

Handbook

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

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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 the Gambella region in Ethiopia.

The handbook serves as a decision-making guide for entrepreneurs of the private sector in displacement settings in Ethiopia 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 the Gambella region, 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 the Gambella region 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 the Gambella region 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

Marketing takes time: Take your time when creating your marketing strategy, a campaign or advertisement for your product or your service. Thoroughly plan it through, define goals and milestones and most importantly: Recap your activities afterwards and learn from previous mistakes.



Expect failure: 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.

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



Know your USP: The Unique Selling Point (USP) is what makes you or your product so special and superior to others. Make sure that you and your coworkers are aware of it and emphasize it in your communication.

Consistency is key: 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.



What trends today could be out of date tomorrow: Something might work flawlessly at one time, and then not at all later on. Times change, trends shift, and people come and go. A brilliant idea will fail someone, and skyrocket someone else to the top. The challenge is keeping it up, and your messaging can help you do that.

Be optimistic: stay optimistic and aim to be pleasantly surprised. ;)



KNOW THE BACKGROUND

ACCESS TO ENERGY

Energy poverty is widespread among households in refugee camps and host communities in Gambella. Neither the host community (Terfan) nor Nguenyiel and the neighbouring refugee camps have access to the national electricity grid. The national electricity grid even goes along the rooftops in Terfan but does not connect to the households below.¹

Major sources of electricity in the Gambella region



Commonly used energy-based services

	Refugees	Host Communities
Mobile phone charging 	91.4%	76.1%
Battery charging 	7.7%	13.0%
Radio/TV 	0%	10.9%
DSTV/movie watching 	0%	13.0%

At the same time, the demand for energy services is rising due to the increasing population and number of refugee households. Therefore, it is very important to provide alternatives to accessing energy for the people in the region. **The cheaper and the easier the alternatives, the better.**²

LIGHTING

As 66 million people do not have access to electricity in Ethiopia, most households in the Gambella region depend on daylight.³ Refugee and host communities rely on torches, candles, and solar lanterns for lighting, with very few using dry cell batteries. In addition, some host communities have been provided with small-scale solar power by the Norwegian Refugee Council, which can only be used for lighting.

Most common devices for lighting

	Refugees	Host Communities
Torch 	38.5%	50.0%
Candle 	34.6%	54.4%
Solar Lanterns 	33.7%	28.3%
Dry Cell Batterie 	5.8%	19.6%

KNOW THE BACKGROUND

COOKING

Most households in the refugee camps use the traditional “three-stone fire.” Charcoal stoves are rarely used because it is very rare to find charcoal in refugee settlements. However, some households in host communities use them during the rainy season when firewood is scarce.

Types of cookstoves and cooking fuels currently used in the Gambella region

	Refugees	Host Communities
3-Stone-Fire 	93.3%	69.6%
additional Charcoal Stove + 	6.7%	30.4%
Firewood 	100%	100%
additional Charcoal 	1.9%	34.8%

COOKING HABITS

	Refugees	Host Communities
Have built-in kitchens	0%	22.0%
spend money on cooking fuel	14.4%	93.5%
Ø Amount spent on cooking fuel	ETB 157.30/month	ETB 194.00/month

In 2020, ZOA distributed over 2,000 improved firewood cookstoves to refugees, significantly increasing their use in refugee households. However, the majority of stoves were damaged after a short time due to improper use, as the households were often unfamiliar with the technology.⁴

KNOW THE BACKGROUND

SAFETY ISSUE: FIREWOOD

Almost all refugee and host communities in the Gambella region are dependent on biomass, as there is almost no access to alternative energy sources for cooking and lighting. Therefore, a massive amount of firewood is collected from the surrounding areas. Firewood is by far the most commonly used fuel.

In the Gambella region, women and children are the ones solely responsible for collecting the firewood. Firewood is mostly available in host communities, woodlots, forest reserves, and riverbanks and, to a lesser extent, in settlements. Refugee women and girls travel up to 10 kilometres each time in search of firewood. Due to the remoteness of the locations where they must collect firewood, women are at risk of rape and physical assault. Moreover, collecting firewood can take up to six hours. During this time, many mothers have to leave their children unattended or have their eldest daughters take care of them, in turn stopping these girls from attending school regularly.⁵

The vast majority of households do not have built-in kitchens. Refugees typically cook outside of shelters, but during the rainy season, they cook inside. Host communities cook on verandas or inside the main houses. However, the burning of firewood emits hazardous smoke which is a threat to the health of all household members.



Firewood

85.6%

of refugees collect firewood from the forest



up to 6h

walking time



12–15kg

Daily firewood consumption / HH

An open fire indoors =

400 cigarettes/day

6.5%

of host community collect firewood from the forest

7–10km



walking distance

smoke from open cook stoves is the



#1

cause of death for children < 5 years

Furthermore, increasing consumption of firewood in the communities negatively affects the environment and has led to deforestation and forest degradation in and around settlements.

WHAT DOES THIS MEAN FOR YOUR MARKETING?

Highlight the positive effects of the energy products you sell:

- ✓ Easy access to energy / electricity with off-grid energy products.
- ✓ Less hazardous smoke, better health through ICS.
- ✓ Less danger for women and girls as less firewood is needed with ICS.
- ✓ Cheaper as less fuel is needed with ICS.
- ✓ Better for the environment, with direct effects on the living conditions of your customers.

KNOW YOUR MARKET

SUPPLY OF ENERGY PRODUCTS AND SERVICES IN THE GAMBELLA REGION

There has been a steadily increasing demand for energy products and energy-related services in the Nguenyiel refugee camp and the surrounding host communities. Therefore, energy kiosks selling electricity or lighting products and services are in a good position to provide their products in large quantities to both the host and refugee communities.

Furthermore, there are no energy-related services and product hubs, such as energy kiosks, in these areas. To meet the rising demand for energy in households, small and mostly informal shops now offer energy-supply equipment such as torches and candles. Aside from traditional firewood and charcoal stoves, stores do not offer any other cookstove products or technology in Gambella. Furthermore, other high-demand energy products, such as solar lanterns or rechargeable batteries, are not yet available on the market.⁶

Availability and prices of cookstoves and lighting products in Gambella

Improved charcoal stoves	Not available
Improved fuel wood stoves	Not available
Kerosen stoves	Not available
Electric cook stoves	Single Cooktop Burner 150.00-500.00 Two Cooktop Burner 500.00-1500.00
Candle	8.00 ETB
Solar lanterns	Not available
Torch	Small size 50.00-250.00 Medium size 200.00-500.00 Big size 500.00-1000.00
Dry Cell Batteries	Ranges from 20.00-30.00 for two pieces
Rechargeable batteries	Not available

Furthermore, there is no business in the camp or the surrounding host community that provides operation and maintenance services for energy products. Only a few businesses have started to use generators to provide services such as mobile or battery charging. Although private sector companies would very much like to sell their products and services in the settlement, energy product vendors and service providers are not permitted to enter and operate in refugee camps in Gambella.⁷

MARKET FOR OFF-GRID ENERGY PRODUCTS

Ownership of devices in the Gambella Region

	Refugees	Host Communities
Mobile Phone 	96.2%	82.6%
Torch 	64.4%	71.7%
Charger 	3.9%	8.7%
Refrigerator 	—	6.5%
Television 	—	4.4%
Radio 	—	2.2%

The market for off-grid energy solutions is expanding. Rural areas in the Gambella region, including the refugee settlements, are not connected to the national grid. However, there is a need for electricity: many households own household appliances that use electricity or other forms of energy.

