two settlements in the project area: Imvepi in Terego district and Rhino Camp located both in Terego and Madi-Okollo districts, which were previously part of Arua district.

 **RHINO CAMP, UGANDA**  
existing since 1980



Σ Total Refugees  
**121,172**



Σ Total Households  
**29,990**



Ø Persons / Household  


Countries  
of Origin



South Sudan  
**95 %**



DRC  
**2,5 %**



**Imvepi, UGANDA**  
existing since 2017



Σ Total Refugees  
**69,283**



Σ Total Households  
**19,254**



Ø Persons / Household  


Countries  
of Origin



South Sudan  
**95 %**

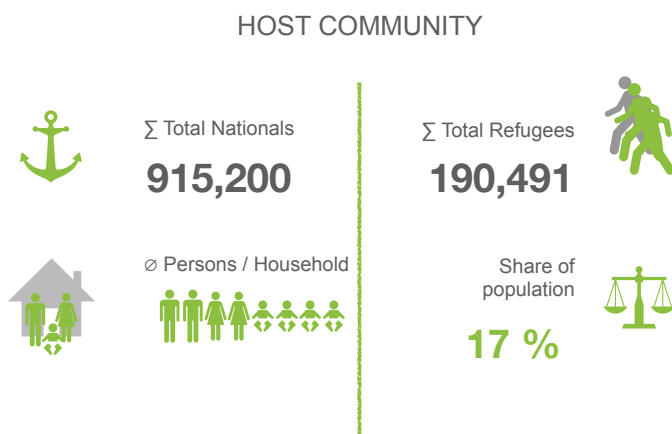


In the two settlements, the majority of refugees come from South Sudan with only a small share of people from the Democratic Republic of Congo (DRC), Sudan, Rwanda, Burundi, Central African Republic and Kenya.<sup>25</sup> The average household in the refugee settlements comprises about seven individual members.<sup>26</sup>



# KNOW YOUR CUSTOMERS

Instead of being separated in camps, refugees and host communities live next to each other and both benefit from social services without discrimination. In total, there are 190,491 refugees living next to 915,200 nationals. This makes a share as big as 17 % of the population in the project region.<sup>27</sup> The average host community household is slightly bigger than in the settlement areas with around 8 individual members.<sup>28</sup>

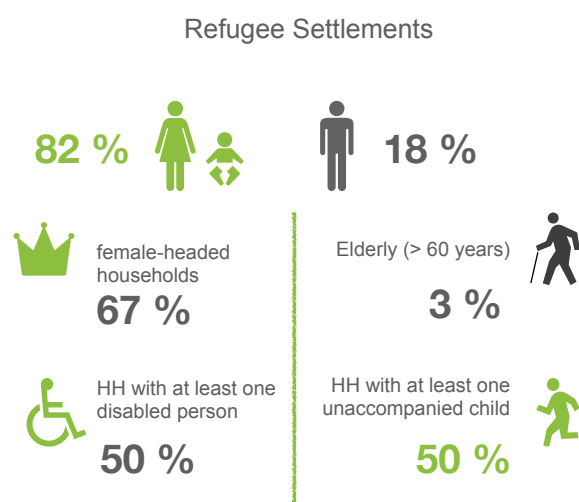


## WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✓ Focus your marketing activities on South Sudanese refugees and Ugandan nationals

## AGE AND GENDER

With 82 % of the population in refugee settlements being women and children<sup>29</sup>, females represent the majority. With 67 %, the majority of South Sudanese families in refugee settlements are female-headed<sup>30</sup>, while in 70 % of the host community males are head of the household.<sup>31</sup> This is because many South Sudanese men remained in their home countries or migrated to other countries for work to support their families in the refugee settlements with remittances. Far more than half of the refugee population is under 18 years of age.<sup>32</sup> Of particular concern is the high number of children, who arrive unaccompanied or separated from their families.<sup>33</sup>



## WHAT DOES THIS MEAN FOR YOUR MARKETING?

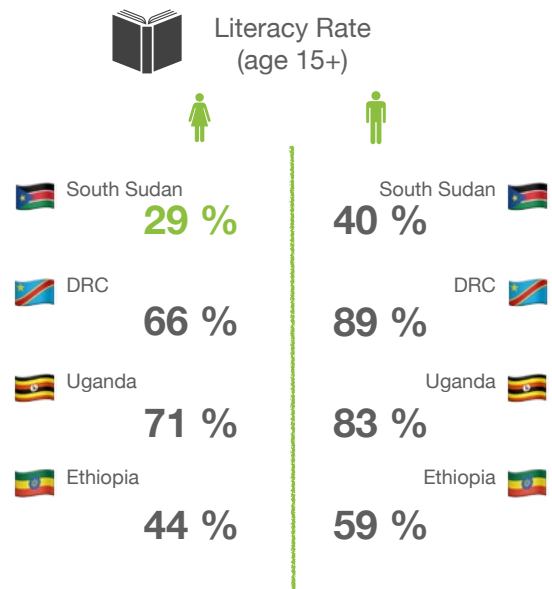
- ✓ Make sure you highlight the benefits of your products for women and children

# KNOW YOUR CUSTOMERS

## LANGUAGE AND ETHNICITY

Uganda is the most ethnically diverse nation in Africa, maybe even in the world. South Sudan, the country of origin of most refugees settling in Uganda, is also a multilingual country with over 60 indigenous languages. The huge variety of ethnicities and languages spoken by the different groups of refugees as well as by the host communities will be a challenge for your marketing activities.

The literacy rate among refugees and host communities varies a lot. In all countries of origin, a gap between the sexes can be observed. Although the literacy rate has increased in recent years, South Sudan still is one of the lowest literacy rate countries. Many South Sudanese women can't read and write<sup>34</sup> – the biggest group of refugees in the project area.



## WHAT DOES THIS MEAN FOR YOUR MARKETING?

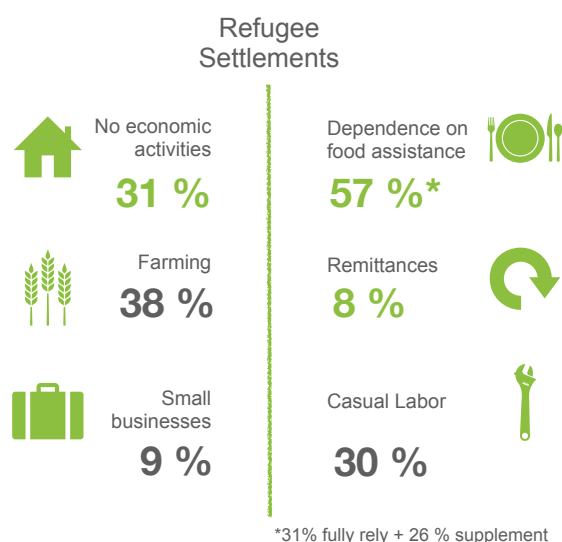
- ✓ Use the language your customers understand
- ✓ Develop marketing activities and products that don't need written or spoken language (e.g. pictures)
- ✓ Get people on board that speak the different dialects of the region in which you operate
- ✓ Be sensitive regarding your customers' traditions

# KNOW YOUR CUSTOMERS

## FINANCIAL SITUATION

### RELIEF ITEMS

UNHCR and partner organizations are providing a package of core relief items to refugees arriving at the settlements. In the project area, refugees receive: mosquito nets, sleeping mats, blankets, kitchen sets, sanitary towels, basins, jerry cans and hoes provided by World Vision in cooperation with UNHCR. Part of the package is also solar lamps as non-food items; some of which end up in the local market structures and are sold on open stalls.<sup>35</sup>



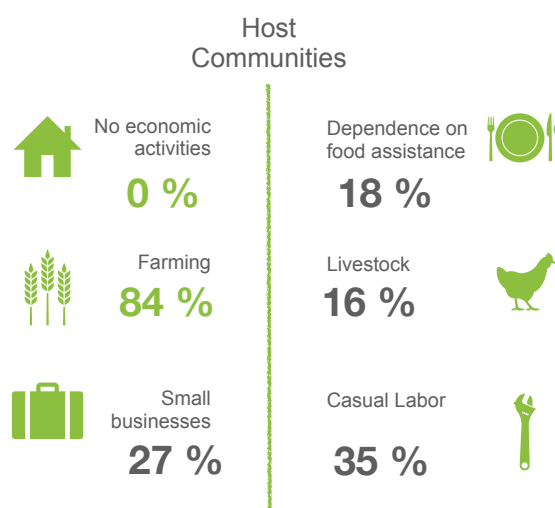
### ECONOMIC ACTIVITIES

In Uganda the majority of refugees is supported to live in the settlements. They are given a residential plot which some use for economic activities as well. Many also get a plot mainly for agricultural livelihoods opportunities. Still, limited opportunities exist for both refugees and host communities. Though the markets in the settlements are functional and provide essential household items, there is a high potential for increased economic activity, which is not fully leveraged.

One third of the refugees in the project area currently have no source of livelihood but rely entirely on food assistance for survival. Another third has rented land from the host communities to do farming activities. One quarter of refugees supplement food assistance provided by NGOs with their crop production on allocated plots. Another important source of income of refugees in Uganda is sale of food and also income as in cash for food assistance or cash for work programmes.<sup>36</sup>

Though a recent surveys shows that all households in the host community have at least one source of livelihood, still 18 % report that their economic activity is not sufficient for nutrition. Agriculture is the main source of livelihood for the host communities with 84 % of nationals being mainly dependent on agricultural production. Crop farming is rain-fed and mostly influenced by rain and climate – and so is their income.<sup>37</sup>

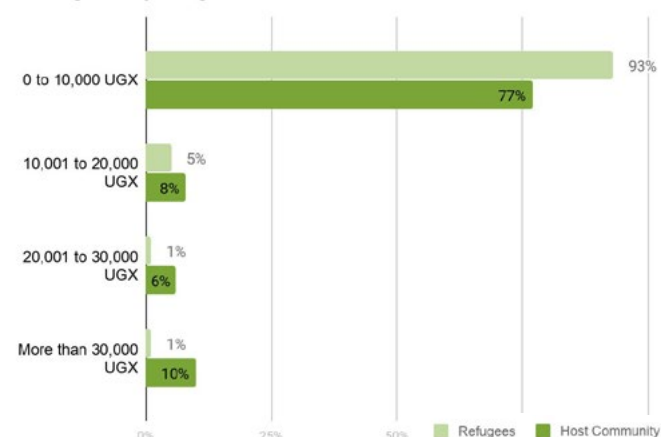
In the context of displacement the amount of labour for women typically increases. Women find themselves needing to spend more time and effort than they did before carrying out the same child caring, family feeding, and household manage-



