TUDelft

Marketing Campaign for Mhogo Foods: Designing a Pilot Strategy

A graduation project by Johan van der Schaaf

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Msc. Strategic Product Design Graduation Project

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Preface

This report is written as part of the graduation for the Master of Science program Strategic Product Design at Delft University of Technology. The project is commissioned by BoP Innovation Center and funded by 2SCALE. The activities and documentation are executed by Johan van der Schaaf, in collaboration with BoP Innovation Center, client organization Mhogo Foods and agencies Exp Agency Kenya and BRCK. The project is part of BoP Innovation Center's aim to increase access to nutrition in low-income markets. Within this scope, the goal of the project is to build a marketing pilot that markets nutrition to the Base of the Pyramid in Nairobi and explores new digital channels.

My personal motivation for working on this project is my passion for the design process and how it can be structured and tailored to specific cases to drive innovation. During the project I have learned to implement design methods in a way that stimulates innovation in the field of marketing. Furthermore, I learned to collaborate with multiple stakeholders and effectively communicate between parties to ensure a successful implementation of the project in line with a core strategy.

I would like to thank Marketing and Business Developer Nick van der Velde of BoP Innovation Center for initiating the project and for providing coaching and guidance along the entire course of the project. Furthermore, I would like to thank Yvonne Achieng and Beryl Oyier (BoP Innovation Center) for the close collaboration and helpful guidance from the East Africa office and Elizabeth Gikebe and Isaac Luseno from Mhogo Foods for the opportunity to collaborate and the contributions in the strategy sessions and implementation on the ground. Lastly, I would like to thank my chair Jan-Carel Diehl and mentor Jeroen Coelen from Delft University of Technology for providing feedback, guidance during interim calls and facilitation of the graduation project.

Summary

This project is a collaborative effort between graduating student Johan van der Schaaf from Delft University of Technology, BoP Innovation Center and client organization Mhogo Foods. The project is conducted mainly in Nairobi, Kenya and focuses on building a marketing pilot for Mhogo Foods to increase access to nutrition in low-income markets.

The project taps into the challenge of marketing nutrition and the difficulty of measuring effectiveness of marketing campaigns. After a short literature study and 15 interviews with the target audience that provided several insights, a design-led approach was used to create a tag line that resonates with the target audience. The combined insights resulted in a tag line that formed the key message of the campaign: 'Mlo Wetu Halisi' (in English: 'Eating, in our traditional way'). The design-led approach turned out to be helpful in targeting the message to the preferences of the target audience and ensuring the tag line is inclusive.

During implementation of the campaign, all materials and interventions were based on the predefined key message. The implementation of the campaign consisted of a mix of proven offline activities to gain the first market traction with digital experiments to explore new marketing opportunities. The digital experiments consisted of streaming recipe videos through Wi-Fi platforms on local buses and distributing digital coupons through several digital channels that could be redeemed at local shops.

During the campaign, different digital channels were tested through the digital coupon program. An initial setup, where coupons would be distributed through Facebook, Whatsapp and the Wi-Fi platforms on buses highlighted the challenge of reaching customers through the digital channels while also educating them on the program. A second iteration, consisting of a hybrid between offline and online channels, resulted in more tangible data, with customers showing understanding and interest in the coupon program. An additional key insight was that the Wi-Fi platforms turned out to be the only digital channel that could both reach the target audience and keep the attention span of consumers for a prolonged period of time.

Finally, a tool is presented that can be used in future marketing pilots to assist in building the campaign and in designing strategies for measuring effectiveness of digital channels.

Table of Contents

1 INTRODUCTION

BoPInc

"Support organizations in creating commercially and socially viable business models and activities that [include the people in the BoP]"

BoP Innovation Center (BoPInc) is a Dutch non-profit foundation that accelerates the impact of market-driven innovative welfare strategies in low-wage markets, the 'Base of the Pyramid' (BoP). The BoP is a demographic term that covers the approximately 4,5 billion people who have to live on less than US $8 per day. Inclusive business refers to commercially and socially viable business models which include the people in the BoP as consumers, producers and entrepreneurs in the supply chain. To help reduce extreme poverty and improve economic development at BoP communities, BoPInc develops new initiatives in the private sector and learning & capacity development facilities. From BoPInc, marketing and business developer Nick van der Velde will supervise the project.

Partnerships

The project at hand is part of the overarching 2SCALE project. 2SCALE offers a range of support services to private partners – companies and farmer groups – enabling them to produce, transform and supply quality food products to local, national and regional end-user markets, including Base of the Pyramid consumers.

For this project, a partnership has been set up with two agencies: Exp and BRCK. Exp is Africa's largest and leading Experiential Agency Network and will assist in implementation on the ground. BRCK is an integrated hardware and software company. For this project, BRCK will provide a digital marketing channel through free public Wi-Fi networks on public transport buses in Nairobi.

Challenges

Marketing and selling nutrition to the BoP has proven to be complex for several reasons. The main challenges will briefly be elaborated here.

Marketing nutrition to the BoP

Selling nutrition in general has proven to be complex. This can mainly be attributed to the fact that human decision making is not only influenced by rational thinking, but often heavily influenced by cognitive biases that occur subconsciously (see Appendix: Behavioral Science).

Secondly, the specific case of the BoP adds that social networks within BoP communities greatly influence buying behavior . When a product is not widely accepted and recommended by someone's peers, it is unlikely that this person will proceed to purchasing the product. This behavior is reinforced by the limited income of people living in the BoP. The limited purchasing power makes consumers more likely to buy products that have proven to be useful and avoid risks. It also makes the average consumer more short-term oriented when making purchasing decisions, prioritizing several short-term benefits over long-term and less visible health benefits. More background information about purchasing behavior at the BoP can be found on p. 32.

Measuring effectiveness of interventions

Besides an increase in sales, marketing campaigns at BoPInc often serve the goal to establish a change in behavior among consumers. However, measuring behavior change is difficult, because it happens over a long period of time and is not easily quantifiable. While marketing metrics can provide a general idea about the effectiveness of different interventions, whether a person has adopted a new habit or changed their behavior on the long term remains difficult to measure. Therefore, it is important to look out for opportunities present at the BoP that offer metrics that inform on the effectiveness of a behavior change campaign in new ways.

MARKET NUTRITION

Marketing nutrition is complex because people don't always make rational purchasing decisions

01

MEASURE EFFECTIVENESS

Measuring a change in behavior is complex because it is not easily quantifiable

02

Mhogo Foods

"To be the leading cassava value addition company in Africa and contribute to achieving [zero hunger by 2030.](#)"

Mhogo Foods is a company that adds value to the cassava tubers by processing them into affordable, nutritious gluten-free flour, cassava crisps, cassava starch and cassava based animal feeds. Mhogo Foods works with farmers in Kenya where they are trained on how to farm the tubers. The farmers are given a fair deal for their produce to enable them to have a sustainable income from their farms.

Current market

Mhogo Foods' products are mainly present in smaller towns around Nairobi, such as Thika, Kiamba, Gilgil and Nanyuki. Although Mhogo Foods is based in Nairobi, presence in Nairobi has remained limited to a small number of supermarkets reserved for the middle class. A 2018 marketing campaign in Kawangware aiming to increase presence in low-tier supermarkets and shops resulted in a significant increase in market share coming from lower incomes. However, the number of sales outlets in these areas offering Mhogo Foods' products has significantly dropped after the campaign ended.