There are an estimated 20,000 phones (smart and basic) inside the refugee camp. Although refugee and host community inhabitants increasingly use mobile phones, only 3.9% of them own a charger. Thus, there is an increasing demand for mobile charging services and solar solutions such as pico PVs. Currently, people usually charge their phones in retail kiosks or shops selling a range of consumer goods. While up to 90% of the phones are charged with genset electricity (11 electricity supply businesses), six businesses also use solar PV. Depending on their usage, consumers charge their phones 3 to 4 times a week. Irrespective of the type of phone (smart or basic), phone charging businesses charge ETB 10 per charging session, which takes between 1.5 and 2 hours. Businesses charge between 20 and 30 phones at a time.

KNOW YOUR MARKET

Since calling is too expensive for most refugees, people in and around the camps frequently use internet-based communication services such as WhatsApp, Telegram, and Viber. This suggests there is also an increasing demand for Wi-Fi services.

People also need energy for other uses, such as football matches/movie screening, barbershops, cooling services, and selling cooled drinks. This opens up business opportunities for energy kiosks or collaboration opportunities with other people offering energy-based services. Furthermore, the retail of basic goods can provide an opportunity to attract more customers to visit a kiosk. It is rare that refugees have access to transportation services that can enable them to frequently travel to Latang to purchase goods.

Most households are dissatisfied with using their traditional three-fire stone cookstoves for cooking. Thus, there is a market opportunity to promote better firewood cookstoves for more fuel-efficient and less hazardous cooking. However, ICS do not have a good image among refugee households as there is a lack of knowledge on how to properly use and maintain the stoves. Therefore, your marketing should include significant measures of sensitization, awareness raising, and demonstration to change this attitude.

Factors for dissatisfaction with 3-stone fire stove:⁸

- purchasing fuel is expensive
- collecting firewood poses a threat to women and girls
- stove needs too much energy
- cooking takes too much time
- open fire is harmful to health
- stove is inconvenient to use
- environmentally unfriendly

WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ☑ Make sure everyone gets to know certain popular products are finally available at their local market.
- ☑ Provide extra services to attract more clients, e.g., phone charging, film screenings, selling basic goods, or offering Wi-Fi services.
- ☑ Outline the advantages of ICS to increase acceptance.
- ☑ Make sure your customers understand AND experience the huge benefits of your products by demonstrating how to handle them.

KNOW YOUR PRODUCTS

OPPORTUNITIES AND CHALLENGES OF SUSTAINABLE ENERGY PRODUCTS

Before taking a closer look at how your products can be marketed, it is important to obtain 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.
- Consumers spreading negative information that renewable energy products do not last for long. This shows a lack of knowledge as users have failed to understand the reasons behind the short life span. There is a significant lack of tailored financing options for products with high upfront costs. Most of the suppliers of renewable energy products lack service centres in which they could help users in case of usage challenges or technical faults. Furthermore, there are challenges with the inconsistency of products, which impacts the reputation and 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 allows consumers to save time, which they can then use for other chores or leisure.
- Certified products are durable, safe, and easy to use. Improving market consciousness about high-quality products and reliable, sustainable energy sources among customers establishes trust in EE and RE products and leads to overall increased access to energy.

PICO PVS

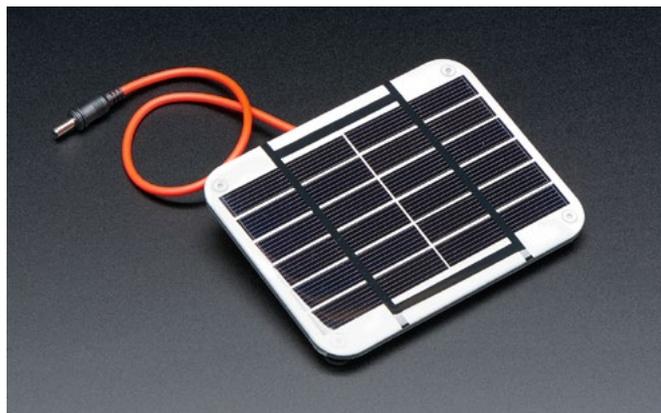
Photovoltaic solar cells currently come in various shapes and sizes. Typically, pico solar cells have power outputs ranging from as little as 0.1 watts-peak (Wp) to 5 watts-peak for powering smartphones and portable devices or recharging batteries.⁹

The challenges with solar lamps and pico PVs

- They are not available yet, and therefore customers do not have experience with them.
- 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.
- The key bottlenecks limiting access are affordability, availability, and lack of flexible payment models. Options to pay in instalments 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 interest among the population in improved solar lighting, and this interest provides significant opportunities.
- Pico PV systems are much smaller and cheaper than bigger PV systems and have significant potential to power low-power LED lighting for millions of homes in much the same way that cell phones have connected people and communities globally.
- Access to light and charging increases safety as it reduces the need for harmful lighting sources such as firewood.
- Pico PVs improve access to communication channels such as phones.
- Access to lighting also enables better education and business opportunities, as people can continue conducting activities after dark.
- The rising popularity of solar products has steadily improved the variety of brands and technical features.



KNOW YOUR PRODUCTS

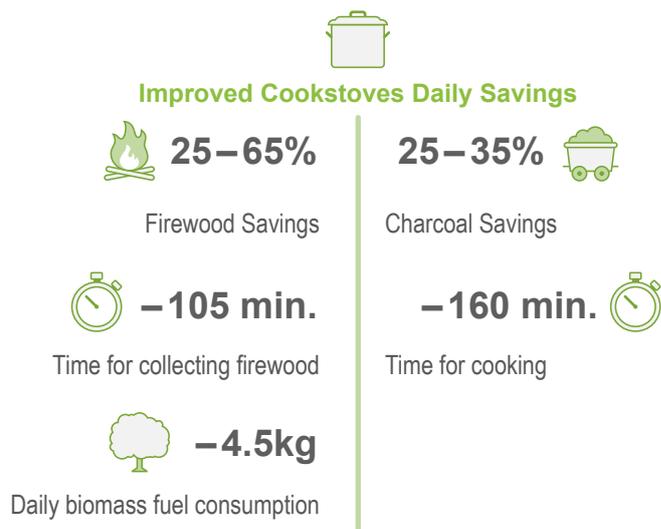
IMPROVED COOKSTOVES AND ALTERNATIVE FUELS

Efficiency can be achieved in many ways: Cookstoves are better if they use less fuel (firewood or charcoal), expose the cook to less harmful emissions, have 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 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 type of fuel to operate. The type of fuel available will determine the choice of stove.