# KNOW YOUR CUSTOMERS

ment tasks for which they always took responsibility. This is as networks don't exist any more and the size of households usually is higher in the displacement context so that women have to feed and care for more people. Also, 50 % of households take care of unaccompanied children and/or elderly. With their husbands fighting in the civil war of South Sudan or struggling to find work in the settlements, many women take on the roles of the household's breadwinner on top of their traditional responsibilities. Men often lack access to the employment or productive activities they are used to in the camps. Therefore, women are forced into market work, selling food or firewood to generate income.<sup>38</sup>

Average Daily Wage



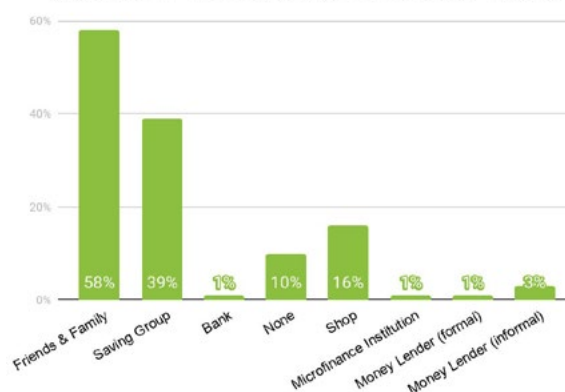
## INCOME

Income is very low for most refugees as well as for nationals. Most employment opportunities that are accessible to the majority of people in displacement settings is casual labour for 0 to 2 days per week earning an average of only UGX 7,317 per day from employment, meaning they only earn about UGX 15,000 per week or UGX 60,000 per month.<sup>39</sup>

## ACCESS TO FINANCE

In the project area, the biggest livelihoods challenges for refugees are lack of skills, missing employment opportunities but also starting an own business is hard to achieve due to the lack of financing options. In the project area, access to formal finance and credit services from financial institutions for refugees and host communities are hard to access due to insufficient collateral. However, many forms of informal credits exist. 90 % of households are able to borrow money from friends or family members, followed by Village Saving Groups and shopkeepers. Still, those finances are only sufficient to meet basic needs and are usually not used for business purposes.<sup>40</sup>

Main Sources of Credit, Refugee Settlements Uganda

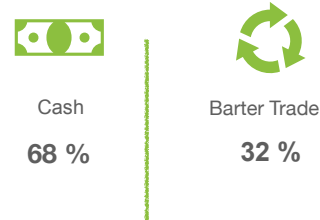


# KNOW YOUR CUSTOMERS

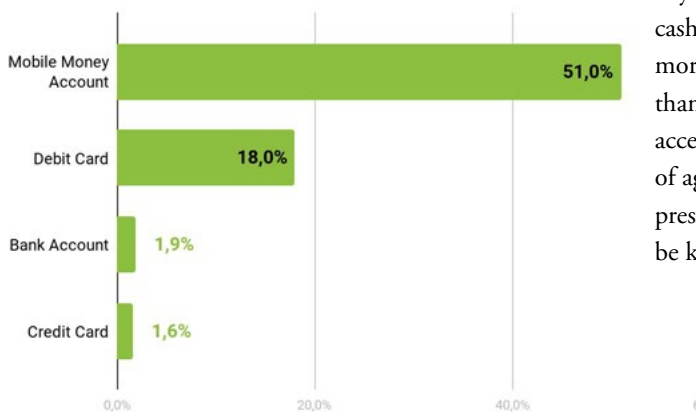
## PAYMENT METHODS

The majority of people living in the project area prefer paying by cash. However, refugees have limited access to formal employment and cash, as they mainly receive combined cash and food assistance from relief organizations such as UNHCR, ARRA and WFP. Thus, many customers in the settlement use barter trade, “pay as you go” or labour pay.<sup>41</sup>

### Payment Methods



### People in Uganda registered for/ owning a..



Payment methods used mostly at energy kiosks in Uganda are cash payment, installment & mobile transactions. More and more refugees use mobile accounts for payments, as it is easier than applying for credits, bank accounts or cash. However, the acceptance and access vary on the local context. The presence of agents, requirements to register and Internet connection present obstacles in some regions, thus payment systems should be kept flexible.<sup>42</sup>

## PAY-AS-YOU-GO (PAYGO)

PayGo solar easily allows your customers to pay for their electricity use via mobile money payments. However, make sure customers are aware of the contract they are entering and understand the conditions.

## WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✓ Consider giving credits as a shop to increase your number of customers
- ✓ Make sure people know about the credit options at your shop
- ✓ Promote installment payment for trustworthy customers
- ✓ Promote that you accept mobile money / PayGo if possible in your region



# KNOW YOUR CUSTOMERS

## HOUSEHOLD EXPENDITURE

The financial resources of both host communities and refugees are very limited. The vast majority of refugees (88 %) and nationals (80 %) in the project region report that they spend between 0 to UGX 100,000 cash per week on food only. Other important purchases are expenses on livestock and agricultural activities. Purchase of food for household consumption remains the highest cost for households, taking 60 % of refugee and 41 % of host community households' total income. In essence, this means that less income is available for other purchases – like off-grid energy products.<sup>43</sup>



## WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✓ Your customers are very conscious of what they spend their money on. Make sure your marketing activities clearly demonstrate the potential to save money in the long run!



# KNOW YOUR CUSTOMERS

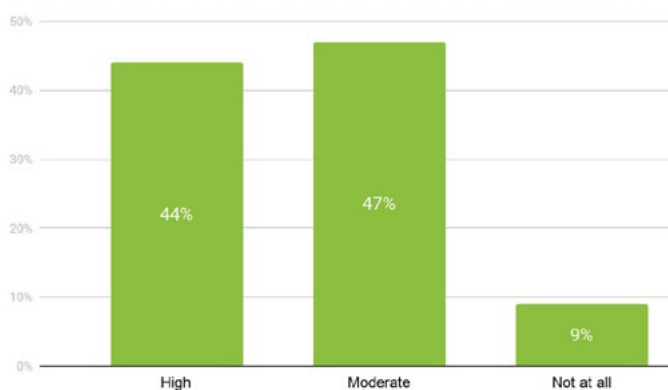
## DECISION-MAKING

Women are integral to any consumer awareness and education campaign as the primary users of cookstoves. But they often have less access to finance, hence finding it difficult to secure a loan for the purchase of improved cooking stoves. In all countries of origin as well as the host communities itself it is traditionally men that have more purchasing power and ability to pay upfront. This does not mean, however, that women are not involved in household purchasing decisions at all. As cooking is mainly the task of women in all countries affected, they also know best which items to purchase and can influence the purchase decision. However, men need to be involved in marketing activities as well to raise their awareness for the benefits of improved cookstoves and influence their decisions regarding household purchases.

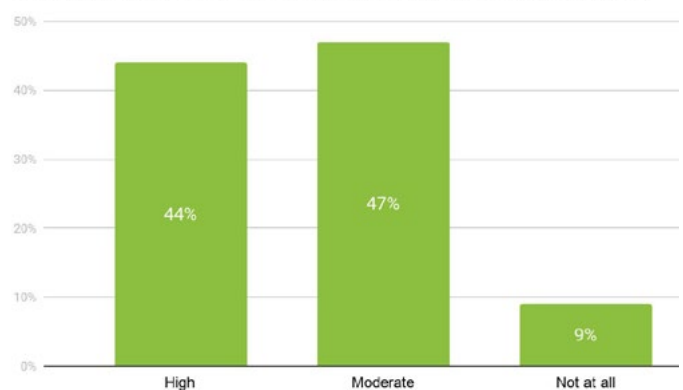
In many refugee settlements women empowerment programmes have been implemented, which leads to a higher share of joint decision-making. Additionally, the number of women and therefore the number of female-lead households is high in refugee settlements in Uganda and Ethiopia. Also, in many households, women are the breadwinners of the family, which gives them a much bigger share in decision-making.<sup>44</sup>

Also, there are powerful people like opinion leaders, religious leaders, early-adopters of certain products as well as the refugee welfare committee members that influence the decision-making within those settlements.<sup>45</sup>

Trust in information of members of own ethnic or religious group



Trust in information of members of own ethnic or religious group



## WHAT DOES THIS MEAN FOR YOUR MARKETING?

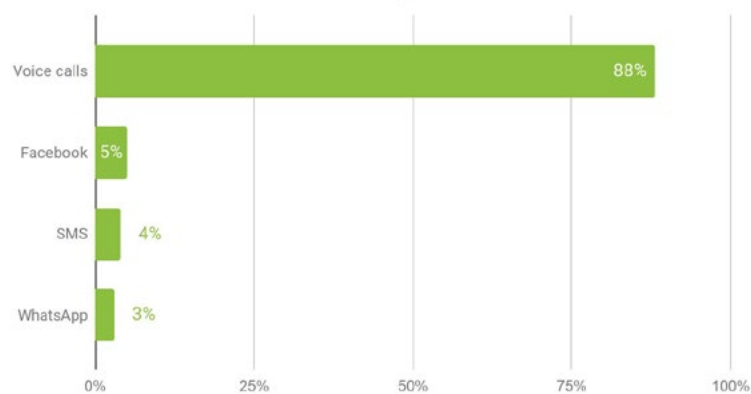
- ✓ Make sure that your spokespersons are well respected by your customers
- ✓ Address the needs of women and persuade them that life is better with your energy products
- ✓ Though women are the main users of your products make sure to show men how the products can improve the life of their family

# KNOW YOUR CUSTOMERS

## DIGITAL INFRASTRUCTURE

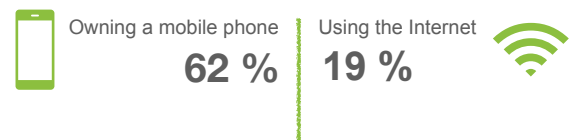
Even though a digital infrastructure in the form of a mobile network with Internet connection exists in refugee camps, it is frequently interrupted.<sup>46</sup> Refugees in the project area use a wide range of information and communication media. However, there is no comprehensive Internet coverage and access to electricity is severely limited.<sup>47</sup>

Methods of Communication - Refugee Settlements



Refugee settlements

### Digitalisation



## WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✓ Digital marketing is effective – but access to internet is very limited
- ✓ Use alternative channels like voice calls to market your products