Challenges

Reaching the BoP

Mhogo Foods' current marketing efforts focus mostly on the middle class. The main motivation for middle class consumers for buying the product is due to the fact that it is gluten-free and considered more healthy than its alternatives. However, the BoP consumer might have different reasons to buy the product, requiring a different focus in terms of marketing. This poses a challenge in the way that marketing efforts targeting the BoP should communicate a different message than efforts focused on the middle class, without compromising on the brand DNA of the company.

Sustaining marketing efforts

A previous marketing campaign was conducted in 2018, where Mhogo Foods aimed to reach the BoP in Kawangware, Nairobi. While sales increased during the campaign and shortly after, the sales plummeted after this period. Currently, only two supermarkets in Kawangware remain that have Mhogo Foods cassava flour in stock, with limited sales.

Challenges Mhogo Foods

REACHING THE BOP

Reaching the BoP is a challenge because current marketing efforts are focused elsewhere

01

SUSTAINABLE MARKETING

Sustaining marketing is a challenge because consumers stop buying the product after the campaign

02

Project Description, Design Goals and Project Stages

Below, a description of the project is given. The design goals are presented based on the challenges and opportunities identified. Additionally, the building blocks of the marketing pilot are presented to indicate how the design goals are related to the pilot as a whole.

Project Goals

The main goal for the project is defined as follows:

Build a marketing pilot for Mhogo Foods that targets the BoP in Nairobi and explores digital marketing channels.

In order to reach this goal, a pilot campaign will be built and executed that taps into new digital channels present in Nairobi. The use of digital channels has become increasingly popular to leverage marketing efforts. Both large organizations such as Unilever as well as local SMEs such as BRCK market through new digital channels with respectively the U-Join (Every1Mobile, 2019) and Moja platform (BRCK, 2020). These channels provide new opportunities for SMEs to market their products and grow their business.

A condition specifically for this campaign is that it builds upon the behavior change tool created by Unilever called 'The Five Levers for Change' (Unilever, 2011). This is a

tool especially made when designing for behavior change, in this case: Adopting a new product. The tool provides a tangible way of implementing a behavior change campaign on the ground and is further explained on p. 54.

The first subgoal presented below results from the chosen approach to build the campaign. The second and third subgoals are derived from the challenges and opportunities previously identified.

1. Provide recommendations on how a design-led approach can benefit the campaign design

Despite the strong marketing focus, the approach differs from a traditional marketing approach in the way that it will be design-led and multiple iterations of campaign focuses will be tested. This approach is useful for determining a campaign focus that resonates with the target audience, especially when this is relatively unknown. The learnings from this approach will be used to provide some recommendations on how this approach can be used in the future to tailor a campaign to the target audience.

2. Combine the Five Levers for Change with emerging digital channels

The campaign should explore different digital channels that are currently emerging at the BoP. This should help to (1) explore whether new digital channels exist through which the BoP can be reached and (2) provide new ways of measuring effectiveness through this channel.

3. Test whether a reward program can be used to measure effectiveness of digital channels

A reward program can be used to measure redemption rates of digital coupons. The customers can redeem these coupons at shops when buying a product, upon which they receive a token as a reward in the form of a discount or free product. Redemption rates are an interesting metric, because they measure conversion into sales, giving a much more tangible result than looking at platform-specific metrics such as reach and number of interactions. For this project, a system should be put into place to test whether effectiveness of channels can be measured based on this metric.

Marketing Pilot Canvas

Based on the project, a tool was built to structure and assist the design and execution of future marketing pilots and is presented in Chapter 7: Channels Assessment Tool. One part of this tool is the Marketing Pilot Canvas presented here, which shows an overview of the core building blocks of such a pilot. In order to successfully design and implement a marketing pilot, each question in the blocks should be answered. On the right of the canvas, the design goals and chapters are indictated and marked with a color. Each color corresponds to a column containing 3 building blocks that the chapter or design goal are related to.

Pilot objectives

What is the high level goal of the marketing campaign?
What are the specific goals for the marketing pilot?
What hypotheses do we need to test?
What decisions should the results inform on?

Customer profile

For whom are we creating value?
Who are our most important customers?

Mass market
Niche market
Segmented market
Diversified market

Interventions

What marketing interventions do we want to use in our campaign?
Which marketing interventions have proven to be effective?
Which marketing intervention(s) do we want to experiment with?

Client objectives

How does the pilot fit into the future vision of the client?
What are additional objectives for the client?
Are there any sales targets that should be reached?
How will the results help the client after the pilot?

Key message

What is the key campaign message we want to communicate?

Channels

Through which channels are we going to reach out customers?
Which channels have proven to be effective?
Which channels do we want to experiment with?

Budget

What is the total budget for the campaign?

Marketing content

What is needed to materialize our core message into marketing materials?

Examples
Posters
Brochures
Facebook messages
Coupon designs

Metrics

How are we going to measure effectiveness for each channel?

Design goals

Design goal 1

Design goal 2

Design goal 3

Chapters

Chapter 1: Introduction

Chapter 2: Context

Chapter 3: Content generation

Chapter 4: Implementation

Chapter 5: Testing digital channels

2

CONTEXT

Target audience and context

This part elaborates on the context of selling nutrition to the BoP in Nairobi. The presented insights form the groundwork for content creation in Chapter 3, where the first design goal will be answered. Specifically, the insights contribute to determining how the customer profile can be defined and provide input for a key message.

This section describes the results from the literature study, as well as from interviews conducted with the target audience in Nairobi. The literature study explores different segments present in the BoP based on income levels and explains how the segments influence people's roles in the economy. This helps to better define the target audience.

Furthermore, the perception and use of cassava flour in Kenya is studied. This part contains results from previously conducted studies that provide insight in the perception on a more general level and is supplemented with the insights from 15 interviews conducted in the field that provide more detailed insights for the specific case of Nairobi. For the detailed interview results, see Appendix: Interview Results. Interviewees consisted of 6 female market vendors, 4 female restaurant workers and 5 male taxi drivers. All of them live in Kawangware or Kibra, two low-income areas in Nairobi. The results are finally captured in a persona to give a more concrete representation of what the average potential customer looks like.

BoP segments and characteristics

The goal of the project states that the campaign should be targeted to the BoP. Therefore, it is important to define what is meant with BoP and what segment the customer profile fits into. Rangan, Chu & Petkoski present two ways of segmenting the BoP: Based on living standard and based on value-creation roles as consumers, producers and entrepreneurs (Rangan, Chu & Petkoski, 2011). The income level of $1 a day separates the extremely poor from everyone else. From there, people above that can roughly be divided in income levels of $1 to $3 a day, called the subsistence segment and those earning $3 to $5 a day in the low income segment.

Extreme poverty

Poor health, lack of nutrition and financial vulnerability shuts people living in extreme poverty out of the organized economy and makes it impossible for them to participate as consumers, producers or entrepreneurs. This makes them unlikely to engage in the campaign as consumers or traders.

Subsistence

People living off $1 to $3 a day are often low skilled with unsteady incomes. They can typically afford one filling meal a day, however nutritional content is often limited. Typical jobs are helpers or assistants of petty traders. Their value-creation role can be both consumers as well as producers, but their inability to receive loans limits their opportunities to become entrepreneurs.

Low-income

People living in the low-income segment of $3 to $5 typically have some level of education and skills to enter the job market. They work typically as drivers, petty traders or low-level staff in public and commercial establishments and engage in the formal as well as the informal market. Families often own goods such as cell phones, televisions or bikes. Their value creation roles can be both consumers and producers, as well as entrepreneurs.