The challenges with improved cooking stoves

- Though most households are dissatisfied with their three-stone stoves and are aware of the advantages of ICS, they do not have the financial means to purchase ICS. Therefore, companies must emphasize the cost-benefit factor of the technology.
- Many refugee households have little experience with improved firewood cooking stoves. Thus, it is important to sufficiently demonstrate the correct usage of this technology.
- An often-overlooked but essential part of clean cooking technologies and fuel marketing has been its attention to behavioural patterns, cultural norms, and regional variations. Unlike electrification, cooking practices are heavily dependent on culture, cuisine, household dynamics, and the availability of socially acceptable and affordable fuels and technologies. There is no one-size-fits-all solution to clean cooking; each region has its own preferences and acceptability thresholds, which directly influence adoption rates.



Opportunities of improved cooking stoves

- Fuel-saving, durability, and health benefits of reduced smoke.
- Biomass burning ICS are more affordable and thus have the potential to be a gateway product away from basic cooking methods and towards healthier and more efficient ones.
- ICS also produce less smoke and therefore decrease the emission of health-damaging pollutants. In particular, stoves with chimneys avoid indoor air pollution very effectively because they ensure all hazardous pollutants are emitted outside. However, it is important to use a stove with a good draft to ensure the smoke cannot flow outside of the fuel entrance or leak in other ways into the room.¹⁰
- Improved cookstoves can increase the fire's temperature and thus reduce cooking time compared to traditional stoves. This also leads to a reduction in fuel use and therefore in time spent collecting firewood.¹¹
- The reduced need for biomass positively impacts the environment. Collecting less firewood lowers deforestation around the camp. Furthermore, fewer pollutants are released when burning fuel, which decreases air pollution.
- Improved stoves also enhance safety: Flames are more enclosed, the stove is not easy to tip, and stove parts that need to be touched while cooking are not too hot to cause burns.
- It is realistic to predict that users can decrease their firewood and charcoal usage when employing the technology correctly. This means less firewood must be collected or purchased, thus enabling time and cost savings.¹²
- Due to the efficiency of these stoves, less firewood must be collected, thus enhancing the safety of women and girls who are exposed to sexual and physical violence while collecting firewood.¹³

KNOW YOUR PRODUCTS

TYPES OF IMPROVED COOKSTOVES



SIMPLE IMPROVED STOVES

- Enclosed and with minor improvements related to combustion (e.g., basic biomass portable stoves)
- Some stoves deliver little to no reduction of emissions and exposure.
- Processed fuels are not required.



INTERMEDIATE STOVE TECHNOLOGIES

- Use improved combustion chambers (e.g., highly improved charcoal stoves, natural draft gasifier).
- Fuel must be usually cut into smaller pieces, but processed fuels are usually not required.
- Stoves with well-maintained chimneys will further reduce indoor smoke exposure.



ADVANCED BIOMASS STOVES

- Use forced ventilation with or without secondary combustion (e.g., fan-assisted biomass stoves).
- Require low-wattage electricity.
- Newer models generate power independently from heat (thermoelectric).



STOVES MAKING USE OF CLEAN COOKING FUELS

- Non-biomass stoves.
- Rely on different forms of gas or liquid fuels (e.g., LPG, biogas) or electricity.

KNOW YOUR PRODUCTS

WILLINGNESS TO PAY

IMPROVED COOKSTOVES

There is a high demand for sustainable energy and improved energy products in refugee and host community households. Many people dislike traditional wood stoves and are aware of the advantages of improved cooking technologies for their quality of life and socioeconomic situation.¹⁴

Due to these advantages, 84% of the host communities are able and willing to pay for their preferred cooking energy products if they are available on the market. These preferred products are charcoal or improved wood stoves.

Improved wood stoves, however, have a rather bad image among most refugee households as people have little experience with the technology: they have usually never used it or only used it for a short time. More than half of refugee households would be interested in electric stoves if they had access to electricity. This preference stems from the belief that power from the national grid is more dependable and less expensive. Otherwise, they would prefer to purchase improved charcoal stoves. While 42% of refugees said they are able and willing to pay for the stoves, 58% said they do not have the necessary financial resources. Therefore, the development of markets for energy products will partially be dependent on financial support or payment options such as instalments.

Your customers' willingness to pay is dependent on a variety of environmental factors to which they are exposed. Therefore, it is crucial to understand what factors refugees and host communities consider when purchasing any cooking technology and the degree of importance they attach to several of these factors. Surveys¹⁵ show no significant difference in the view of these factors between refugees and host community respondents. Both are willing to pay for cooking technology that

- is not too expensive,
- is available on the local market
- has a long service life
- is easy to handle.

The following advantages are most important to households in Gambella:

- save money on fuel
- improve health by reducing indoor smoke and heat
- save time on fuel collection
- save time on cooking
- provides safety
- freeing up time for education, especially for women and children
- reduces deforestation

Preferred cooking technologies in Gambella

	Refugees	Host Communities
Improved charcoal stove	20%	44%
Improved fuel wood stoves	5%	30%
Kerosene Stoves	14%	11%
Electricity cook stove	61%	15%

While all factors should be considered in your marketing strategy, special attention should be paid to these factors as they are rated as very important. It is recommended that you conduct a quick market check or simple customer survey to determine how much money customers would be willing to pay for cookstoves.

KNOW YOUR PRODUCTS

LIGHTING

Refugee and host communities are highly interested in buying solar lanterns and chargeable batteries for lighting. However, just like cooking technologies, solar products lack market availability. Furthermore, willingness to pay is largely determined by the price of the product.

The following advantages are most important to households in Gambella:

- Minimum: 200 ETB
- Maximum: 400 ETB

Willingness to pay for solar lanterns:

- minimum of 500 ETB
- maximum of 800 ETB

RECOMMENDATIONS FOR ENERGY VENDORS

After this comprehensive insight into the energy market and products in displacement settings in the Gambella region, this paper now turns to what this information means for your marketing of energy products.

WHAT DOES THIS MEAN FOR YOUR MARKETING?

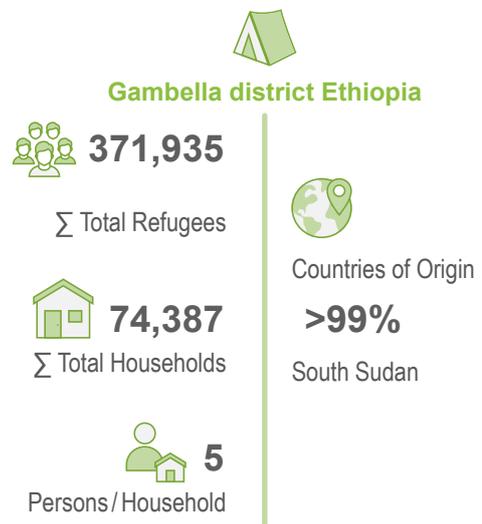
- ☑ Make sure everyone gets to know that their preferred products are finally available at a reasonable price.
- ☑ Complement your marketing with awareness-raising and sensitisation to increase acceptance and adoption of alternative energy products.
- ☑ Provide operation services and maintenance to increase your customers' trust in your products. Get informed about the technology of your energy products to provide good service.
- ☑ Make sure your customers understand AND experience the huge benefits of your products by demonstrating how to handle the products.
- ☑ Offer payment options such as instalments for interested customers who have limited financial resources.