# COMMUNICATE YOUR BUSINESS

## DEFINE YOUR GOALS

Before you plan your marketing activities, you should think about what you want to achieve and define your goals precisely. The result you want to see is what the choice of marketing action is based on in the first place.

| INCREASE DEMAND                                                                                                                                                                                                                                                                                                                 | TRUST IN PRODUCTS                                                                                                                                                                                                                                                                                                                      | WILLINGNESS TO PAY                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>More people buy energy products from you.</b>                                                                                                                                                                                                                                                                                | <b>Your customers know that all products you offer are of good quality and worth their money.</b>                                                                                                                                                                                                                                      | <b>Your customers realize the value of your products and the benefits for their livelihoods.</b>                                                                                                                                                                                      |
| <b>SUB-GOALS</b>                                                                                                                                                                                                                                                                                                                | <b>SUB-GOALS</b>                                                                                                                                                                                                                                                                                                                       | <b>SUB-GOALS</b>                                                                                                                                                                                                                                                                      |
| <ol style="list-style-type: none"><li>1. People know about your business.</li><li>2. People know which energy products you sell.</li><li>3. Customers prefer buying products at your business to the market.</li><li>4. Customers see your business as the most convenient and reliable place to buy energy products.</li></ol> | <ol style="list-style-type: none"><li>1. Your customers know which brands they can trust.</li><li>2. Your customers are able to gain experience with products by trying them.</li><li>3. Your customers know how the products are used properly.</li><li>4. Your customers value your after-sales services and customer care</li></ol> | <ol style="list-style-type: none"><li>1. Your customers are informed about the benefits of your energy products.</li><li>2. Your customers understand the benefits for their everyday life.</li><li>3. Your customers are able to choose between different payment methods.</li></ol> |

## TARGET GROUPS

### PERSONAS

#### WHAT IS A PERSONA?

The practice of understanding your target audience, the language they speak and words they use, the benefits they enjoy, and why they would purchase your product or service will help you create marketing strategies that have an impact on your sales. This knowledge becomes actionable for your marketing when you document it in the form of a marketing persona.

#### DEFINING YOUR PERSONA

The goal is to attract more customers who have similar goals, aspirations, pain points, and challenges as your regular or even your best customers.

Begin by asking yourself:

- Who are our existing customers?
- What qualities do these customers share?
- Which media channels do they consume?
- What is their general life situation?
- How do they spend their free time?
- What places do they visit?
- What caused these customers to search for a solution like our product or service?
- Why did they hire our product or service?
- What do these customers gain by choosing us (instead of the competition)?

# COMMUNICATE YOUR BUSINESS

## TAPPING INTO NEW TARGET GROUPS

Once you have managed to create a persona based on your deep knowledge of existing customers, it is time to gather information about possible new target groups.

**Here is why you should do that:** Let's assume your main target group until this point is male, 20–30 years old, and is visiting the market on a regular basis. This is the reason for you to put up posters on places near to or right at the markets in order to let these people see your advertising message. But it would be a waste of opportunities to just target this specific group, wouldn't it.

Now over time you begin to understand that you have to address opinion leaders as well, because you know that these people could help you as multipliers for your messages, once they are convinced of the quality of your products. Another assumption: These influential persons are often elderly people, so maybe they are not so good by foot. This means that they are less likely to visit markets – so posters wouldn't affect their buying decision.

## WHAT TO DO NOW?

You would now collect data about this specific target group of elderly people in order to create a new persona. Now let's assume that you find out that this specific target group listens to the radio 3–5 hours a day. This insight leads to the conclusion that you should add radio to your marketing channels. Based on your new persona you would also be able to create content, which addresses the needs of this target group.

## THE CONCLUSION

People are different. They have different needs and behaviours. So in order to keep your marketing activities as efficient as possible, it is crucial to get an understanding with which activities, over which channels and with which tone of voice you should advertise your products and services. Therefore, creating a persona or using insights of existing personas should always be the first step of your marketing campaign. Keep in mind, every campaign development should follow three steps:

**Insight → idea → execution**

# COMMUNICATE YOUR BUSINESS

## MAIN CUSTOMER PROFILE

### South Sudan Refugee - Angelina



*"I want my children to live a safe and healthy life."*

**Age:** 23

**Sex:** Female

**Location:** Rhino Camp, Uganda

**Country/ Origin:** South Sudan

**Income:** Barter Trade

**Family:** Married, 3 kids

**Education:** low level & illiterate

**Language/ Ethnicity:** Kakwa

**Religion:** Roman Catholic

#### Cooking Habits

- Fuel: firewood
- Stove: 3 stone stove
- Location: inside her shelter
- Meals: 3 meals daily
- Time spent: 3-7 hours per meal

#### Bio

Angelina is originally from South Sudan and fled three years ago. Since then, she is living in Rhino Camp Settlement in Arua District, Uganda. A return to her former residence is less likely. She is mother of 3 children and head of a household of 8. Her husband is in migration. Though she has no formal occupation, she is the breadwinner of her household. Her main source of income is trading food and firewood, which she collects together with her daughter in the woods outside of the settlement.

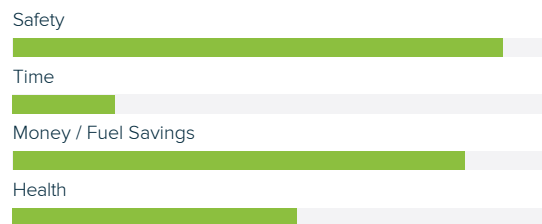
#### Influencers & Channels



#### Assets

- Involved in major household purchases
- Responsible for cooking, bread-winner and head of household
- Aware of the benefits of a better stove.
- Open to new technology

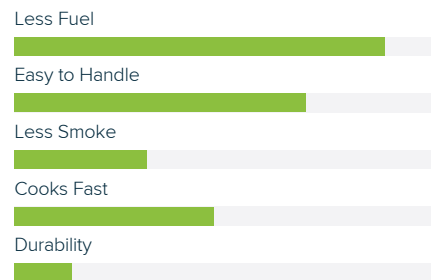
#### Desires & Needs



#### Frustrations

- Highly exposed to indoor air pollution.
- High risk for physical and sexual assault when collecting firewood.
- Need for assistance to operate new technology.
- Reliable on barter trade as economic opportunities are limited.

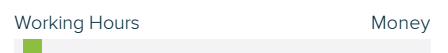
#### Motivation for buying ICS



#### Willingness to Pay: ICS



#### Willingness to Pay: pico PV



# COMMUNICATE YOUR BUSINESS

## MAIN CUSTOMER PROFILE

### Host Community Uganda - Adroa



"I want to have a better life for my family."

**Age:** 32

**Sex:** Male

**Location:** Arua District, Uganda

**Country/ Origin:** Uganda

**Income:** Agriculture

**Family:** Married, 4 kids

**Education:** can read/write

**Language/ Ethnicity:** Lugbara

**Religion:** Roman Catholic

#### Cooking Habits

- Fuel: firewood & charcoal
- Stove: 3 stone stove
- Location: inside his shelter
- Meals: none (wife & sister cook)
- Time spent: none (wife & sister cook)

#### Bio

Adroa is living in Arua District, Uganda close to the refugee settlement of Imvepi. He is living with his wife, his sister, 7 children and his parents in a household of 12. For making a living, he is working in agriculture on a small piece of land he owns and sells and trades his food products to neighbours in the host and refugee settlements.

#### Influencers & Channels



Radio



Friends & Family



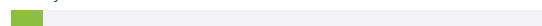
Phone

#### Assets

- Decision-maker in the household about purchases and health.
- Regular income.
- Open to new technology.
- Owns a smartphone.

#### Desires & Needs

Safety



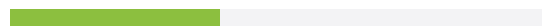
Time



Money / Fuel Savings



Health



#### Frustrations

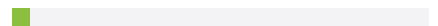
- Lack of money due to limited job opportunities.
- Conflict about firewood with refugee settlements.
- Bad experience with durability of pico PVs.
- No electricity for devices at home.

#### Motivation for buying ICS

Less Fuel



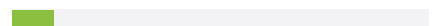
Easy to Handle



Less Smoke



Cooks Fast



Durability



#### Willingness to Pay: ICS

0 UGX

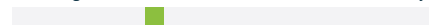
20,000 UGX



#### Willingness to Pay: pico PV

Working Hours

Money





# COMMUNICATE YOUR BUSINESS

## MULTIPLIERS

Not all of your measures will reach out directly to your customers. Therefore you should also include important multipliers and influential persons to spread your messages.

Those can be:

- Refugee Welfare Committee
- family, friends and neighbours
- religious leaders
- influential / powerful persons and loudspeaker
- NGOs and organizations like UNHCR
- alliances with local markets
- cooperation with the private sector

## KEY MESSAGES

To reach your communication targets, you have to frame some key messages that are especially appealing to your target group. The main goal of your key messages is to achieve a change of behavior of potential customers and to answer the following questions: What makes the products and services I offer better than conventional products and how does my customer benefit from purchasing them? Therefore, your messages must be strong, persuading and positive.

Important: make your messages clear and easy. This makes your customers understand your message immediately.

The messages always contain three elements:

**essence, reasons and value**

### TIP

You can also reach out to the manufacturers of the products in order to get to know how to communicate towards your target group.

### KEY MESSAGE ≠ SLOGAN

Slogans are catchy phrases used with the brand name and logo of a product or service, whereas key messages create meaning and headline the issues you want to communicate or discuss.

They allow you to control communications and enhance relationships with your target audiences.

## KEY MESSAGES: CHECKLIST

**SHORT:** Is each statement only 1–2 sentences long or under 30 seconds when spoken?

**STRATEGIC:** What makes your product better than others?

**RELEVANT:** What is it your audience really needs to know?

**COMPELLING:** Why is your customers' life better with your product?

# COMMUNICATE YOUR BUSINESS

## MAIN MESSAGE

Me and my family can live a better life with energy products from the energy kiosk.

### KEY MESSAGES FOR IMPROVED COOKSTOVES

- ✓ ICS make my life safer because I need to fetch firewood less often.
- ✓ My life becomes more comfortable and easier with ICS. Because of its efficiency I save a lot of time on cooking and collecting firewood.
- ✓ The investment in ICS is worth it: I can save a lot of money for fuels in the long run.
- ✓ My family lives healthier due to the use of ICS. My children and I are no longer exposed to harmful smoke in our home.
- ✓ ICS is good for the environment.

### KEY MESSAGES FOR PICO PVS

- ✓ With lighting provided by pico PVs I can do things easier after dark.
- ✓ With pico PVs my children and I can access better education because we now have light to learn after dark.
- ✓ With lighting provided by pico PVs I can protect my family against threats.
- ✓ With pico PVs I am able to start/improve my own business.