Due to the unlikelihood of people living in extreme poverty to engage in the organized economy, the focus for this project will be on people earning between $3 and $8 dollar a day. The upper margin of $8 is chosen because BoPInc demographically considers people living off less than $8 a day as part of the BoP.

Purchasing behavior at the BoP

A study based on survey results from 600 respondents conducted by Singh provides relevant insights in considerations BoP consumers make when purchasing food. Findings showed that for food and fast-moving consumer goods for the family, women played a greater role in purchasing decisions than men, who have a bigger role when deciding on durable products (Singh, 2016). This poses an additional challenge when focusing on digital marketing, since women in Kenya are 39% less likely than men to have access to mobile internet and 23% less likely to own a smartphone (Rowntree, 2019).

Furthermore, results highlighted that the strongest driver to purchase branded food was 'attitude'. Singh defines this attitude as "the extent to which a person displays a favorable or unfavorable evaluation of the behavior (Singh, 2016)" and notes that it is empirically supported that the attitude results from the perceived usefulness. This also means that perceived health benefits can be a priority factor in food choice.

Lastly, the study shows that social networks have a high influence on buying behavior. Recommendations by network members have a high influence on brand trust, making it one of the strongest predictors for purchasing intention.

Perception of cassava flour

The majority of the interviewees expressed a strong pride for traditional Kenyan food, including meals made with cassava flour. They highlighted the fact that Kenyan food is natural and does not have any added additives of preservatives, unlike many Western types of food. Many claim that the food caused them to become very strong and resistant to diseases. Interviewees also express that they find it important that their children only eat natural Kenyan food, because this will keep them healthy and prevents expensive healthcare costs.

When talking more specifically about cassava flour, many people refer back to the times when they still lived in their native villages. In these times, it was common to mix different types of flour together, such as millet, cassava and maize flour. Each family had their own way of mixing them in specific quantities. This family recipe was passed on from generation to generation. However, upon moving to Nairobi for work or other domestic needs, cassava flour was no longer available, forcing a switch to maize flour as the staple ingredient.

Acceptability of cassava flour as a substitute

Throughout Kenya, the traditional utilization of cassava for food consumption is by boiling or roasting them. However, among certain tribes in the western provinces of Kenya, the roots are processed into flour for staple foods such as ugali (a starchy, polenta-like side dish) and porridge, where they are mixed with maize and sorghum flour. A study conducted by Muinga et al. investigated the acceptability of cassava in flours in the coastal regions. It was found that for ugali, cassava flour can replace up to 50% of maize flour and still be considered acceptable. Porridge, however could be replaced one on one (Muinga et al., 2010). It was expected that similar results would be found when conducting interviews in Nairobi, however the interviews contradicted this: Unlike in the coastal regions, the perception of cassava flour among the interviewees was different, mostly because the people in the target group are from West-Kenyan areas. Interviewees perceive cassava flour as highly nutritious and said it enriched the flavor of traditional meals.

The results from the interviews are in line with scientific studies, that show that cassava roots are a good source of energy, containing plenty of carbohydrates and providing a good source of vitamin C. This makes it a potentially valuable food source for developing countries where malnutrition is a problem (Montagnac, Davis, Sherry & Tanumihardjo, 2009).

Adhiambo

"I feel responsible for providing a nutritious meal that satisfies my family."

My name is Adhiambo, I'm a market vendor living in Kawangware. I grew up in the Western part of Kenya, but later moved to Nairobi to find a job. Besides my work, I take care of my family. I determine the food on the table, which is always a traditional Kenyan meal. My main dish is Ugali, which I cook every single day. It is a dish I am proud of, because my mother taught me how to prepare it. I still remember visiting the flour mills with her when I was young. We used to mill cassava and millet ourselves and combine it into a very nutritious flour. In Nairobi I only use wheat and maize flour, as these are the most commonly available and there aren't any flour mills nearby. What motivates me is when I have a supportive husband and my children are happy and healthy, which isn't always easy due to the financial challenges we face. Therefore, I budget responsibly and avoid taking risks, as I'm never sure to what the future holds in store for us.

MOTIVATORS

FOOD
Being able to prepare one meal a day that is nutritious and filling

TRADITION
Behaving in line with typical Kenyan family traditions gives a sense of pride

FAMILY
Having a husband and children that are happy and healthy

CHALLENGES

INCOME
Low and unpredictable incomes make it challenging to take care of the family

NUTRITION
Lack of availability of alternative flours and high prices make it more difficult to prepare a nutritious family meal

3

CONTENT
GENERATION

Methods

This section elaborates on the process of determining the content and key message for the marketing campaign and aims to answer design goal 1. The process consists of a strategy session, testing content with end-users and designing the final content and key message for the campaign.

This section describes and reflects on the methods that have been used to create the content for the campaign. In order to create the content, a detailed understanding of the customer profile was necessary, as well as a detailed shared understanding of the key message for the marketing campaign. Lastly, decisions had to be made on what content should be created to bring the campaign message to life. The final design of the key message and content will be presented on p. 46. For the additional designs of content, see Appendix: Marketing Content.

The purpose of evaluating the methods is to gain a better understanding on how the methods can benefit specific elements of the marketing campaign. Based on these insights, a recommendation will be given at the end, elaborating on how the different sessions can be applied in the future to get the most out of them. As stated in design goal 1, the methods are 'design-led'. The term 'design-led approach' here means: (1) Involve the end users to gather insights, (2) test and iterate based on results gathered from the end user and (3) work in a visual way. On the pp. 40 - 45, the evaluations of each of the three methods are presented.

Strategy session

At the start of the project, a strategy session was held that involved BoPInc and Mhogo Foods. The goal of this session was to (1) determine the customer profile the campaign should be targeted at, (2) determine what the messaging of the campaign should be and (3) determine the activities and content for the campaign. The session consisted of a brainstorm of marketing activities using the Five Levers for Change (see p. 54), the creation of a persona based on current knowledge and deciding on what marketing content should be created.

Interviews

As presented in the previous chapter, 15 interviews were conducted with potential customers. The interviews were done after the strategy session, thereby providing new insights in the customer profile. The main goal of the interviews was to find potential triggers that might spark customers their interest in the product, based on what is important to them regarding nutrition. Additionally, assumptions made during the strategy session could be tested with the target audience.

Focus group sessions

Four focus group sessions were done with a total of 36 participants. Two of the sessions were held in Kawangware and the other two in Kibra. The main goal of the sessions was to find out what tag line resonates the most with the target audience and what visuals are the most appealing to the target audience. Additionally, quick discussions about the product were held to dive further into people's perception towards the product and find out whether the campaign message matched with the actual product.

How the strategy session benefited the content creation for the campaign

Based on existing knowledge from the participants, a rough sketch of the customer profile could be created. This included mostly demographic information such as location, income level, educational level and role in the family. However, defining the customer profile from a more emotional or aspirational level with certainty proved to be more difficult from existing knowledge and desk research alone.

During the session, a key barrier was defined that should explain the main reason that the target audience doesn't currently use cassava flour. Based on current knowledge, it was decided that the target audience lacks knowledge on how to combine cassava flour with other types of flour and ensure it will result in a meal that the entire family will enjoy. Therefore, the first campaign focus was designed in such a way that it should aim to overcome this barrier. As a result, the following focus was defined: "Blend Mhogo Foods' cassava flour with your daily ugali and uji in a way that is safe, hassle-free and adds richness to the smell, taste and texture of your meal."