KNOW YOUR CUSTOMERS

DISPLACEMENT CONTEXT

Ethiopian refugee camps have provided shelter to 837,533 people, mainly from South Sudan, Somalia, Eritrea, and Sudan.¹⁶ The ESDS project area is located in the west of Ethiopia, in the Gambella Region. This Region has the biggest share of refugees in Ethiopia, at more than 44%.¹⁷ The area hosts seven refugee camps: Akula, Kile, Nguenyyiel, Jewi, Tierkidi, Pugnido 1+2, and Okugo.¹⁸

The Nguenyyiel refugee camp is the newest and largest of all seven refugee camps with a total population of about 100,000 inhabitants and over 20,000 households. Almost all refugees in the camp are from South Sudan and belong to the Nuer ethnic group. The host community, Terfan, is much smaller, with an estimated 12,000 inhabitants and 2,000 households. Terfan connects the three refugee camps Kule, Terkedi, and Nguenyyiel and the host community. Due to the influx of refugees in 2016, the Terfan host community has transformed into a trading and market community, where refugees and host communities exchange goods and services.¹⁹

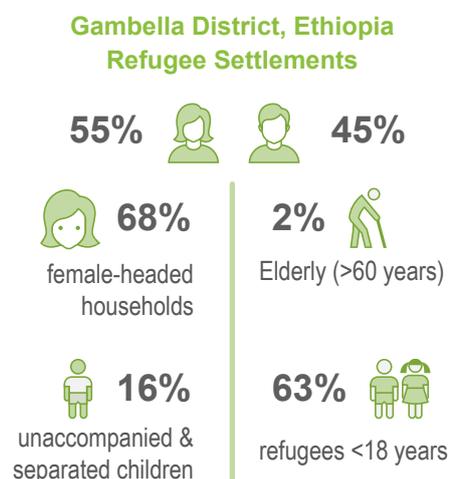


WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✔ Focus your marketing activities on South Sudanese refugees and Ethiopian nationals in Terfan

AGE AND GENDER

In Gambella, women outnumber men²⁰, and far more than half of the refugee population is under 18 years old. These groups are exposed to specific risks when it comes to cooking and lighting, which must be considered when thinking about an effective marketing strategy. Of particular concern is the high number of children who arrive unaccompanied or separated from their families.²¹



KNOW YOUR CUSTOMERS

DECISION-MAKING

Though an overwhelming majority of families in refugee settlements are female-headed, at 86% of households,²² findings from a recent study in the Gambella region²³ suggest that men are responsible for purchasing and use decisions for energy in households. In all countries of origin and host communities, men traditionally have more purchasing power and the ability to pay upfront. However, this does not mean that women are not involved in household purchasing decisions at all. Women are the primary users of cookstoves and thus are integral to any consumer awareness and education campaign. Nonetheless, marketing activities must also address men to raise their awareness of the benefits of improved cookstoves and influence their household purchasing decisions. This also applies to the host community, whereby statistics show that 78% of women participate in some way in major household purchasing decisions such as cookstoves.²⁴

Participation of women in decisions

Ethiopia 

81%

about a woman's
own healthcare

78%

about major
household purchases

Women empowerment programmes have been implemented in many refugee camps, leading to a higher share of joint decision-making. Additionally, the number of women and, therefore, female-led households in refugee camps in Ethiopia is high.²⁵

WHAT DOES THIS MEAN FOR YOUR MARKETING?

✔ Involve men AND women to raise awareness of the benefits of improved cookstoves

EDUCATION

The literacy rate among refugees and host communities varies significantly. In all countries of origin, there is a significant gap between genders. Although its literacy rate has increased in recent years, South Sudan remains one of the countries with the lowest literacy rate. Many South Sudanese women – the largest group of refugees in the Gambella Region – cannot read and write.²⁶

The Ethiopian host communities surrounding Gambella's refugee camps have higher education rates. One recent survey found that 34.8% of host community respondents completed secondary education, while 41.3% completed tertiary education. A smaller percentage of refugees have completed secondary and tertiary education, although the figure is still relatively high.

Education in the Gambella Region

	Refugees	Host Communities
Illiteracy Rate 	32%	27%
Secondary Education 	57%	35%
Tertiary Education 	22%	41%

WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✔ Use marketing strategies all customers understand – including those who cannot read.
- ✔ There are many educated refugees; include their expertise and ideas to develop target-oriented marketing strategies.

KNOW YOUR CUSTOMERS

LANGUAGE AND ETHNICITY

Ethiopia is a very ethnically diverse nation: more than 80 indigenous languages are spoken in the country. South Sudan, the country of origin of most refugees settling in the Gambella region, is also a multilingual country with over 60 indigenous languages. Thus, a huge variety of languages are spoken by the different groups of refugees and by the host communities. The most dominant languages in both refugee and host communities are Anuak and Nuer.

While more than 90% of nationals and refugees in the Gambella region are Christians,²⁷ there is a far more heterogeneous distribution of ethnicities. New arrivals from South Sudan in Ethiopia are mostly of Nuer ethnicity, while the majority of Ethiopians in the Gambella region are from both Nuer and Anuak populations. This creates language barriers between refugees and locals as well as cultural conflicts.

WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✓ Use languages your customers understand (it might be more than one language).
- ✓ Develop marketing activities and products that do not need written or spoken language.
- ✓ Get people who speak the different dialects of the region in which you operate.
- ✓ Be sensitive to your customers' traditions.

KNOW YOUR CUSTOMERS

FINANCIAL SITUATION

The financial resources of both host communities and refugees are very limited. The vast majority of refugees spend their income on food. Other important purchases are livestock- and agricultural-related ones. This means that these communities cannot spend as much of their income on other purchases, such as off-grid energy products.

RELIEF ITEMS AND HUMANITARIAN ASSISTANCE

UNHCR and partner organizations are providing core relief items to refugees arriving in the settlements. In Gambella, the refugees receive the following:

- sleeping mats
- blankets
- jerrycans
- water buckets
- kitchen sets
- hygiene and sanitary items.

Refugees are almost entirely dependent on humanitarian assistance provided by the UNHCR and its implementing partners (NGOs); currently, over 30 of these partners are actively operating in the camp. Refugees receive a monthly ration of about 12 kg of grains and one litre of cooking oil per person. In addition, NGOs provide a wide range of humanitarian assistance, including protection, livelihood support, health education, food security, water, hygiene and sanitation, shelter and infrastructure, environment and energy, core relief food, and non-food items.

ECONOMIC ACTIVITIES

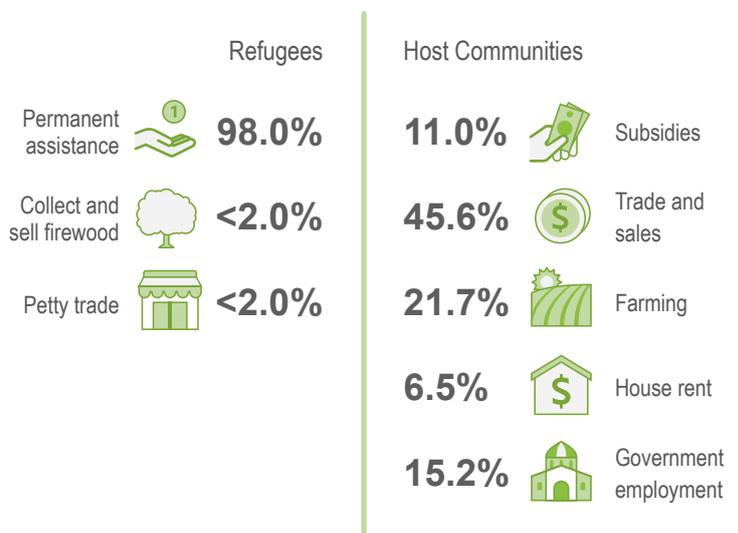
In Gambella, there are limited opportunities for economic activities for both refugees and host communities. Though the markets in the settlements are functional and provide essential household items, there is a high potential for agricultural development around the refugee camps that has not yet been exploited.