### KEY MESSAGES FOR YOUR ENERGY KIOSK

- ✓ My energy kiosk is the best place to buy off-grid energy products. My energy kiosk provides after sales service and is there for me when I need help with my off-grid energy products and its staff has expertise.
- ✓ My energy kiosk only sells high quality off-grid energy products. These work better, last longer and are more reliable than other products.
- ✓ My energy kiosk provides flexible payment options that suit me and my life situation best.

# COMMUNICATE YOUR BUSINESS

## CHANNELS

To reach as many people of your target group as possible, it is necessary to use the best available channel. The following channels are used and trusted by identified target groups.

The best way to reach your audience is the radio. Most people in refugee settlements and host communities have access to this channel and have trust in the information they get from there. However, it might be challenging to get access and funding for radio advertising. Therefore, you can use other popular channels such as voice calls. The phone is considered a trustworthy source of information and communication in the project area and allows you to make advertisement calls.

Opinion leaders, religious leaders, early-adopters of certain products as well as the refugee welfare committee members have influence on the purchase decision of your customers and the trust in your energy kiosk. If possible, address those with your marketing activities, too.

Digital messengers like Facebook and Whatsapp are rarely used in the project area. This is especially because your customers might only have limited access to (mobile) Internet. In fact, only 19 % of refugees living in Ugandan settlements use the Internet. Therefore you should concentrate on non-digital marketing activities to reach a bigger audience. But your customer's behavior can change. So keep eye on it because the uptake of social media could be fast with stable energy supply and Internet.

## CHANNELS



Radio



Voice Calls



Refugee Welfare Committee



Mouth-to-Mouth



Folk leaders & peers



Traditional Events:  
Weddings, Markets, Christmas



Demonstrations



Poster/Flyers/Brochures



Facebook

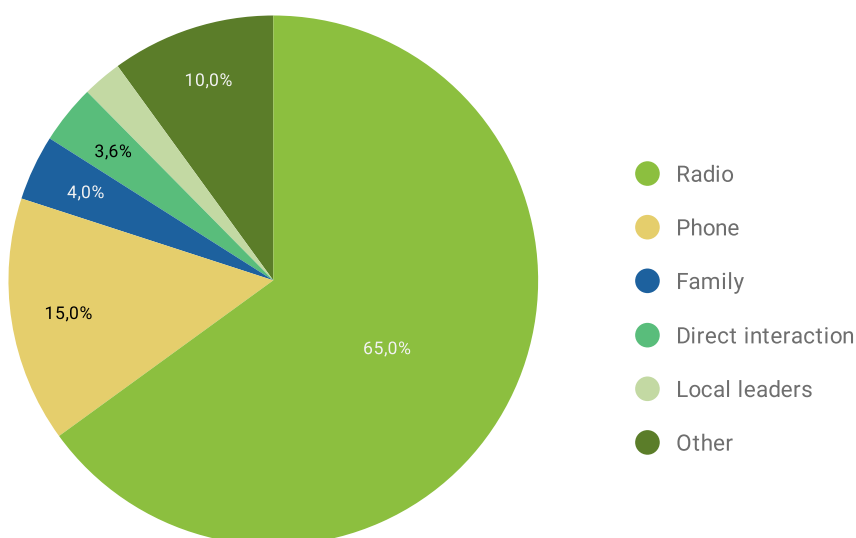


SMS



Whatsapp

## Trustworthy sources for refugees in Arua, Uganda



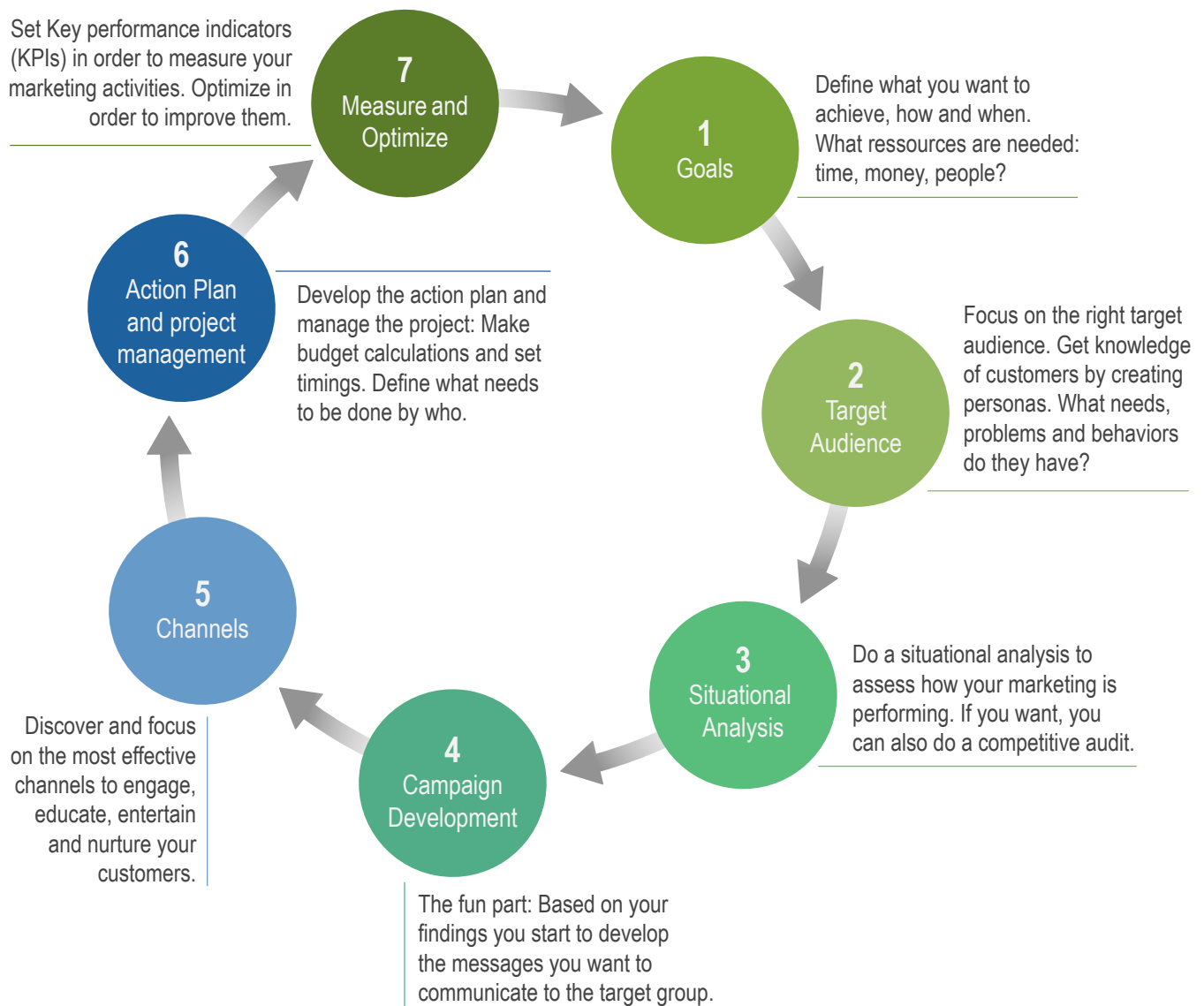
# MARKET YOUR PRODUCT AND SERVICE

First things first: There is never a perfect way for marketing. It is always about testing, learning and adopting. It is a process. And it needs to be planned out as detailed as possible. Therefore, the following part is all about the tools a marketing manager should use to market products and services.

## THE MARKETING ROADMAP

Without a well-articulated roadmap for success, your marketing will most likely waste time and money and won't generate the expected results. But, here is the good news: Creating a marketing strategy is a very straightforward exercise.

### SEVEN STEPS ARE IN BETWEEN YOU AND A SUCCESSFUL MARKETING STRATEGY



# MARKET YOUR PRODUCT AND SERVICE

## EXAMPLE: THE GREEN SUN CAMPAIGN

This example campaign shows how to implement the single steps of the marketing roadmap. This fictitious campaign does not exist in this form. The intention is to demonstrate which steps are necessary for a successful strategy and how to execute it – from beginning to validation. In this example, an energy kiosk operator's goal is to acquire new customers.

He/she wants to target household heads. These people are mostly illiterate women. That's why he/she needs to use easy to understand graphic design for creating posters and radio advertising in order to reach his/her target group. The symbol that is being used for this campaign is The Green Sun. It is more than a logo, since it should also be mentioned in audio-based channels.

## EXAMPLE CAMPAIGN: THE GREEN SUN



### 1 GOALS

Well-defined goals create targets so marketing can be tracked, measured and improved.

Here are 10 common marketing goals experts agree on:

- Increase sales
- Generate leads
- Acquire new customers
- Reduce churn
  - The churn rate is the rate at which customers stop doing business with an entity
- Up-sell & cross-sell
  - Sell more of the same product to existing customers (up-sell) or sell new solutions to existing customers (cross-sell)
- Improve awareness
- Increase customer satisfaction
- Launch a new product or service
- Re-brand or re-position
- Refine go-to marketing strategy

### 2 TARGET AUDIENCE

Focus on who matters and use existing data to gather knowledge on these persons. Based on this, you develop a marketing persona that helps you to develop a tailor made strategy.

### 1 GOALS

The goal in the example campaign is to acquire new customers. As this is a very ambitious goal, lots of resources would need to be used along the way.

### 2 TARGET AUDIENCE

Does it ring a bell, if you read the word persona? Previously, we have already defined a persona – Angelina for example. Let's take it from there and focus our marketing efforts to reach Angelina and other individuals like her. Based on the research, we know that this target group is most likely illiterate. This indicates that our marketing activities should not involve long texts, but instead strong images and/or audio based measures.



# MARKET YOUR PRODUCT AND SERVICE

## EXAMPLE CAMPAIGN: THE GREEN SUN



### 3 SITUATIONAL ANALYSIS

Do a situational analysis to evaluate your marketing and how it is performing. Maybe you can reactivate some of your former marketing activities in order to save resources.

### 4 CAMPAIGN DEVELOPMENT

From this step on forward, you shape concrete marketing activities based on your findings from the previous steps. The campaign is the base for the measures, it ensures consistency and sets the tone.

Why is consistency so important? Quite simply, consistent marketing activities ensure that your target group builds a bigger impression about what your company is all about, what you offer, and what you stand for. Consistency in marketing is your way to ensure that every time the customer encounters anything related to your company, it's recognizable. Ultimately, this is called brand marketing.