This campaign focus mostly targets the functional aspect of using cassava flour. Based on the available knowledge, it was difficult to define what would spark the interest of the consumer from a more emotional or even aspirational level. Therefore, it was decided that the focus should be refined later, when more knowledge is gathered from end users directly.

How the interviews benefited the content creation for the campaign

The interviews provided rich insights about how people perceive cassava flour, how well they know it, its role in traditional Kenyan meals and more general insights about Kenyan food that were considered important. The results were much more detailed than what could be defined during the strategy session and provided clarity on the target audience their needs and wishes from an emotional level. The results of the interviews can be found in Appendix: Interview Results.

Besides these insights, the interviews also redefined who the target market in general was. During the strategy session, it was assumed that the potential customers would not be familiar with using cassava flour, but the interviews proved that many were already familiar with the use of it from the days they still lived in more rural areas and had their traditional family recipes. Therefore, referring people to their past might help trigger positive memories that instantly create more understanding for the product.

The interviews also redefined the novelty of the product. It was found that not the flour itself was new to the target audience, but just the fact that it was packaged and available in shops (most interviewees responded that they used to get flour directly from the mills). This way, the campaign can be designed differently, in the sense that people now have to understand that this same flour is readily available in packs, something people are currently unfamiliar with.

These triggers helped to craft a more detailed key message. As a result, different taglines and visuals were created that incorporated tradition and authenticity into the campaign. These new materials were used for the focus group sessions that followed.

How the focus groups benefited the content creation for the campaign

With the traditional focus in mind, several taglines were created. One that focused mostly on tradition, one that focused most on the authenticity of the product, one that stated the product was for Kenyans and one with a clear call to action. Furthermore, different visuals were created focusing on only the mother, the children or the whole family. The visuals were either illustrated or a photograph. The group would discuss each of the designs or taglines individually, followed by a voting session.

The sessions proved to be valuable for several reasons. First of all, several taglines were significantly more popular than others, with some even being perceived as discriminating. Therefore, the session helped to eliminate elements that might negatively affect the campaign.

Furthermore, the session made it easy to point out visual elements that resonated well and others that didn't work. Participants were quick to point out what should be changed to make it better represent their own living situation and make it resonate with them. For additional insights on the focus group sessions, see Appendix: Focus Groups Report Exp.

These insights resulted in a final poster design that presents the core of the campaign in a visual way. Each of the visual elements, as well as the tagline and supporting message were validated with the target audience and provide certainty that it will resonate properly with the audience. The final result is shown on the next two pages along with the motivation behind the different elements.

TAGLINE

The tag line 'Mlo Wetu Halisi' literally translates to 'Eating, in our traditional way'. The supporting message 'Unga wa Mhogo Ni Rahisi Kutayarisha' means 'Flour made with cassava that is easy to prepare'. The tag line is the main focus of the campaign and links it to people's traditional way of eating. The supporting message links the campaign focus to the behavior that is associated with preparing traditional meals. Since the majority of the consumers don't remember how to prepare meals with cassava flour, the supporting message provides certainty that this is still possible.

FOOD

On the bottom right of the poster, three types of food are presented that show what the flour can be used for. Again, the main focus is on traditional meals, which are ugali and uji. Pancakes are added as a secondary focus for two reasons: (1) this shows that the flour is multi-purpose and (2) it taps into consumer's aspirations, since pancakes are perceived as food for people in higher income segments, which a lot of targeted users are aiming to reach.

VISUAL STYLE

Participants of the focus group sessions preferred photographs rather than illustrations, because a photograph is better able to capture their living room setting. This makes the poster resonate better with people that identify with this type of living standard.

PHOTOGRAPH

During the co-creation sessions it was found that the photograph needs to resemble the living situation of the targeted customers. Therefore, the models on the photograph are seated on a sofa, since households in Kibra and Kawangware typically do not have dining tables. Furthermore, it was requested for the whole family to be shown on the picture to illustrate that the flour can feed the entire family. Lastly, the models on the photo resemble the higher BoP market segment, further tapping into consumers' aspirations.

Figure 1: Co-creation sessions to test campaign visuals and taglines

Figure 2: Participants discussing different visuals

Recommendations

Based on the results from the strategy session, the interviews and the focus group sessions, several recommendations can be given. These recommendations aim to answer design goal 1:

Provide recommendations on how a design-led approach can benefit the campaign design

While each method had clear objectives, the final results showed that each of the methods proved particularly useful on a few key aspects. The strategy session was useful for gaining an understanding of the customer profile, but only on a more general level with demographic data. It was possible to define several key barriers, but these are mostly barriers on a functional or behavioral level. It is important that these should still be listed as assumptions and validated during the interviews, since the interviews proved that some of these barriers should be adjusted.

The interviews resulted in a much more detailed understanding of the customer profile, especially on the more emotional and aspirational level. Furthermore, the insights made it possible to validate assumptions made during the strategy sessions, such as the identified barriers. The emotional insights (referring back to people's pasts) ultimately formed the core of the campaign messaging and provided triggers for people to better understand and remember the product. These triggers may help people overcome the barriers defined during the strategy session (such as the lack of understanding of how to cook with cassava flour).

Therefore, the interviews resulted in a clearer understanding of the barriers and provided solutions for overcoming them.

Finally, the focus group sessions proved to be useful for uncovering blind spots. For example, it was found that some taglines that were considered promising beforehand were perceived as discriminating by the participants and potentially harmful for the campaign. Another benefit was that the participants were able to quickly point out how the visuals could resemble their own living situation more accurately. This made the translation of the campaign messaging into content more accurate. Therefore, the focus group sessions are best used to validate the materialization of the campaign messaging into content, such as taglines and visuals. Based on these results, it becomes much easier to design the final materials with the confidence that these will resonate well with the target audience.

4

IMPLEMENTATION

Method

This section describes how the offline and online interventions have been combined into a single campaign. The interventions will be explained individually. In the evaluation, more emphasis on how the online interventions have been implemented will be given in line with answering design goal 2.

Proven interventions for gaining traction

A combination of methods has been used to determine the interventions that are necessary for a successful campaign. While the ultimate goal of the pilot is to understand the potential of new online channels, it is important to activate the market and gain initial traction to get accurate results. Therefore, besides the online interventions, offline interventions are implemented that have proven themselves over the years in past marketing campaigns. This significantly increases the likelihood that the market is activated and some initial traction is gained.

Experiments to explore new digital channels

Besides these offline interventions, several online interventions are being implemented that are considered experiments. These experiments should provide insight in how the digital channels work and how they offer new opportunities for measuring effectiveness by providing new metrics. During the strategy session, it was determined that a reward program should be used to operate the digital channels. The goal of the reward program is that it can offer rewards to customers in the form of points or coupons that can be redeemed when buying a product. This way, redemption rates can be measured to inform on the effectiveness of the channel. The digital interventions can be divided into two categories: Interventions can be conducted over existing platforms that already have built-in reward programs, or an entirely new reward program can be built from scratch.

Existing reward programs

Interventions on existing platforms are interventions that can be implemented on platforms that are already present and have a reward program built into them. Operating these platforms is less time-consuming than building a reward program from scratch, as there is already a system in place that offers the rewards to the users, monitors user engagement and redeems potential shopkeepers for provided discounts. The downside of using an existing platform is that it is limited to the functionality that is built into it.