The host communities have different sources of income, including subsidies (11%), off-farm activities such as petty-trade of essential goods and agricultural product retail sales (45.6%), farming (21.7%), house rent (6.5%), and salaries/wages from government employment (15.2%).

Employment opportunities are rare in rural areas and especially in refugee settlements. Moreover, it is hard to foster entrepreneurship due to the lack of financing options such as credit services. Therefore, refugee households in Gambella usually rely on permanent assistance for their living. They receive both cash and in-kind assistance, and some of the households sell in-kind assistance to purchase their preferred products. Less than 2% of refugees supplement their income by collecting and selling firewood or through petty trading of essential commodities. Others provide services such as cafes and restaurants, mobile phone charging, entertainment halls, barber shops, grain milling, or selling drinks and food.

Even though they do not have a lot of money, refugees do have some money to purchase products of their choice, including energy supply products.

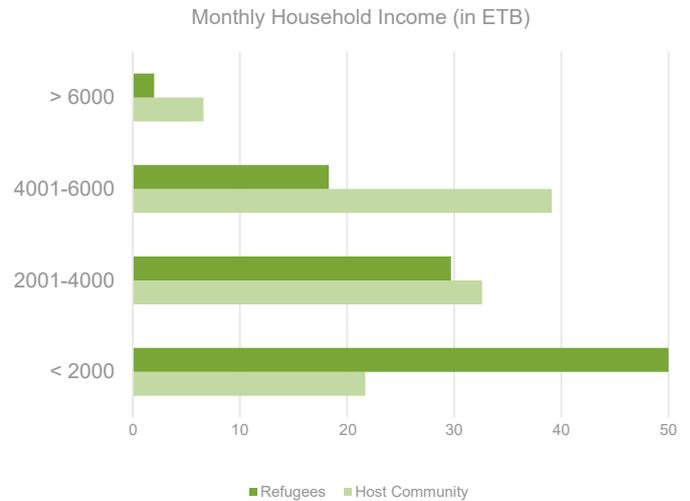
Sources of income



KNOW YOUR CUSTOMERS

INCOME

Most refugees and nationals have very low levels of income. Inhabitants of the host community earn 3,815.17 ETB on average and therefore have a slightly higher income than refugees, which have an average income of 3,060.14 ETB; refugees' income is mainly donation-based.



WHAT DOES THIS MEAN FOR YOUR MARKETING?

Your customers do not have a high income so they are very aware of what they spend their money on. Make sure your marketing outlines the potential of saving money in the long run!

Customers in refugee camps, in particular, may not buy energy products because they expect to receive them as an in-kind humanitarian assistance. Cooperate with agencies on site to ensure that humanitarian assistance does not act at cross-purposes with your marketing strategies.

HOUSEHOLD EXPENDITURE

Ethiopian host communities and refugees spend a significant amount of their income on food. However, both groups also spend a remarkable percentage of their monthly income on various items. These necessities include energy expenditures and money spent on energy-related services.

Household Expenditure (in ETB)

	Refugees	Host Communities
Household average monthly income	3060 ETB	3815 ETB
Average food expenditure	1963 ETB 64% of total income	2326 ETB 61% of total income
Income available for other necessities (like clothing, energy and rent)	1097 ETB 36% of total income	1487 ETB 39% of total income

KNOW YOUR CUSTOMERS

PAYMENT METHODS

The majority of people living in the Gambella refugee camps prefer paying by cash. It is very rare to use mobile payment due to the lack of a mobile network in the region. 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, RRS (Refugees and Returnees Service, formerly ARRA), and WFP. Thus, many customers in the settlement use barter trade or labour to purchase items.

WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✔ Consider giving credits as a shop and enable instalment payment to increase your number of customers
- ✔ Make sure people know about the credit options at your shop

MEDIA & COMMUNICATION²⁸

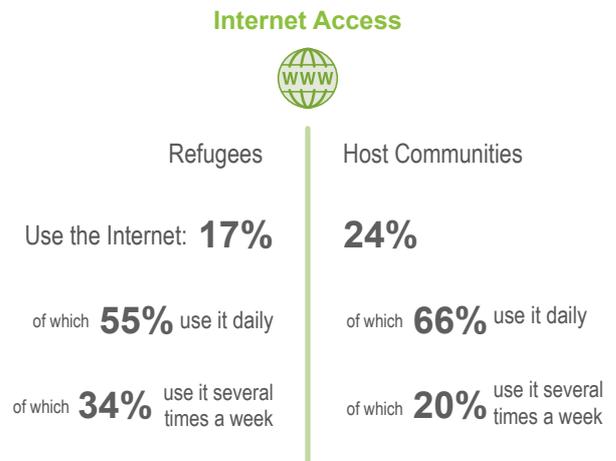
This paper has already provided a lot of information on the people that might be interested in your products. It has set out the languages they speak, how much money they can spend, and which decisions they make within the household. This can inform target-oriented marketing and communication strategies.

The next step is to determine how to reach these people. Therefore, it is important to examine the channels and media they use.

KNOW YOUR CUSTOMERS

INTERNET ACCESS

There is a clear gender gap when it comes to Internet access. In refugee camps, men access the Internet almost five times more often than women. Nonetheless, all refugees struggle to get a decent internet connection. Even though refugee camps have a digital infrastructure in the form of a mobile network with an Internet connection, it is frequently interrupted. Furthermore, most host communities in Ethiopia face issues concerning Internet and mobile phone connections.²⁹ However, the ones who have access to the Internet use it daily or at least several times a week.



WHAT DOES THIS MEAN FOR YOUR MARKETING?

- ✓ Find ways to market your products without the Internet.
- ✓ When using online marketing activities, address men and urban host communities.