This step is tightly connected to the next, the channels. Even the best thought out message loses its power if being communicated via the wrong channel.

### 3 SITUATIONAL ANALYSIS

Let's assume for this campaign that the conductor knows somebody who is very good at designing. He would now contact that person in order to block a certain timeframe in order to be able to design motives for the campaign.

### 4 CAMPAIGN DEVELOPMENT

Now let's bring some of the insights and knowledge we have gathered along the previous steps together in a very simple framework.

This framework consists of three variables:

- The insight
  - a. The idea
    - The measure

Some thoughts on what it could mean for this campaign:

- The target group is illiterate
  - a. An easy to understand symbol or logo that is also recognizable needs to be established
    - The logo of The Green Sun is going to be developed. The sun is a symbol for sustainability as well as is the color green. The combination of both would be a unique and powerful symbol. In fact, it does not only work with visible measures, but it could also be used on audio based channels like the radio.  
This means, that The Green Sun should be a reappearing symbol across all used channels.
- When off-grid energy products are being sold, the seller often lacks a proper aftersales service.
  - a. Service is the key to high customer satisfaction. Therefore, some marketing measures need to focus on these customer needs.
    - In radio spots, the aftersales service will be highlighted. In order to attract new customers, those who are going to purchase a product will get a customer satisfaction guarantee of some sorts, when saying the code word „The Green Sun“ during the sales process. This will not only attract new customers. The goal here is also to establish the symbol of The Green Sun even further. Repetition and consistency will lead to awareness for the logo which leads to a certain brand recognition for the energy kiosk and ultimately to the products being sold.
    - Another measure is the creation of posters. The posters feature the logo very prominently alongside the products.

Please note: These are possible outcomes. Nothing is set in stone. A lot of measures are derivable to the insights. The outcome is based on logic and some creativity – And it makes a lot of fun to come up with ideas and measures.



# MARKET YOUR PRODUCT AND SERVICE

## EXAMPLE CAMPAIGN: THE GREEN SUN



### 5 CHANNELS

Focus on the most effective channels to reach your customers. Here, the principle applies: less is more.

Marketing success often happens when a company focuses on a few channels or activities.

### 6 ACTION PLAN & PROJECT MANAGEMENT

In short, this step is about managing everything, allocating budgets and developing a tactical implementation plan to guide who does what, when and how, as well as tools and processes.

In fact, that is the most crucial step. The implementation separates good from bad, success from failure.

### 7 MEASURE / OPTIMIZE

Measure how marketing is performing against defined goals and KPIs (key performance indicators). In case you ask yourself about the difference between goals and KPIs: Goals define the desired final outcome whereas key metrics indicate whether your performance is good enough to achieve the goals in the end.

### 5 CHANNELS

In a previous chapter, we have learned that radio and posters are the most common channels that are being used to market off grid energy products. Also, the radio is the most preferred channel being used by the persona. And due to the high illiteracy rate of the target group, audio and visual content should be chosen as the go to communication channel.

This leads to the following channel selection:

- Radio
- Posters with a focus on visual content
- Telephone calls for aftersales

### 6 ACTION PLAN & PROJECT MANAGEMENT

Here is a step by step guide of the most important to dos for this particular campaign and its measures:

- Allocating the budget
- Defining project roles
- Creating an overview of services and 3rd parties that are needed for the implementation
- Developing a timeline
  - A timeline should always include: backtimings, deadlines, feedback loops and point of no returns (PNR)
- Contacting 3rd parties involved and briefing them according to the timeline
  - 3rd parties in this case could be: designer, printing service, poster distributor, voice recording service, radio stations, etc.
- Regular meetings with project participants
- Measuring the success and adjusting accordingly
- Creating an end of project reporting
- Feedback session with project participants and collecting learnings and best practices

### 7 MEASURE / OPTIMIZE

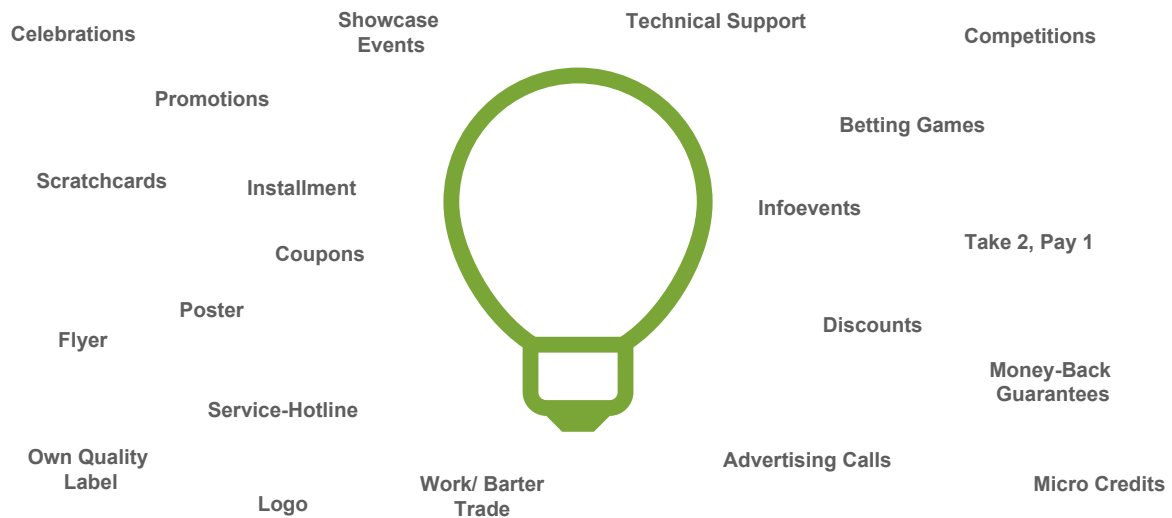
In order to keep track of the activities it is crucial to store the data that is being gathered in one place. An Excel spreadsheet could be the tool of choice.

For this and all future campaigns and marketing activities keeping track of all KPIs from the list is the key to success.

# MARKETING ACTION PLAN

## ACTIVITIES

### Activities to reach your goals



## MARKETING ACTION PLAN



| ACTIVITY          | GOALS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | CHANNEL                                                                                                                                                                                                                                                           | COSTS   | DETAILS                                                                                                                                                                                                                                                                                                                                                                             | TIP                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Print Advertising | <p><b>Goal 1.1:</b> People know about your business.</p> <p><b>Goal 1.2:</b> People know which energy products you sell.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Posters, Flyers, Brochures</li> </ul>                                                                                                                                                                                      | \$      | <ul style="list-style-type: none"> <li>Choose your key message</li> <li>Use images for people that cannot read</li> <li>Print or paint posters or flyers</li> <li>Put them close to schools, markets and along fire-wood route</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>Ask NGOs and development organization like UNHCR and GIZ for help regarding design and printing</li> <li>Ask the manufacturer to support design and printing</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Events            | <p><b>Goal 1.1:</b> People know about your business.</p> <p><b>Goal 1.2:</b> People know which energy products you sell.</p> <p><b>Goal 2.1:</b> Your customers know which brands they can trust.</p> <p><b>Goal 2.2:</b> Your customers are able to experience products by trying them.</p> <p><b>Goal 2.3:</b> Your customers know how the products are used properly.</p> <p><b>Goal 3.1:</b> Your customers are informed about the benefits of your energy products.</p> <p><b>Goal 3.2:</b> Your customers understand the benefits for their everyday life.</p> <p><b>Goal 3.2:</b> Your customers understand the benefits for their everyday life.</p> | <ul style="list-style-type: none"> <li>Posters, Flyers, Brochures</li> <li>Mouth to Mouth</li> <li>Folk Leaders &amp; Peers</li> <li>Demonstrations</li> <li>Traditional Events, e.g. weddings, markets, Christmas</li> <li>Voice Calls</li> <li>Radio</li> </ul> | \$\$\$  | <ul style="list-style-type: none"> <li>Invite potential customers to your kiosk for: <ul style="list-style-type: none"> <li>showcase events</li> <li>info events on use and benefits of products</li> <li>celebrations on traditional holidays</li> </ul> </li> <li>Explain the use, benefits and quality of products</li> <li>Let customers try the products themselves</li> </ul> | <ul style="list-style-type: none"> <li>Create further incentives for people to visit, e.g. food, competitions</li> <li>Ask other businesses like food stands from the market to contribute and make joint events to save money</li> <li>Choose to showcase the products that most customers had difficulties with / that sell worst</li> </ul>                                                                                                                                                                                                                                                                                                  |
| Discounts         | <p><b>Goal 1.3:</b> Customers prefer buying products at your business to the market.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Posters, Flyers, Brochures</li> <li>Mouth to Mouth</li> <li>Radio</li> <li>Voice Calls</li> </ul>                                                                                                                          | \$\$    | <p>Offer discounts such as:</p> <ul style="list-style-type: none"> <li>Take 2, Pay 1</li> <li>Coupons</li> <li>Loyalty discounts</li> </ul>                                                                                                                                                                                                                                         | Combine the marketing for discounts with posters or cards that also promote your kiosk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Promotions        | <p><b>Goal 1.3:</b> Customers prefer buying products at your business to the market.</p> <p><b>Goal 2.2:</b> Your customers are able to experience products by trying them.</p> <p><b>Goal 3.2:</b> Your customers understand the benefits for their everyday life.</p>                                                                                                                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Posters, Flyers, Brochures</li> <li>Mouth to Mouth</li> <li>Radio</li> <li>Traditional Events, e.g. weddings, markets, Christmas</li> <li>Voice Calls</li> </ul>                                                           | \$–\$\$ | <ul style="list-style-type: none"> <li>Hand out samples of products for free so your customers learn about their benefits</li> <li>Let your customers do something for fun: <ul style="list-style-type: none"> <li>Quizzes</li> <li>Sweepstakes</li> <li>Contests</li> <li>Lotteries</li> <li>Scratchcards</li> <li>Betting games</li> </ul> </li> </ul>                            | <ul style="list-style-type: none"> <li>Explain the product when you hand it out so that the customer knows how to use it and has a good experience with it</li> <li>A sweepstakes is ‘a promotion in which prizes are given away for free, winners are selected randomly’</li> <li>A contest is ‘an event in which people try to win by doing something better than others’. Winners will be chosen by their performance. E.g. “Estimate the amount of coins in the glass”</li> <li>A lottery is defined as ‘a game of luck, but people have to pay to participate.’ E.g. for every purchase of a pico PV you get one lottery ticket</li> </ul> |