Building a reward program from scratch

The other option to incorporate a reward program in a digital channel is by setting it up from scratch. In order accomplish this, each step of the process, from distributing rewards to redeeming them, monitoring the process and reimbursing shopkeepers has to be done manually. The benefit of this approach is that it gives more freedom to design the experiment according to your demands. The downsides are that it is much more time-consuming than building upon an existing platform and is difficult to make entirely fraud-proof.

Tool used for brainstorming interventions

As mentioned in Chapter 1: Introduction, the campaign should be built upon the behavior change tool created by Unilever. This tool is built to encourage sustainable behavior change and is based on decades of practical research and interviews with leading experts. The tool is called the Five Levers for Change (Unilever, 2011) and offers a practical approach to building a marketing campaign that focuses on behavior change.

In order to use the tool, an in-depth understanding is required of the target audience, their habits and their motivations. Once this is accomplished, the gathered insights can be turned into practical interventions by addressing each of the five levers. On the right, the five levers are explained.

On the following pages, the interventions are presented that were implemented during the campaign, along with the lever that the intervention addresses. The interventions will be briefly explained individually.

Behavioral science

The tool presented on the right is based on behavioral science that is presented in Daniel Kahneman's book *Thinking, Fast and Slow* (Kahneman, 2013), that explains how human behavior is often irrational and influenced by biases that occur subconsciously. The literature study on behavioral science and cognitive biases can be found in Appendix: Behavioral Science.

Five Levers for Change

Make it **understood**

This lever raises awareness and encourages acceptance by educating people about the behavior and why it is relevant.

Make it **easy**

This lever establishes convenience and confidence by making the behavior easy to fit into their lives.

Make it **desirable**

This lever ensures that the new behavior fits with people's aspirational self-image. It makes sure the behavior fits the way they like to see themselves and how they like to be related to others.

Make it **rewarding**

This lever demonstrates a proof in the form of a reward for doing the behavior right, making the behavior feel like it is a rewarding thing to do.

Make it a **habit**

This lever is about reinforcing and reminding. It helps people to keep doing their behavior after they have changed it.

Make it **understood**

Increasing awareness and understanding through posters

The posters serve several purposes, which are mainly linked to creating understanding. The posters are placed on the shops that have the product available, making it easier to find the product for the consumers. Furthermore, the poster communicates who the product is for by resembling the target audience. Additionally, the poster taps into aspirations of consumers, by displaying the higher income segment of the BoP. Lastly, the tagline makes the brand and product easier to remember and shows the customer how the brand is aligned with their own background.

Make it **understood**

Increasing understanding through chama sessions

During the campaign 40 chama groups have been engaged through one-hour sessions. Chama groups are women saving groups that pool and sometimes invest savings. Besides this, members often talk about the happenings of the week or specific topics that are important to them. The goal of the sessions was to increase understanding on what a nutritious and healthy diet looks like and how cassava flour can play a role in improving one's diet. Furthermore, in short cookout sessions, the facilitator of the session shows how the product can be used for cooking and makes samples that the participants can try. Chama members were encouraged by the chama leader to join the sessions. From a behavioral science perspective, this increases the likelihood that the members trusted the information shared in the session, since people tend to attribute greater weight and accuracy to the opinion of an authority figure (Rezaiezadeh, 2017). After the session, the participants received recipe cards to remind them how to use the flour.

Make it desirable

Creating trust in the product through cooking events

Two cooking events were set up, one in Kawangware and one in Kibra. During the cooking events, activators cook traditional meals with Mhogo Foods cassava flour and allow visitors to sample the product. By trying the food first, consumers gain trust in the product. This makes them more confident to purchase the product, because they now have the certainty that the product allows them to produce a satisfying meal that can feed the whole family.

Make it a **habit**

Encouraging repeat purchases with loyalty cards

Upon purchasing the first pack of Mhogo Foods cassava flour, the customers received a loyalty card at the shop that allowed them to collect stickers. For each product bought, the customer received a sticker on their card. After buying a total of seven packs, the customer would receive an additional pack for free. This encouraged customers to come back and stay loyal to the brand.

Digital: Make it easy

Showing recipe videos on Moja to make cooking with cassava flour easier

Moja is an online Wi-Fi platform that can be accessed by connecting to the Wi-Fi on local buses and at several stationary points near bus stations. The Moja platform allows users to earn points that can be redeemed, upon which the user receives free access to the Wi-Fi for a certain period of time. In order to earn points, the user has to watch advertisements or content presented on the Moja platform. The user will receive the points after watching a whole video from start to end. The reward system encourages users to consume content that meets their interest and motivates the user to watch the entire video.

During the campaign, Moja was used to stream recipe videos of traditional meals made with Mhogo Foods cassava flour on a total of 680 local buses. The videos show the step-by-step process of cooking with the product, making it easier for users to understand how to use the product when cooking themselves.
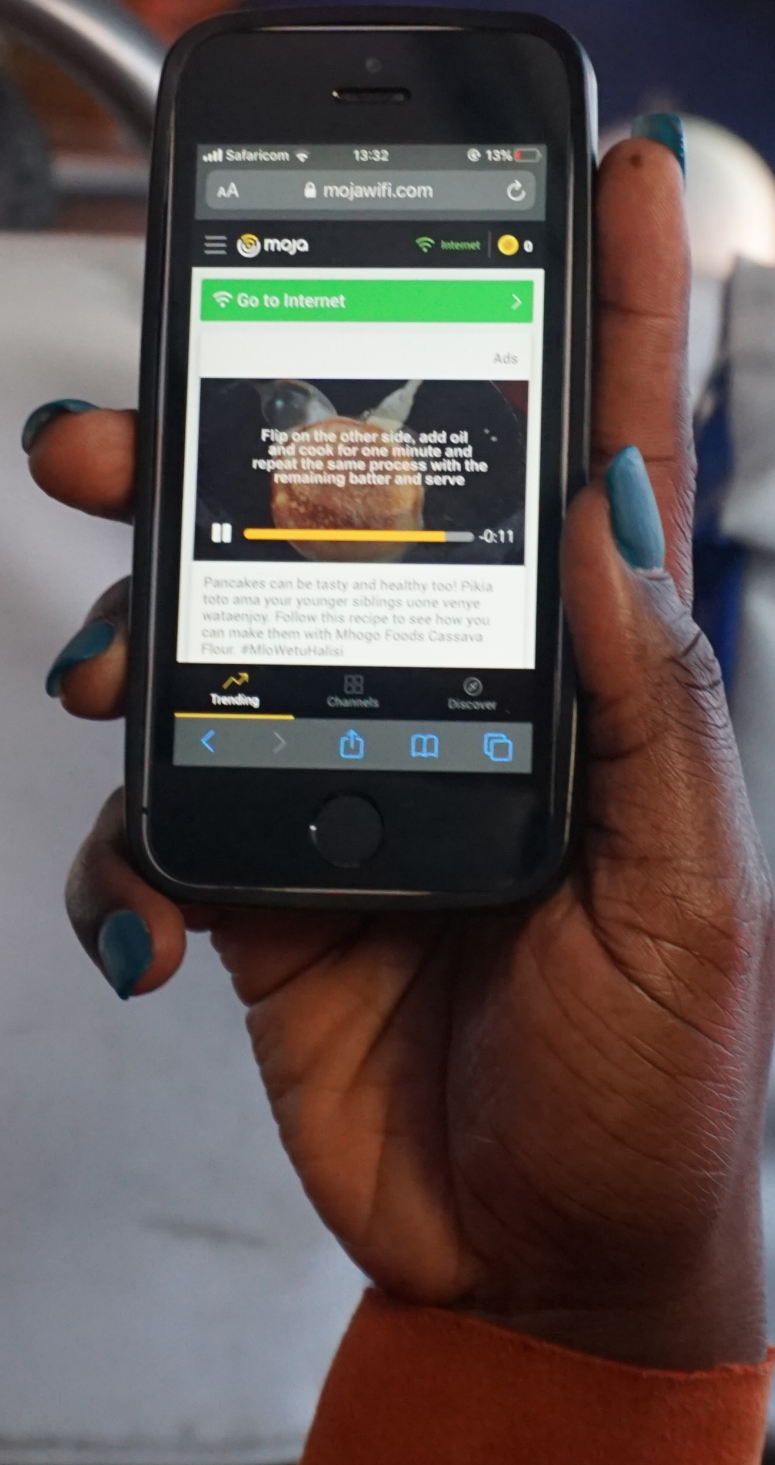
Digital: Make it **rewarding**