KNOW YOUR CUSTOMERS

TELEVISION & RADIO

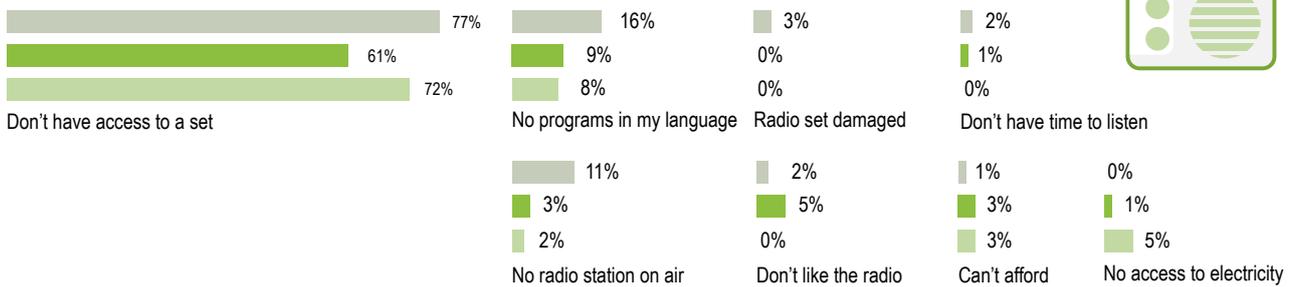
Overall, access to TV and radio is low across all refugee and host community households in Gambella. Only 20% of refugees and 21% of host community households currently listen to the radio. The access to television is even lower, with only 10% of refugees watching TV from satellite or cable and 12% visiting film shops. Rural host communities have similar access, while host communities in urban areas are much more likely to have a TV connection, with 29% and 30% watching TV from film shops. The main reasons that so few people use TV and radio are that they do not have access to a radio/TV set and that most TV and radio programs use Amharic, while the dominant spoken and written languages in the refugee camps and the host community are Nuer and to a lesser extent Anuak.

Access to information from

	Refugees	Host Urban	Host Rural
TV from satellite/cable	10%	29%	9%
TV from film shops	12%	30%	25%
radio	20%	21%	21%

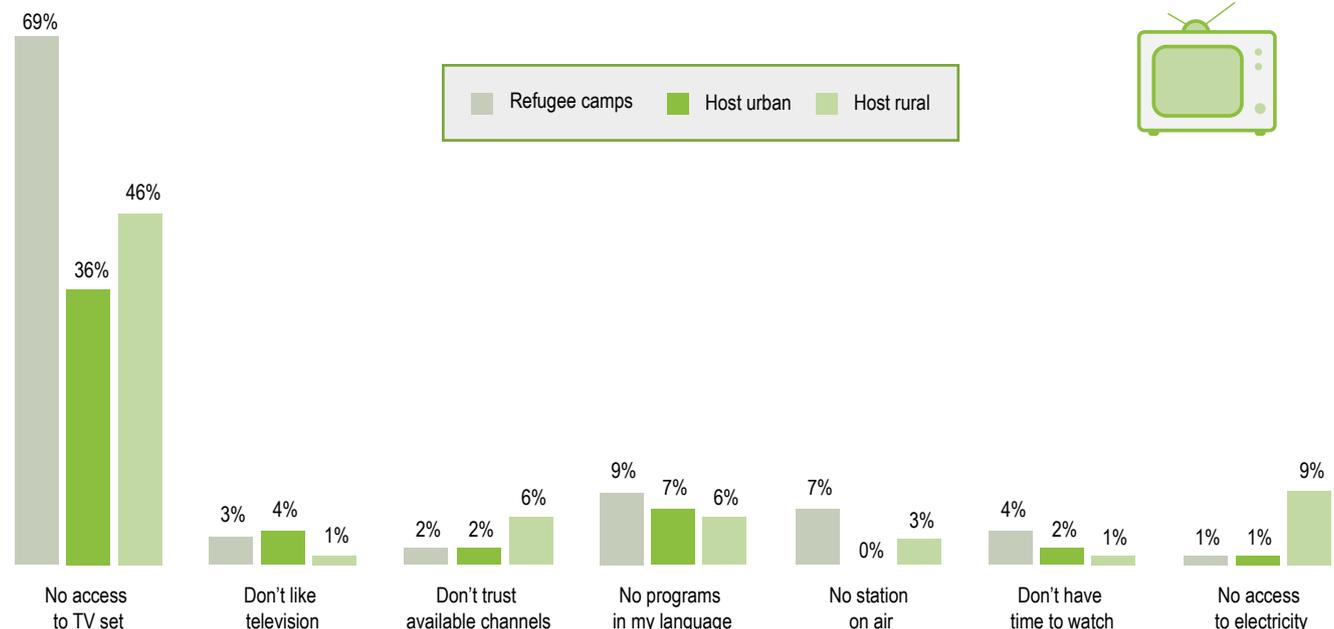
Barriers to radio listenership

Why don't you currently listen to the radio?



Barriers to watching TV

Why don't you watch TV?

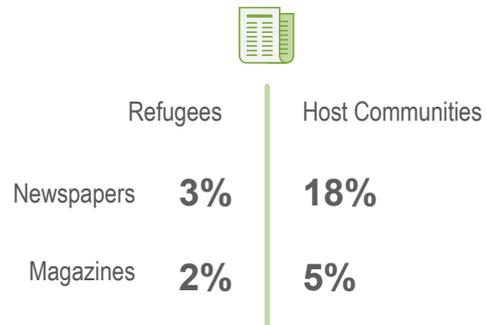


KNOW YOUR CUSTOMERS

NEWSPAPERS

Newspapers play only a minor role in media coverage in both refugee and host communities. Only 2%–3% of refugees read newspapers or magazines. In host communities, 18% of people read newspapers and 4%–5% read magazines. The main barriers to accessing newspapers are that there are no newspapers available in the region at all, there is a high illiteracy rate, and there are no newspapers printed in the language spoken in the area.

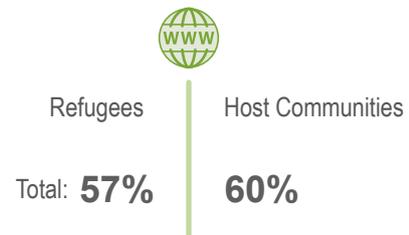
Access to Newspapers



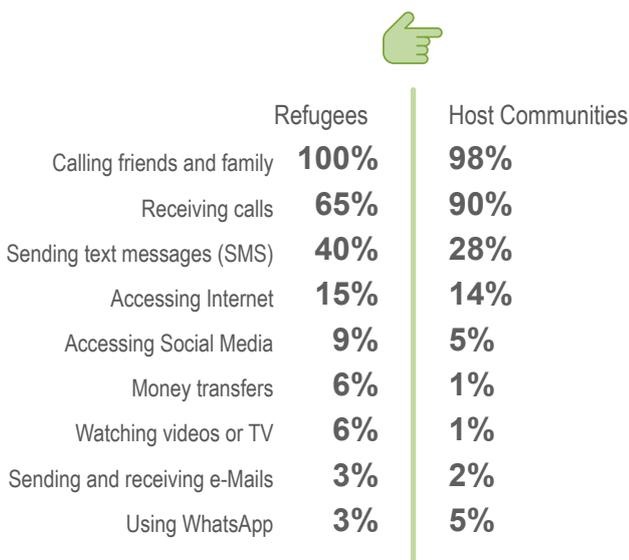
MOBILE PHONES

Mobile phone access is relatively high compared to TV and radio access in both the refugee camps and host communities. One in three refugees and more than half of the host community members have access to a mobile phone, which in most cases, they own. In very few cases, they share the device with relatives, friends, neighbours, or spouses. In all cases, men have more access to mobile phones than women. This especially applies to refugee households. Furthermore, age also affects access to these devices: the younger the refugee, the more likely that they will have a mobile phone. In host communities, access to mobile phones is much more widespread for all ages and genders.

Devices able to connect to the internet



Activity performed on mobile phones



Mobile phones are used most often for calling friends and family, receiving calls, and sending text messages. It is much less likely that people will use phones to access the Internet and social media or watch videos. Reasons for this are the fragile digital infrastructure in the Gambella region and the fact that not all mobile phones can connect to the Internet. Despite the high mobile phone ownership, only 18% of phones can access the Internet.