| ACTIVITY             | GOALS                                                                                                                                                                                                                                                                                                                                                                                               | CHANNEL                                                                                                                                                                                                                   | COSTS   | DETAILS                                                                                                                                                                                                                                                                                                                                                                                             | TIP                                                                                                                                                                                                                                                                               |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Payment Options      | <p><b>Goal 1.3:</b> Customers prefer buying products at your business to the market.</p> <p><b>Goal 1.4:</b> Customers see your business as the most convenient and reliable place to buy energy products.</p> <p><b>Goal 3.2:</b> Your customers understand the benefits for their everyday life.</p> <p><b>Goal 3.3:</b> Your customers are able to choose between different payment methods.</p> | <ul style="list-style-type: none"> <li>■ Posters, Flyers, Brochures</li> <li>■ Mouth to Mouth</li> <li>■ Radio</li> <li>■ Voice Calls</li> <li>■ Refugee Welfare Committee</li> <li>■ Folk Leaders &amp; Peers</li> </ul> | \$      | <ul style="list-style-type: none"> <li>■ Offer your customers maximum flexibility when it comes to payment options:               <ul style="list-style-type: none"> <li>■ Cash</li> <li>■ Installment</li> <li>■ PayGo</li> <li>■ Mobile payment</li> <li>■ Barter trade</li> <li>■ Working hours</li> </ul> </li> </ul>                                                                           | <ul style="list-style-type: none"> <li>■ With a wider variety of payment options you can attract more customers</li> <li>■ Ask NGOs, development organizations, the Refugee Welfare Committee and financial institutions for advice and ask them to promote your offer</li> </ul> |
| Technical Support    | <p><b>Goal 1.3:</b> Customers prefer buying products at your business to the market.</p> <p><b>Goal 1.4:</b> Customers see your business as the most convenient and reliable place to buy energy products.</p> <p><b>Goal 2.3:</b> Your customers know how the products are used properly.</p> <p><b>Goal 2.4:</b> Your customers value your after-sales services and customer care.</p>            | <ul style="list-style-type: none"> <li>■ Posters, Flyers, Brochures</li> <li>■ Mouth to Mouth</li> <li>■ Radio</li> <li>■ Voice Calls</li> </ul>                                                                          | \$      | <ul style="list-style-type: none"> <li>■ Offer technical support – personally or via voice call – for customers having problems with operating or maintaining their products</li> </ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>■ Establish a service hotline for customers having problems with their products and boost customer loyalty</li> </ul>                                                                                                                      |
| Money-Back Guarantee | <p><b>Goal 1.3:</b> Customers prefer buying products at your business to the market.</p> <p><b>Goal 1.4:</b> Customers see your business as the most convenient and reliable place to buy energy products.</p> <p><b>Goal 2.2:</b> Your customers are able to experience products by trying them.</p> <p><b>Goal 3.2:</b> Your customers understand the benefits for their everyday life.</p>       | <ul style="list-style-type: none"> <li>■ Posters, Flyers, Brochures</li> <li>■ Mouth to Mouth</li> <li>■ Radio</li> <li>■ Voice Calls</li> </ul>                                                                          | \$      | <ul style="list-style-type: none"> <li>■ Offer your customers to bring back their product within a deadline if they are not satisfied</li> </ul>                                                                                                                                                                                                                                                    | <ul style="list-style-type: none"> <li>■ Ask your customers why they are not satisfied. This will help improve your marketing activities</li> <li>■ Try to solve the problem with offering technical support first</li> </ul>                                                     |
| Own Quality Label    | <p><b>Goal 2.1:</b> Your customers know which brands they can trust.</p>                                                                                                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>■ Posters, Flyers, Brochures</li> </ul>                                                                                                                                            | \$      | <ul style="list-style-type: none"> <li>■ Establish an own label to mark products with good quality / value</li> </ul>                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                   |
| Info Material        | <p><b>Goal 3.1:</b> Your customers are informed about the benefits of your energy products.</p>                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>■ Posters, Flyers, Brochures</li> <li>■ Radio</li> <li>■ Refugee Welfare Committee</li> <li>■ Voice calls</li> </ul>                                                               | \$–\$\$ | <ul style="list-style-type: none"> <li>■ Choose a product you want to explain (flop seller)</li> <li>■ Use different channels to promote the benefits of your product:               <ul style="list-style-type: none"> <li>■ Call your customers and offer promotions</li> <li>■ Call the radio and ask for ad options</li> <li>■ Make flyers or brochures with information</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>■ Ask NGOs, development organization and the Refugee Welcome Committee to share your information / advertising material</li> </ul>                                                                                                         |
| Micro-Credits        | <p><b>Goal 3.2:</b> Your customers understand the benefits for their everyday life.</p> <p><b>Goal 3.3:</b> Your customers are able to choose between different payment methods.</p>                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>■ Radio</li> <li>■ Voice Calls</li> <li>■ Poster, Flyer, Brochures</li> <li>■ Refugee Welfare Committee</li> <li>■ Mouth to Mouth</li> <li>■ Folk Leaders &amp; Peers</li> </ul>   | \$\$    | <ul style="list-style-type: none"> <li>■ With diverse payment options combined with micro-credits you can attract more customers</li> </ul>                                                                                                                                                                                                                                                         | <ul style="list-style-type: none"> <li>■ Ask NGOs, development organizations, the Refugee Welfare Committee and financial institutions for advice and ask them to promote your offer</li> </ul>                                                                                   |

# MARKETING ACTION PLAN

## COSTS

Marketing can be expensive. However, with creativity and a good network you can minimize costs. Here are some suggestions:

- ✓ POSTERS: Do you have talented friends or are you an artist yourself? You don't necessarily need high-class printers but can paint posters and flyers yourself.
- ✓ EVENTS: Some comfortable seats and nice lighting with your own products are already enough as a basis for an event. Ask food vendors to come and sell their delicious meals – good food is not only an incentive for many people to come to an event, it is also a win-win-situation for you AND the food vendors.
- ✓ PROMOTIONS: Be creative and think about a good idea for a competition. This doesn't have to be costly. Put a big glass of coins in front of your store and let people guess how much money it is. Make lottery tickets yourself. Or let your customers think about a great idea themselves in a contest – and award the most creative.

# MONITOR YOUR SUCCESS

## MONITOR YOUR SUCCESS

To find out if your marketing activities are successful, it is crucial to monitor if customers and sales are increasing. There are some basic tools that can help you:

### KEY PERFORMANCE INDICATORS (KPIs)

KPIs are indicators you choose to make sure you reach your goals and to measure if your marketing activities are successful. In case you ask yourself about the difference between goals and KPIs: Goals define the desired final outcome whereas key metrics indicate whether your performance is good enough to achieve the goals in the end.

The standard marketing KPIs are:

**Customer acquisition cost (CAC):** The customer acquisition cost is the total amount of how much it costs to convince a lead to become a customer.

**Marketing ROI:** The equation for marketing ROI is difficult to specify because every business invests in different things: employees, supplies, ad space, etc. There is no right or wrong way to measure marketing ROI. What's most important is that the way this KPI is measured the first time is the way that it's measured in the future.

**Customer satisfaction rate:** The customer satisfaction rate shows if customers like your products and services. It's an indicator whether buyers will return and whether your service (e.g. for technical issues) or product quality needs to be improved.

**Sales revenue:** Keeping track of how much sales revenue your marketing campaigns bring to your company is crucial for knowing how effective those campaigns really are.

**Cost per lead (CPL):** CPL indicates how much it costs you to generate a lead. A lead is defined by yourself. It could either be a subscription to a service or the sign-up to a newsletter.

**Customer lifetime value (CLV):** The customer lifetime value is a prediction of the total amount of money that a customer will spend in your business during their lifetime. This KPI helps you and your team to make decisions regarding investments in acquiring new customers and retaining the ones that exist.

**Customer retention rate (CRR):** While important for sales to measure, customer retention is also crucial for marketing because it tells you how well you're communicating. The longer you can keep a customer around, the more their customer lifetime value grows, allowing you to focus your efforts on acquiring new customers that fit more closely to that persona.

**For the goals defined for your energy kiosk, there are especially three KPIs that are important to track:**

- Customer acquisition cost (CAC)
- Marketing ROI
- Customer satisfaction rate

Those provide answers to the following questions:

- The monthly **number of customers** at your energy kiosk has increased by XX %.
- XX % **more purchases of ICS and pico PVs** within the last month.
- Your **marketing activities** have led to XX % more customers.
- Your **customer satisfaction** with their off-grid energy products has increased by XX grades (grade 1 (very satisfied) – grade 6 (not satisfied at all)).



# MONITOR YOUR SUCCESS

To measure your success, you can use the Excel dashboard – that was shared with you by a GIZ representee – in combination with the printouts you will find further below.

## EXCEL MONITORING TOOL

### A MANUAL FOR THE DASHBOARD

Once you open the file with Microsoft Excel you will immediately see the dashboard. Don't get confused by the data that is already in there as this is just dummy data.



### DASHBOARD

The first tab called Dashboard is an automated visualization of different data sets. As it is automated you won't need to transmit any data here.

However, you can customize the cells of the KPI table at the very bottom of the dashboard in order to turn green or red. This helps you to indicate in an instant if something needs to be changed. It only takes you some clicks to do so:

Mark the cells that need to be changed → click on *Conditional Formatting* in the menu → choose the rules you want to apply for the cells (e.g. the cell should turn red if a certain number is exceeded).

### DATA

The second tab called DATA is your playground. Here, you will have to transmit the data you have collected during the month with the help of your printouts. This data will be visualized automatically on the Dashboard.

Let's take a closer look at the different tables on the next page.

|           | SALE OF PICO PV | SALE OF IMPROVED COOKING STOVE | SALE OF COOKING FUEL | SALE OF OTHER | INSERT SALE HERE 2 | INSERT SALE HERE 3 |
|-----------|-----------------|--------------------------------|----------------------|---------------|--------------------|--------------------|
| TOTAL     | 63              | 0                              | 0                    | 0             | 0                  | 0                  |
| GOAL      | 50              | 10                             | 130                  |               |                    |                    |
| % OF GOAL | 126.0%          | 0.0%                           | 0.0%                 | #DIV/0!       | #DIV/0!            | #DIV/0!            |

| CUSTOMER SATISFACTION |                   |               |
|-----------------------|-------------------|---------------|
| MONTH                 | GRADES ACUMULATED | PEOPLE CALLED |
| JAN                   | 58                | 20            |
| FEB                   |                   |               |
| MAR                   |                   |               |
| APR                   |                   |               |
| MAY                   |                   |               |
| JUN                   |                   |               |
| JUL                   |                   |               |
| AUG                   |                   |               |
| SEP                   |                   |               |
| OCT                   | 58                | 20            |
| NOV                   |                   |               |
| DEC                   |                   |               |

# MONITOR YOUR SUCCESS

## SALE TRACKING OVER 31 DAYS & TOTAL SALES BY DATE

### The Why

This will help you to understand your business better. Maybe you will find out about trends or seasonal behaviors of your customers. Even a correlation between employees and sales performance is trackable through this. You will see the results on the green diagram in the dashboard.