Stimulating customers to go to the shops by distributing digital coupons

In order to make the behaviour of purchasing a pack of Mhogo Foods cassava flour rewarding, digital coupons were introduced. The coupons were distributed through Whatsapp and Facebook Messenger. The coupon can be redeemed by going to the shop directly and showing it to the shopkeeper. The shopkeeper will copy the code on the coupon and proceed with giving the discount. In the end, the shopkeeper will be reimbursed for the discount through M-PESA (a mobile microfinancing platform commonly used throughout Kenya). A step-by-step explanation from distributing the coupon up to reimbursing the shopkeeper can be found on p. 78. The digital coupons are used as the main intervention for testing digital channels in Chapter 5: Testing Digital Channels.

An added benefit of digital coupons was that online groups were created through Whatsapp and Facebook. Seeing other participants join the coupon program can increase trust in the program, due to the bias of social norms that causes people to behave similar to the group they are in because the group sets a perceived new acceptable norm (Pryor, 2018).
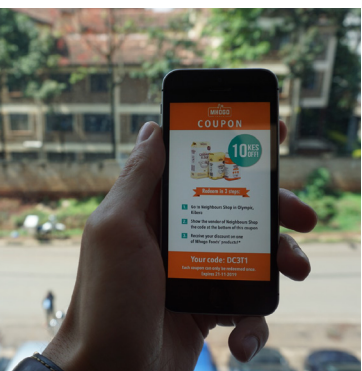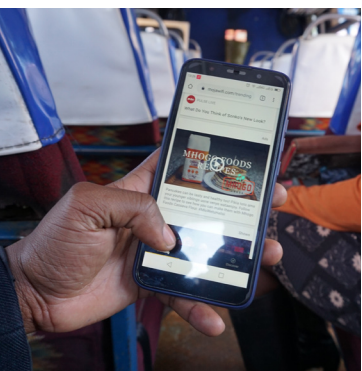
Figure 3: The digital intervention through Moja and the digital coupon programme

Figure 4: Watching Mhogo Foods' recipe videos on Moja allows users to gain access to the Wi-Fi

Evaluation

Based on the results from implementing the online and offline interventions, several recommendations can be given to answer design goal 2:

Combine the Five Levers for Change with emerging digital channels

For each of the online methods used, existing digital channels were used. Bringing content to life through these channels did not prove to be a challenge. However, when incorporating more novel interventions like the coupon program, much more challenges arose. Two approaches have been used to run a coupon program through a digital channel: (1) Building upon an existing platform that already uses a reward program and (2) Designing a simple reward system from scratch.

Using the existing Moja platform had several benefits. First of all, using an existing platform saved a lot of time. Once the content was optimized for the platform, it could be implemented on the platform within days. Almost 50% of the users that saw the advertisement watched the entire video, resulting in almost 10,000 views in total (see p. 85 for the data). The immediate engagement mainly happened due to the fact that users are already familiar with the platform and therefore didn't require any additional training or activation. A downside of this platform was that it was limited in its functionality. The platform used an existing reward program, rewarding users with Wi-Fi connectivity after watching a video.

However, distributing coupons and measuring conversion into sales was not feasible within the given timespan. This makes evaluating the impact of the platform on sales more difficult.

Setting up the digital coupon system from scratch required the implementation of many different steps, as can be seen on p. 78. Although the system put into place may not be entirely fraud proof and requires a lot of manual monitoring, setting it up in itself was not a major challenge. An advantage of designing each step from scratch is that it gives more insight in the specific customer journey (the journey from receiving a coupon upon redeeming it) and where customers drop out. When designing a system for a digital intervention from scratch, it is therefore recommended that important metrics are defined beforehand and the experiment is designed in such a way that these metrics can be put into place. For example, if it is important to know whether customers are interested in receiving a coupon, it could be interesting to measure clicks on a download link (other than just sending the coupon straight away through a messaging service).

This way, interest can be measured by comparing the number of customers receiving the link to the number of customers that actually proceeded to clicking it.

A challenge arose when trying to get both shopkeepers and consumers to understand the benefits of the platform. Existing platforms like Moja are usually accompanied with months of training and creating awareness before implementation. Therefore, the digital coupon program lacked offline activation and training of shopkeepers and potential users. Moreover, the discounts distributed were only applicable to one product. This made it difficult to convince shopkeepers to tell customers about the coupon program and remind buyers of Mhogo Foods cassava flour that they could use a coupon for a discount. Therefore, when implementing digital marketing interventions that are new to the target audience, sufficient time and effort should be allocated to offline training and activation beforehand, for example by engaging customers through offline channels where people are engaged for a longer period of time.

Concluding, the Five Levers for Change were successfully combined with digital channels by using a combination of existing digital platforms and by creating an entirely new one. It is recommended that these digital interventions are combined with offline activations to get potential customers to understand the benefits of the digital program and to train shopkeepers and other actors in the value chain how the system works and what the benefits are for each actor. For measuring effectiveness, clear metrics should be defined beforehand and the implications for the subsequent design of the intervention should be made clear. This way, the measurements can be conducted accurately from the start, allowing more time for adjusting the intervention based on interim results.

5

TESTING DIGITAL CHANNELS

Method

This section describes how several experiments were conducted to determine whether a reward program can be used to measure effectiveness of interventions by implementing them through different digital channels.

The experiments in this chapter consist of two parts. First, the initial set up of the experiments will be presented along with the results after two weeks. However, based on the results, it was chosen to iterate and change the entire set up of the experiment. Therefore, after presenting the results for the first two weeks, the new strategy will be introduced based on the learnings of the first two weeks, followed by the final results, a reflection and a proposal for a full campaign based on the findings.

Channels

The channels will be the main variable for the experiments. At the end of the experiment, it should be possible to evaluate the effectiveness of the different channels and decide through which channel the intervention is most successful. As the main channels, Whatsapp, Facebook and Moja will be used.

Whatsapp

With more than 70% of Kenyans now having access to the mobile network (infoDev, 2013), Whatsapp becomes a promising channel to explore for marketing. Whatsapp will therefore be used as the channel for distributing digital coupons in Kibra. This area is chosen mainly because several shops in this area already engage in digital loyalty programs with Unilever, called U-Join. Through this platform, shopkeepers can give discounts through SMS coupons. It was expected that this would make it easier for the shopkeepers to understand the coupon program.