KNOW YOUR CUSTOMERS

SOCIAL MEDIA

As a result of the lack of access to the Internet and Internet-compatible devices, only 10% of refugees use social networks. In rural host communities, the number is even lower, at 3%, but this figure is four times in urban host communities. This suggests that almost all Internet users also use social networks.

By far the most popular social media network is Facebook Messenger, which almost all social media users use. Facebook Messenger is followed by Facebook itself and then WhatsApp, which, however, is not used a lot.

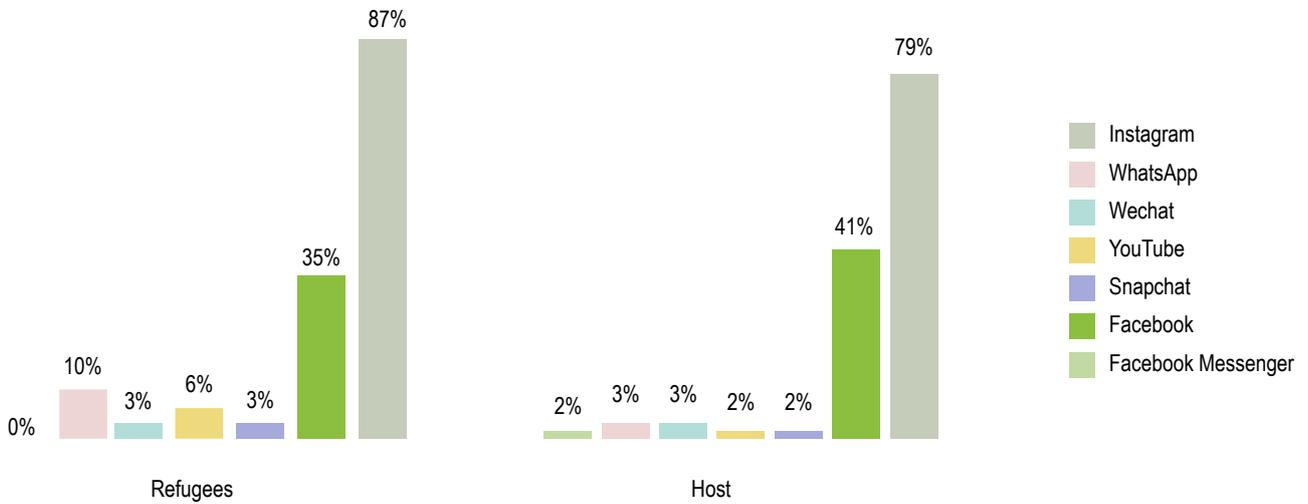


Use of Social Media



Social media accounts

Popularity of social media networks



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

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

Host Community Member - Abel



"I want to improve the living conditions of my family and increase my income"

Age: 34
Sex: Male
Family: Married, 2 kids
Language: Anuak
Location: Rural Host Community in Gambella
Household Income: 3,800 ETB / month
Source of Income: Petty trade of essential goods
Education Level: Tertiary

Bio

Abel is of Anuak ethnicity and lives in a small, rural host community neighboring Nguenyiel refugee camp in Ethiopia. He has a wife and two children. Abel has finished tertiary school, John has no formal occupation. His family's income is based on petty trade of essential goods. Though Abel does not cook at home, he is aware of the advantages of ICS. Also, he is very interested in electricity for lightning to help his children study for school and expand his business activities after sunset. Also, he needs an off-grid charging solution for his mobile phone that he needs for his work.

Assets

- Responsible for major household purchases
- Open to new technology
- Interested in solar lanterns and rechargeable batteries
- Owns a mobile phone with Internet connection

Cooking habits

- Fuel: mainly firewood, supplemented by additional purchase of charcoal
- Stove: 3-stone-stove.
- Location: inside his shelter

Top 3 Channels

Mouth-to-Mouth

Flyers / Posters

SMS

Motivation for buying ICS

Save money

Safe fuel

More healthy than open fire

Willingness to Pay: Solar lanterns

0 ETB 1000 ETB

Willingness to Pay: Rechargeable batteries

0 ETB 1000 ETB

COMMUNICATE YOUR BUSINESS

MAIN CUSTOMER PROFILE

Refugee in Gambella - Angelin



"I want my family to live a safe, healthy life and want to have more time"

Age: 27
Sex: Female
Family: Married, 3 kids
Language: Nuer
Location: Nguenyiel Refugee Camp
Household Income: 2 900 ETB / month
Source of Income: Donation-based
Education Level: Basic, Illiterate

Bio

Angelina is originally from South Sudan and fled five years ago. Since then, she is living in Nguenyiel refugee camp in Ethiopia's Gambella region. A return to her former residence is less likely. She is responsible for care work and cooking at home, and takes care of her three children. Angelina has no formal education and cannot read. Also, she has no formal occupation and fully relies on cash and in-kind assistance from UNHCR. To increase cash income, Angelina occasionally sells in-kind support or firewood, collected by her daughters.

Assets

- Participates in major household purchases concerning her responsibilities at home
- Owns a mobile phone, which is not able to connect to the internet
- Is very dissatisfied with her current three-stone-cookstove

Cooking habits

- Fuel: firewood, collected by her two daughters in the surrounding forest
- Stove: 3-stone-stove.
- Location: inside her shelter

Top 3 Channels

Mouth-to-Mouth

Demonstration

Voice Calls

Motivation for buying ICS

Less collecting of firewood

Safe time

More healthy than open fire

Willingness to Pay: Solar lanterns

0 ETB 1000 ETB

Willingness to Pay: Rechargeable batteries

0 ETB 1000 ETB

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 people to spread your messages.

Those can be:

- RRS Field Office
- 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 must 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

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?

SIMPLE: Did you use easy-to-understand language?

MEMORABLE: Are your messages easy to recall and repeat?

RELATABLE: Would your typical customer say this?

TAILORED: Are your messages reflecting your customers' reality?

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 mouth-to-mouth advertising, posters (without text due to illiteracy) as well as demonstrations with food and drinks at your shop. Also, the phone is considered a popular and trustworthy source of information and communication. Most people in refugee settlements and host communities own a mobile phone and mainly use it for calls and SMS.

Digital messengers like Facebook and Whatsapp are rarely used. Due to limited access to (mobile) Internet, digital messengers and other social media networks are rarely used. Therefore, you should concentrate on non-digital marketing activities to reach a bigger audience. However, as soon as digital infrastructure improves and internet is available, it shows that all Internet users are subscribed to social media – especially the facebook messenger and facebook itself. Thus, you should consider starting advertising via social platforms in the near future.

Furthermore, opinion and religious leaders, early-adopters of certain products as well as friends and family 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.