### The How

- Track the products you have sold just by typing the number into the respective cell
- The total sum will be displayed automatically
- You have the possibility to track further products simply by using the columns F, G, and H

## TOTAL SALES BY PRODUCT

### The Why

Keeping track of your goals is as essential for your business as setting them. You will see the results on the gray diagram at the very top of the dashboard.

### The How

- The total sales of the month will be displayed automatically based on the data of the table SALE TRACKING OVER 31 DAYS
- You define the sales goals of each product and note that goal in the table
- The percentage will be displayed automatically

## CUSTOMER SATISFACTION

### The Why

Learn more about your customers, but more importantly about the products you sell. Only in doing so, you can get better and your business will thrive. The customer satisfaction will be displayed on the dashboard at the very bottom of the KPI table.

### The How

1. Note the telephone number of a person on the printout once you have sold an energy product
2. You call that person one month later and ask them about their experience with the respective product
3. Ask them to rate the product from 1 to 6 – 1 being very satisfied and 6 being very unsatisfied
4. At the end of every month you add up all numbers and fill in the result into the table
5. You also note the number of people you have called

## SOURCE OF SALES

### The Why

Keep track of your marketing activities and learn about their effectiveness. This will be displayed on the brown diagram on the dashboard.

### The How

- Use the printout and track the channel through which a customer got aware of the product or service
- Once a customer buys a product you note the source
- Definition of the channels
  - Direct: The customer knew about the product or is a regular visitor
  - Marketing: The customer got aware of your shop, the product or a special offer through advertising
  - Referral/Recommendation: An acquaintance or a family member recommended or referred the product or offer

## DATA FOR OFF-GRID ENERGY PRODUCTS KPIS

### The Why

The three KPIs (Key Performance Indicators) which can be tracked with this dashboard are essential for understanding your business and marketing measures.

- The KPIs
  - **The Customer Acquisition Cost (CAC)** indicates how much you've spent on acquiring a customer. The lower the costs the better.
  - **Marketing ROI** is a way of measuring the return on investment from the amount your shop spends on marketing
  - **Customer Satisfaction Rate** indicates how satisfied your customers are. The closer to 1, the better

**TIP: ASK YOUR BUSINESS COACH TO SHOW YOU THIS DASHBOARD DURING A TRAINING SESSION.**

TRACKING OUR SUCCESS

MONTH:

How did the customer got aware of the product/offer?

| Day of the month | Direct      | Marketing   | Other       | TOTAL # |
|------------------|-------------|-------------|-------------|---------|
|                  | <div></div> | <div></div> | <div></div> |         |
| 1                |             |             |             |         |
| 2                |             |             |             |         |
| 3                |             |             |             |         |
| 4                |             |             |             |         |
| 5                |             |             |             |         |
| 6                |             |             |             |         |
| 7                |             |             |             |         |
| 8                |             |             |             |         |
| 9                |             |             |             |         |
| 10               |             |             |             |         |
| 11               |             |             |             |         |
| 12               |             |             |             |         |
| 13               |             |             |             |         |
| 14               |             |             |             |         |
| 15               |             |             |             |         |
| 16               |             |             |             |         |
| 17               |             |             |             |         |
| 18               |             |             |             |         |
| 19               |             |             |             |         |
| 20               |             |             |             |         |
| 21               |             |             |             |         |
| 22               |             |             |             |         |
| 23               |             |             |             |         |
| 24               |             |             |             |         |
| 25               |             |             |             |         |
| 26               |             |             |             |         |
| 27               |             |             |             |         |
| 28               |             |             |             |         |
| 29               |             |             |             |         |
| 30               |             |             |             |         |
| 31               |             |             |             |         |

TRACKING OUR SUCCESS

MONTH:

Which off-grid energy product did the customer buy?

| Day of the month | Pico PV     | Efficient Cooking Stove | Cooking Fuel | Other       |
|------------------|-------------|-------------------------|--------------|-------------|
|                  | <div></div> | <div></div>             | <div></div>  | <div></div> |
| 1                |             |                         |              |             |
| 2                |             |                         |              |             |
| 3                |             |                         |              |             |
| 4                |             |                         |              |             |
| 5                |             |                         |              |             |
| 6                |             |                         |              |             |
| 7                |             |                         |              |             |
| 8                |             |                         |              |             |
| 9                |             |                         |              |             |
| 10               |             |                         |              |             |
| 11               |             |                         |              |             |
| 12               |             |                         |              |             |
| 13               |             |                         |              |             |
| 14               |             |                         |              |             |
| 15               |             |                         |              |             |
| 16               |             |                         |              |             |
| 17               |             |                         |              |             |
| 18               |             |                         |              |             |
| 19               |             |                         |              |             |
| 20               |             |                         |              |             |
| 21               |             |                         |              |             |
| 22               |             |                         |              |             |
| 23               |             |                         |              |             |
| 24               |             |                         |              |             |
| 25               |             |                         |              |             |
| 26               |             |                         |              |             |
| 27               |             |                         |              |             |
| 28               |             |                         |              |             |
| 29               |             |                         |              |             |
| 30               |             |                         |              |             |
| 31               |             |                         |              |             |

**NEW CUSTOMERS**

**MONTH:**

||||

**TOTAL # OF NEW CUSTOMERS THIS MONTH**

**With the purchase of an off-grid energy product, you ask the person to share his/her number with you. You call that person one month later in order to ask them about their experiences.**

**With the purchase of an off-grid energy product, you ask the person to share his/her number with you. You call that person one month later in order to ask them about their experiences.**

[illegible]



## REFERENCES

- 1 REACH (2018): Joint Multi-Sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda. Link (last visit 02.10.2020): [https://www.impact-repository.org/document/reach/c79c49ac/reach\\_uga\\_msna\\_report\\_aug2018.pdf](https://www.impact-repository.org/document/reach/c79c49ac/reach_uga_msna_report_aug2018.pdf)
- 2 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 3 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 4 WHO (2014): Clean household energy can save people's lives. Link (last visit 02.10.2020): <https://www.who.int/features/2014/clean-household-energy/en>
- 5 The Cookstove Project (2017): Newsletter Fall 2017. Link (last visit 02.10.2020): <https://cookstoveproject.org/f/newsletter---fall-2017>
- 6 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 7 CARE (2019): Clean Cooking in Uganda Refugee Settlement - CARE INNOVATION CHALLENGE. Invitation to Innovation Challenge on: Non-Biomass based cooking in Ugandan Refugee Settlement. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/72436>
- 8 UNHCR/REACH/WFP (2020): Vulnerability and Essential Needs Assessment (VENA). Market Overview in Refugee-Hosting Areas of Uganda. Link (last visit 02.10.2020): [https://reliefweb.int/sites/reliefweb.int/files/resources/REACH\\_UGA\\_VENA\\_Market-Analysis-Overview\\_March-2020.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/REACH_UGA_VENA_Market-Analysis-Overview_March-2020.pdf)
- 9 CARE (2019): Clean Cooking in Uganda Refugee Settlement - CARE INNOVATION CHALLENGE. Invitation to Innovation Challenge on: Non-Biomass based cooking in Ugandan Refugee Settlement. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/72436>
- 10 Muggenburg, H. (2011): Rural Electrification: Acceptance of Pico Photovoltaic Systems in Ethiopia. Darmstadt: Technische Universität Darmstadt. Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). Link (last visit 02.10.2020): [https://energypedia.info/images/9/94/Rural\\_Electrification%2C\\_Acceptance\\_of\\_Pico\\_Photovoltaic\\_Systems\\_in\\_Ethiopia.pdf](https://energypedia.info/images/9/94/Rural_Electrification%2C_Acceptance_of_Pico_Photovoltaic_Systems_in_Ethiopia.pdf)
- 11 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 12 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 13 Energypedia (2020): Improved Cookstoves and Energy Saving Cooking Equipment. Link (last visit 02.10.2020): [https://energypedia.info/wiki/Improved\\_Cookstoves\\_and\\_Energy\\_Saving\\_Cooking\\_Equipment](https://energypedia.info/wiki/Improved_Cookstoves_and_Energy_Saving_Cooking_Equipment)
- 14 Price, R.A.(2017)“Clean” Cooking Energy in Uganda –technologies, impacts, and key barriers and enablers to market acceleration. K4D Helpdesk Report.Brighton, UK: Institute of Development Studies. Link (last visit 02.10.2020): [https://assets.publishing.service.gov.uk/media/5bae05abe5274a3e019d86ae/191\\_Clean\\_cooking\\_energy\\_Uganda.pdf](https://assets.publishing.service.gov.uk/media/5bae05abe5274a3e019d86ae/191_Clean_cooking_energy_Uganda.pdf)
- 15 Energypedia (2020): Improved Cookstoves and Energy Saving Cooking Equipment. Link (last visit 02.10.2020): [https://energypedia.info/wiki/Improved\\_Cookstoves\\_and\\_Energy\\_Saving\\_Cooking\\_Equipment](https://energypedia.info/wiki/Improved_Cookstoves_and_Energy_Saving_Cooking_Equipment)
- 16 Energypedia (2020): Improved Cookstoves and Energy Saving Cooking Equipment. Link (last visit 02.10.2020): [https://energypedia.info/wiki/Improved\\_Cookstoves\\_and\\_Energy\\_Saving\\_Cooking\\_Equipment](https://energypedia.info/wiki/Improved_Cookstoves_and_Energy_Saving_Cooking_Equipment)
- 17 MIT D-LAB (2017): Report from Uganda. Scaling Improved Cookstove Companies. The resources necessary for low-risk growth and suggestions for how to obtain them. Link (last visit 02.20.2020): [https://d-lab.mit.edu/sites/default/files/inline-files/Ugandan%20Cookstove%20Business%20Models%20final%20Oct%2011%202017\\_0\\_0.pdf](https://d-lab.mit.edu/sites/default/files/inline-files/Ugandan%20Cookstove%20Business%20Models%20final%20Oct%2011%202017_0_0.pdf)
- 18 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 19 Price, R.A.(2017)“Clean” Cooking Energy in Uganda –technologies, impacts, and key barriers and enablers to market acceleration. K4D Helpdesk Report.Brighton, UK: Institute of Development Studies. Link (last visit 02.10.2020): [https://assets.publishing.service.gov.uk/media/5bae05abe5274a3e019d86ae/191\\_Clean\\_cooking\\_energy\\_Uganda.pdf](https://assets.publishing.service.gov.uk/media/5bae05abe5274a3e019d86ae/191_Clean_cooking_energy_Uganda.pdf)
- 20 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 21 Price, R.A.(2017)“Clean” Cooking Energy in Uganda –technologies, impacts, and key barriers and enablers to market acceleration. K4D Helpdesk Report.Brighton, UK: Institute of Development Studies. Link (last visit 02.10.2020): [https://assets.publishing.service.gov.uk/media/5bae05abe5274a3e019d86ae/191\\_Clean\\_cooking\\_energy\\_Uganda.pdf](https://assets.publishing.service.gov.uk/media/5bae05abe5274a3e019d86ae/191_Clean_cooking_energy_Uganda.pdf)
- 22 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 23 Energising Development (EnDev) (2019): The State of Sustainable Household Energy Access in Refugee Settings in Uganda. Survey Findings in Rhino Camp Settlement and Imvepi Settlement, Arua District, West Nile Region. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/69808>
- 24 UNHCR (2020): Uganda Refugees Statistics Dashboard - July, 2020. Link (last visit 26.09.2020): <https://data2.unhcr.org/en/documents/details/78356>
- 25 UNHCR (2020): Uganda Settlement Profile Imvepi- July 2020. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/78367>