Facebook

Similar to Whatsapp, Facebook has an increasingly adopted platform and will be used as a channel for distributing coupons in Kawangware, an area close to Kibra with similar demographics. The entire procedure for engaging an online platform like Facebook is explained in steps on p. 78. It differs on a few points from Whatsapp. Instead of manually signing up people by collecting phone numbers, a Facebook advertisement was sent out targeting users in Kawangware. The advertisement asked users to leave a comment upon which the first 50 respondees would receive a coupon through Facebook Messenger with instructions on the procedure for redeeming it.

Moja

Moja is a relatively new digital platform with demographics quite different from Whatsapp and Facebook, because it is limited to people traveling on the local buses. For the full demographic data, see Appendix: Moja Demographics. Additionally, the way users engage with this platform is different, because it is only used during idle time, when people are on the bus or waiting for a bus. This might result in a different kind of engagement on the platform and a different attention span for specific content.

The initial plan for the Moja platform was to engage the Moja platforms on buses that travel between Kibra and Kawangware. On these platforms, coupons could be received by clicking a click banner. The first 50 users that would click the banner would receive a coupon that was sent to their phone number. However, as will be presented in the results section on p. 80, the implementation of this system was not feasible given the short time before roll-out. Therefore, Moja will be engaged in a different way that will be presented in Iteration 2 on p. 81.

Key metrics

The main benefit of using a reward program is the measurement of conversion into sales. Therefore, redemption rates of the coupons will be used as the key metric. This metric is valuable because it informs on how well the intervention is able to send people to shops and purchase a product. It is worth noting that sales is not the final desired impact, since the high level goal is to improve nutrition at the BoP. However, improved nutritional diets is difficult to measure. Therefore, conversion into sales of Mhogo Foods cassava flour is chosen as the closest measurable result for achieving the desired impact.

Implementation

Apart from the strategic aspect, several practicalities had to be prepared in order to make the steps shown in the figure on p. 78 run smoothly. First of all, 10 shopkeepers were mapped and engaged in Kibra and Kawangware (5 per area) that were easy to reach by foot, but far enough apart that it was unlikely that they would have (partly) the same customer base. In order to explain to the shopkeeper what the coupon program was about, posters were made that explains how it works and what the benefits are for the customers. Generally, shopkeepers were very open to joining the program and saw the benefit of offering coupons to increase sales and get a more loyal customer base. For a visual overview of the participating shops, see Appendix: Mapping of Sales Outlets.

In order to gather customers for the Whatsapp groups, shopkeepers were instructed to provide 10 phone numbers of customers that would like to receive discounts. Since shopkeepers are often busy, the posters were made so the shopkeeper could easily explain what the benefits of the program were. All five shopkeepers were happy to join the program and stated that they were willing to provide the 10 phone numbers.

In total, four activators (two per area) were trained to explain shopkeepers how the program worked and to monitor progress. Three times a week, the activators would visit each shop to collect coupon codes and answer potential questions the shopkeeper might have. Monitoring was done using Akida, a reporting app that collects real-time data from the field that is collected by a mobile team. The coupon codes were collected by filling in a form on the Akida app on their mobile phones. At the end of the day, the data would be uploaded to the Akida back-end system and made accessible to the rest of the team. For the schedule for distributing coupons and the system for coupon codes, see Appendix: Digital Coupon Schedule and Codes.

Iteration 1

INTERVENTION

Digital coupons

CHANNELS

Whatsapp

Facebook

Moja Wi-Fi

METRICS

Number of redeemed coupons through Whatsapp

Number of redeemed coupons through Facebook

Number of redeemed coupons through Moja

Digital coupon system design

Below the different steps necessary to distribute and redeem coupons through an online platform are presented. The visual explains the entire process that has been put into place for Whatsapp and Facebook, from signing up vendors and customers up to redeeming the coupons and reimbursing the shopkeepers.

START

STEP 1

SIGN UP THE SHOP

Vendor signs up his shop by providing his phone number

STEP 2

SIGN UP CUSTOMERS

Sign up customers through (1) the shopkeeper, (2) a social media platform or (3) an offline event (e.g. a cooking event or chama session)

STEP 3

CREATE A GROUP

The marketing agency creates an online group (e.g. Whatsapp group or Facebook page) and adds signed up customers

STEP 4

DISTRIBUTE COUPONS

The marketing agency sends 10 coupons, each with a unique code, to the individual phone numbers of the customers

STEP 8

VENDOR VALIDATES COUPON

The vendor checks the code and crosses the code off his list of valid codes

STEP 7

CUSTOMER REDEEMS COUPON

The customer visits the shop and shows the coupon with the unique code to the shopkeeper

STEP 6

SEND INSTRUCTIONS

The marketing agency sends instructions on how to redeem the coupons in the online group

STEP 5

DISTRIBUTE COUPON CODES

Each shopkeeper receives a list of coupon codes that are only valid at his shop

STEP 9

VENDOR GIVES DISCOUNT

Vendor proceeds with the transaction and gives the discount

STEP 10

MONITOR PROGRESS

An activator from the marketing agency collects the codes of the redeemed coupons from the shopkeepers' list

STEP 11

TRANSFER DATA

The marketing agency receives the coupon codes from the activator through its monitoring program

STEP 12

REIMBURSE SHOPKEEPER

The marketing agency reimburses the shopkeeper through MPESA

END

Results iteration 1

An evaluation was done after the campaign had been live for two weeks. Based on the intermediary results, several key adjustments were identified to improve the results for the next iteration.

Conversion rates

After two weeks, no coupons were redeemed. This happened due to several reasons. First of all, when approaching shopkeepers during the campaign, shopkeepers explained that they were very busy and prioritized dealing with customers quickly over explaining them the coupon program and getting them on board. Even with posters that assisted in explaining the program to the customers and multiple visits by activators to explain the benefits for the shopkeeper, the shopkeeper was not convinced enough to actively recruit customers.

The Facebook advertisement saw a high reach with 53968 people seeing the advertisement. However, engagement was minimal. The ad did not see any interactions in the form of comments and received only two likes. The most likely explanation for this is that attention spans of Facebook users averages on 1.7 seconds (Saric, 2017). Given that coupons are a relatively new concept in general in Nairobi, it is unlikely that users understand the concept the advertisement is trying to communicate, let alone the benefits in such a short timespan. Another explanation is that the message was lost in translation to Kiswahili. Since the word 'coupon' does not have a translation in Kiswahili, explaining the concept in a short and compelling way was found difficult.

The reason Moja was ineffective is that the click banners with coupons were not implementable in the short time leading up to the campaign launch. Therefore, it was decided to engage Moja in a different way for the second iteration.

Evaluation

Apart from the feasibility issues with Moja, the main issue coupons were not redeemed is that the customers were not engaged for long enough (or not at all when recruiting is done by shopkeepers). Therefore, a new approach was initiated that engages customers for a prolonged period of time. Another important learning was that the metrics should have been defined differently. In iteration 1, the only metric was conversion. However, in most cases the consumer was not even reached. Therefore, in the second iteration,

several metrics will be defined that break down the journey of the customer for redeeming the coupon into small steps. This way, even when no coupons are redeemed, the channels can still be evaluated and compared based on other metrics.

Iteration 2

Based on the results from the initial method, a new setup is created that aims to increase the engagement times of consumers. The intervention, using digital coupons, will not change. However, the channels will be operated differently and the metrics will be chosen differently.