Channels



Mouth to Mouth



Demonstrations



Posters/ Flyers/ Brochures



SMS



Voice Calls



Facebook Messenger



Facebook



Folk leaders & peers



Traditional Events:
e.g. Weddings, Markets



WhatsApp

Current media consumption	Radio	TV	Magazines	Mobile Phones	Internet	Social Media
Refugee	25%	11%	3%	16%	11%	10%
Host Urban	15%	29%	4 %	10%	10%	10%
Host Rural	31%	12%	6,5%	10%	10%	10%

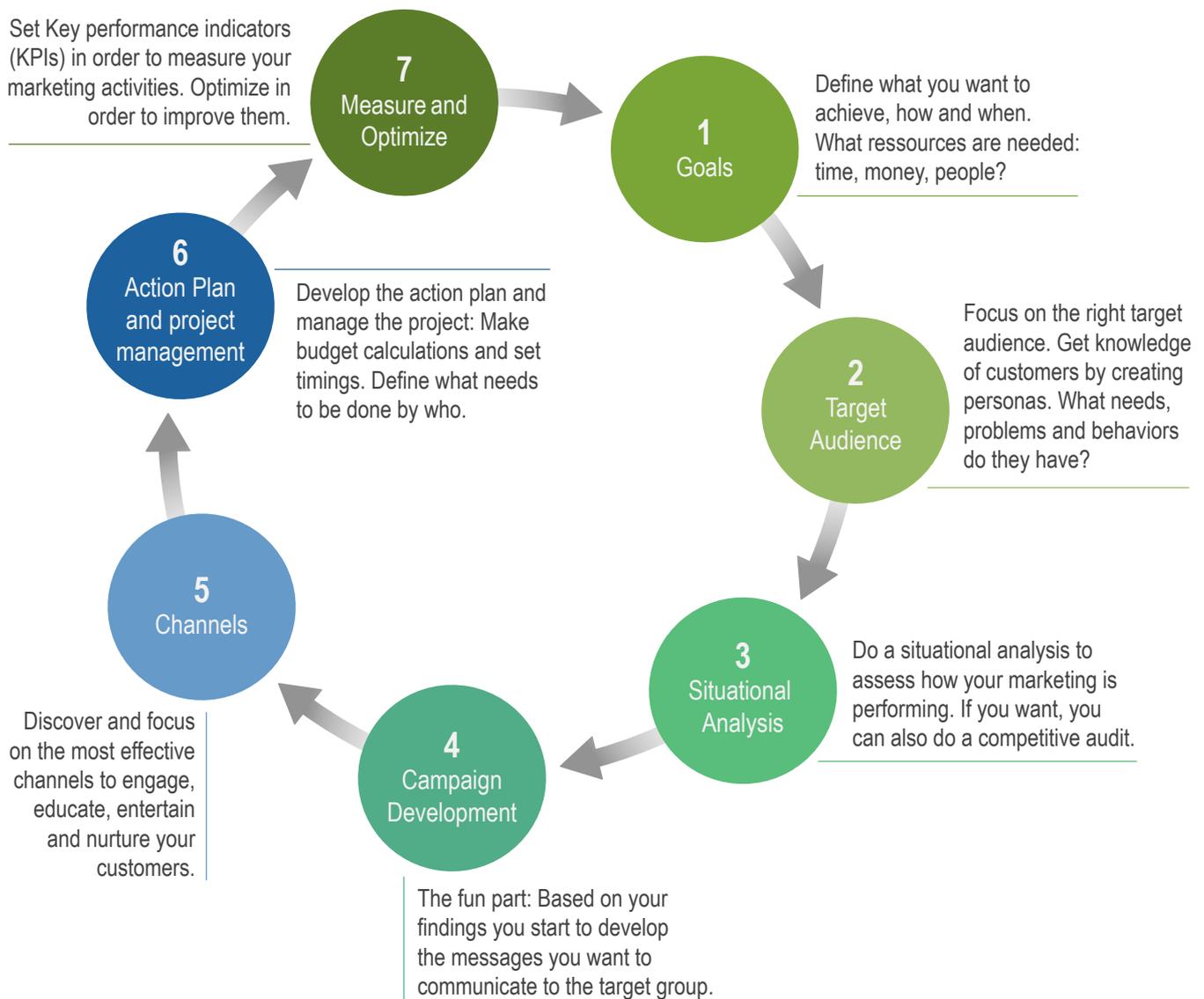
MARKET YOUR PRODUCT AND SERVICE

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

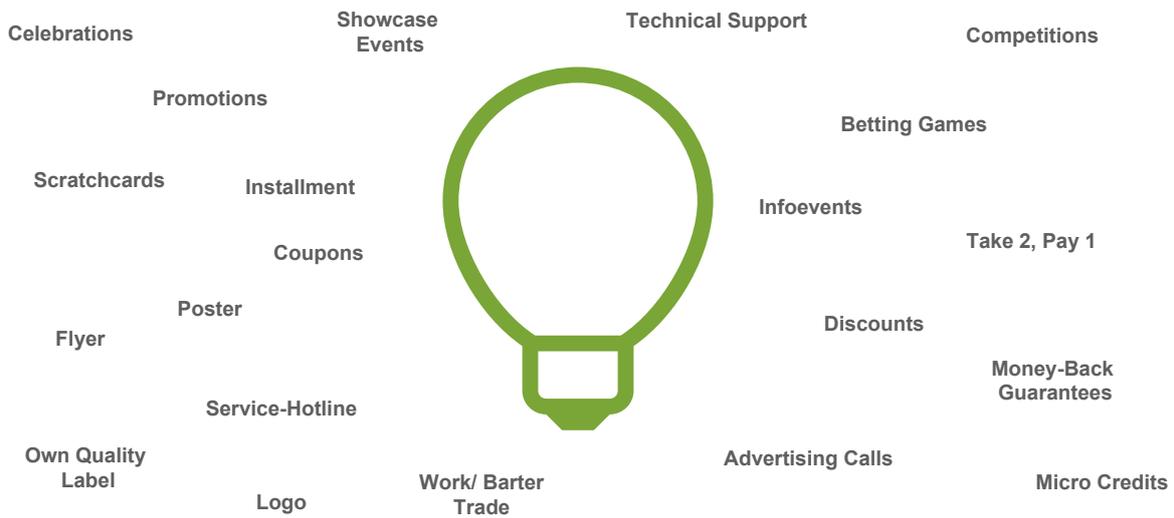
In order to keep track of the activities it is crucial to store the data that is being gathered in one place. An Excel spreadsheet could be the tool of choice.

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	RESULT	CHANNELS	COSTS	DETAILS	TIP
Print Advertising	Goal 1.1 People know about your energy kiosk	✉	💰	Choose your key messages "energy kiosk"	💡 Ask NGOs and development organization like UNHCR and GIZ for help regarding design and printing
	Goal 1.2 People know which off-grid energy products you sell		💰	Use pictures for people that cannot read	
	💰		Print or paint posters or flyers		
			Put them close to schools, markets & along firewood route		

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

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

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



https://drive.google.com/file/d/1EDFrDyB9R_cbvj6vuglVGpnDuPv0H_IQ/view?usp=sharing

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 automatized 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 get aware of the product/offer?

Day of the month	Direct	Marketing	Other	TOTAL #
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
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:



A large grey rectangular area, likely a placeholder for a barcode or a large data field. On the left side, there is a barcode consisting of four vertical bars of varying heights, with a diagonal line crossing through them from the bottom-left to the top-right.

TOTAL # OF NEW CUSTOMERS THIS MONTH

FURTHER LITERATURE

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