- 26 REACH (2018): Joint Multi-Sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda. Link (last visit 02.10.2020): [https://www.impact-repository.org/document/reach/c79c49ac/reach\\_uga\\_msna\\_report\\_aug2018.pdf](https://www.impact-repository.org/document/reach/c79c49ac/reach_uga_msna_report_aug2018.pdf)
- 27 UNHCR (2020): Uganda Comprehensive. Refugee Response Portal. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/country/uga>
- 28 REACH (2018): Joint Multi-Sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda. Link (last visit 02.10.2020): [https://www.impact-repository.org/document/reach/c79c49ac/reach\\_uga\\_msna\\_report\\_aug2018.pdf](https://www.impact-repository.org/document/reach/c79c49ac/reach_uga_msna_report_aug2018.pdf)
- 29 UNHCR (2020): Uganda Settlement Profile Rhino- August 2020. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/78791>
- 30 REACH (2019): Imvepi Settlement HLP Factsheet 2019. Refugee Access to Livelihoods and Housing, Land, and Property. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/71910>
- 31 Uganda Bureau of Statistics (UBOS) (2014): National Population and Housing Census 2014. Link (last visit 03.10.2020): [https://www.ubos.org/wp-content/uploads/publications/03\\_20182014\\_National\\_Census\\_Main\\_Report.pdf](https://www.ubos.org/wp-content/uploads/publications/03_20182014_National_Census_Main_Report.pdf)
- 32 UNHCR (2020): Uganda Settlement Profile Rhino- August 2020. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/78791>  
UNHCR (2020): Uganda Settlement Profile Imvepi- July 2020. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/78367>
- 33 REACH (2019): Arua District HLP Factsheet 2019. Refugee Access to Livelihoods and Housing, Land, and Property. Link (last visit 02.10.2020): <https://data2.unhcr.org/en/documents/details/71882>
- 34 UNESCO (2020): South Sudan. Education and Literacy. Link (last visit 02.10.2020): <http://uis.unesco.org/en/country/ss>
- 35 World Vision (2017): Mosquito nets and other core relief items for refugees. Link (02.10.2020): <https://www.wvi.org/uganda/video/mosquito-nets-and-other-core-relief-items-refugees>
- 36 REACH (2018): Joint Multi-Sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda. Link (last visit 02.10.2020): [https://www.impact-repository.org/document/reach/c79c49ac/reach\\_uga\\_msna\\_report\\_aug2018.pdf](https://www.impact-repository.org/document/reach/c79c49ac/reach_uga_msna_report_aug2018.pdf)
- 37 REACH (2018): Joint Multi-Sector Needs Assessment. Identifying humanitarian needs among refugee and host community populations in Uganda. Link (last visit 02.10.2020): [https://www.impact-repository.org/document/reach/c79c49ac/reach\\_uga\\_msna\\_report\\_aug2018.pdf](https://www.impact-repository.org/document/reach/c79c49ac/reach_uga_msna_report_aug2018.pdf)
- 38 Kaiser, T. (2016): Risk and Social Transformation: Gender and forced migration. SOAS, University of London. Link (last visit 02.10.2020): <https://core.ac.uk/download/pdf/42548424.pdf>
- 39 UNHCR/World Vision (2017): Inter-Agency Livelihood Assessment Targeting Refugees and Host Communities in IMVEPI and Rhino Camp Settlements. Arua District, Northern Uganda. Link (02.10.2020): <https://www.wvi.org/sites/default/files/Livelihood%20report-lowres.pdf>
- 40 UNHCR/REACH/WFP (2020): Vulnerability and Essential Needs Assessment (VENA). Market Overview in Refugee-Hosting Areas of Uganda. Link (last visit 02.10.2020): [https://reliefweb.int/sites/reliefweb.int/files/resources/REACH\\_UGA\\_VENA\\_Market-Analysis-Overview\\_March-2020.pdf](https://reliefweb.int/sites/reliefweb.int/files/resources/REACH_UGA_VENA_Market-Analysis-Overview_March-2020.pdf)
- 41 UNHCR/World Vision (2017): Inter-Agency Livelihood Assessment Targeting Refugees and Host Communities in IMVEPI and Rhino Camp Settlements. Arua District, Northern Uganda. Link (02.10.2020): <https://www.wvi.org/sites/default/files/Livelihood%20report-lowres.pdf>
- 42 GSM Association (2017): Humanitarian Payment Digitalisation: Focus On Uganda's Bidi Bidi Refugee Settlement. Link (last visit 26.09.2020): <https://www.gsma.com/mobilefordevelopment/wp-content/uploads/2017/11/Humanitarian-Payment-Digitisation.pdf>
- 43 UNHCR/World Vision (2017): Inter-Agency Livelihood Assessment Targeting Refugees and Host Communities in IMVEPI and Rhino Camp Settlements. Arua District, Northern Uganda. Link (02.10.2020): <https://www.wvi.org/sites/default/files/Livelihood%20report-lowres.pdf>
- 44 World Bank (2020): Databank Gender Statistics. Link (last visit 26.09.2020): <https://databank.worldbank.org/source/gender-statistics>
- 45 UNHCR/World Vision (2017): Inter-Agency Livelihood Assessment Targeting Refugees and Host Communities in IMVEPI and Rhino Camp Settlements. Arua District, Northern Uganda. Link (02.10.2020): <https://www.wvi.org/sites/default/files/Livelihood%20report-lowres.pdf>
- 46 World Bank (2020): Databank Access to Internet per Country. Link (last visit 26.09.2020): <https://data.worldbank.org/indicator/IT.NET.USER.ZS>
- 47 The Sentinel Project (2019): Reports from Rhino Camp: Baseline Survey Results on Refugees and Rumours. Link (last visit 02.10.2020): <https://reliefweb.int/report/uganda/reports-rhino-camp-baseline-survey-results-refugees-and-rumours>

## FURTHER LITERATURE

---

ENCLUDE (2014): Market Assessment of Modern Off Grid Lighting Systems in Uganda. Link (last visit 26.09.2020):

<https://www.lightingafrica.org/wp-content/uploads/2016/12/Uganda-2.pdf>

Endeva (2014): The Energy Kiosk Model – Current Challenges and Future Strategies. Link (last visit 26.09.2020): [https://www.endeva.org/wp-content/uploads/2015/08/endeva\\_the\\_energykiosk\\_model\\_2014.pdf](https://www.endeva.org/wp-content/uploads/2015/08/endeva_the_energykiosk_model_2014.pdf)

FAO & UNHCR (2016): Assessing Woodfuel Supply and Demanding Displacement Settings. Link (last visit 26.09.2020): <http://www.fao.org/3/a-i5762e.pdf>

GIZ (2019): Marketing Needs Assessment for Suppliers and Service Providers of Renewable Energy and Energy Efficiency Technologies in Northern Uganda and Kampala.

iBAN (2017): How does Marketing unlock Solar Energy Growth? Link (last visit 26.09.2020): <https://www.inclusivebusiness.net/ib-voices/how-does-marketing-unlock-solar-energy-growth>

K4D (2017): “Clean” Cooking Energy in Uganda – technologies, impacts, and key barriers and enablers to market acceleration

MWH (2016): Sustainable Energy Handbook: Off-grid Rural Electrification – Standalone PV Systems.

The Federal Democratic Republic of Ethiopia Ministry of Water, Irrigation and Electricity (2016): Rural Electrification

UNCDF (2018): Digital finance for energy access in Uganda: Putting mobile money big data analytics to work

UNHCR (2018): Uganda Country Refugee Response Plan 2019-2020. Link (last visit 26.09.2020): <https://reporting.unhcr.org/sites/default/files/Uganda%20Country%20RRP%202019-20%20%28January%202019%29.pdf>

## INTERVIEW PARTNERS

---

Malish Allen (kiosk manager Rhino Camp Refugee Settlement)

Visa Bun (kiosk manager Imvepi Refugee Settlement)

Carly Althoff, Managing Director, Journeyman International Inc., Rwanda

Theresa Smith, Conference Producer, Clarion Energy Africa

### **GIZ Uganda**

Bettina Baesch Ssemwaka (advisor refugee team)

Samuel Oyaku

(ESDS advisor, Technical Expert- Market Based Access to Energy)

Ben Butele (ESDS advisor)

### **GIZ Bonn**

Natalie Rzehak (ESDS coordinator)

Parham Kouloubandi (ESDS, intern)

Megan Taeuber (ESDS advisor / gender)

Alessandra Knappertsbusch (ESDS advisor)

Kiysa Freisleben (ESDS advisor)

### **GIZ Ethiopia**

Tewodros Berihun (ESDS advisor)

Gedion Hailemichael (ESDS advisor)

Dorothee Viola Merkl (ESDS advisor)

Dawit Dagnew (Communications Advisor energy portfolio)