Channels

Because the tests with Facebook did not result in any long-term engagement or sign-ups, it will not be tested in the second experiment. Instead, chama engagements are chosen because they engage the participants for a full hour (see p. 58). During each session, the activator would now educate participants about the coupon program and ask whether they would like to sign up. In order to sign up, the participant had to leave his/her name and phone number.

The Moja channel will still be tested, but will be limited to showing content in the form of recipe videos for 4 weeks. This way, reach and long-term engagement can still be measured, but sign-ups and redemption rates will not be applicable.

Metrics

In order to measure effectiveness, several metrics have been defined for each of the channels. For each channel, the combined set of metrics form a *marketing funnel*: The journey that the customer makes from the first point of contact with the intervention up to converting into a sale. The metrics are chosen based on four important phases for the marketing intervention: (1) Creating awareness, (2) making the customer attentive, (3) activating the customer and (4) making the customer buy the product. The intervention, different channels and corresponding metrics are presented on the following two pages.

INTERVENTION

Digital coupons

CHANNELS

Whatsapp groups with chama members from Kibra

Whatsapp groups with chama members from Kawangware

Moja Wi-Fi

METRICS

Awareness

Number of people reached through the chama session

Number of people reached through the chama session

Number of people reached with the video

Attention

Number of people that stayed during the entire chama session

Number of people that stayed during the entire chama session

Number of people watching the entire video

Activation

Number of people providing their phone number

Number of people providing their phone number

Purchase

Number of redeemed coupons at the shop

Number of redeemed coupons at the shop

Results iteration 2

The results after the campaign are presented in the graphs on the right page. Based on these measurements, several conclusions can be drawn. The measurements will be briefly elaborated. Subsequently, a final evaluation will be given per channel, based on the results from the two iterations.

Measurements

When the second iteration started, the activators took a total of three days to engage 150 people in chama sessions in Kibra. Since all participants attended the entire session, all of them were engaged for the full hour. A total of 48 people signed up for the coupon program, leaving their names and phone numbers. This way, some first evidence was gathered that participants were interested in the coupon program. However, nobody redeemed the coupon in the end. The main reason was that the participants still did not understand how the coupon worked and were not reminded by the shopkeeper that they could redeem their coupon. This way, the participants also lacked confidence to redeem the coupon in the end.

The chama sessions done in Kibra produced similar results. Again, roughly 150 participants were engaged during different chama sessions. A total of 36 people signed up for the coupon program, however participants did not redeem coupons in the end due to the same reasons described above.

Moja Wi-Fi produced interesting results. With a reach of approximately 20.000 people after 4 weeks, its reach was significantly higher than the chama sessions, but lower than Facebook advertising (approximately 54.000 people in two weeks). However, the built-in reward system Moja uses (users need to watch the entire promotional video in order to access the Wi-Fi) ensured that 9854 users that saw the video thumbnail watched it from beginning to end. Therefore, users are significantly engaged for a longer amount of time than any other digital channel, since the videos lasted from 1 up to 3 minutes each. Therefore, Moja proved to be the only digital channel that captures the attention span of a user for a significant amount of time without the use of additional offline activation. It would therefore be interesting to see how customers respond to the possibility to sign up and redeem coupons at shops through this channel. For the entire report on Moja, see Appendix: Moja Performance Report.

Whatsapp groups with chama members from Kibra

Reach
Number of people completing the session
Number of people providing their phone number

Whatsapp groups with chama members from Kawangware

Reach
Number of people completing the session
Number of people providing their phone number

Moja Wi-Fi

Reach
Number of people watching the entire video
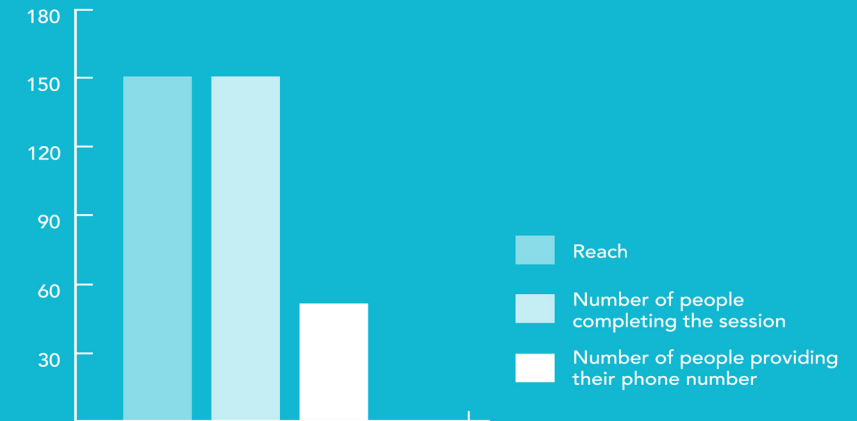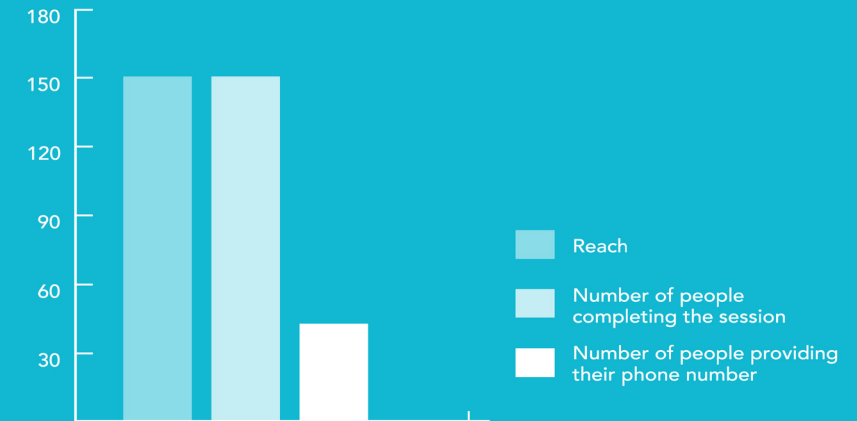
Evaluation

An overview of all tested digital channels is given on the right, projected over a four week timespan so an objective comparison can be made (in reality, the interventions ran for two weeks, except for Moja which ran four weeks). It should be noted that in the charts the word 'engagement' means 'engaged for a prolonged period of time', meaning 30 seconds or more. Each channel will be briefly evaluated.

Whatsapp

Whatsapp proved to be a promising channel, but only when combined with offline activation that engaged consumers for a prolonged time. In the case of engaging chamas, this provided an additional opportunity of bridging the digital gender gap in that it ensures most of the people on the online platform are women, who are the main decision makers for buying fast-moving consumer goods.

Since offline training takes a lot of time, this may not always be a cost-effective solution, especially when performed on a larger scale. When this is not possible, it is recommended to look for existing digital infrastructure that already allows some form of a reward program that consumers are already familiar with, such as BRCK's Moja platform. Other examples are Every1Mobile's U-Join and U Afya programs (Every1Mobile, 2020).

Moja

With both high reach and long-term engagement, Moja proved to be a promising channel for the future. This platform was able to reach and engage more users in less time when compared to setting up Whatsapp groups through chamas. Furthermore, because Moja already contains a built-in reward system, customers are already to some extent familiar with earning and redeeming points, increasing the likelihood that users will also understand the coupons as a reward system.

Facebook

As can be seen on the right, Facebook resulted in the highest reach, but did not prove to be a promising channel for setting up a reward program because of its low engagement time per user. Therefore, in order to make Facebook a successful channel for a reward program that can also measure effectiveness, it is recommended that the channel is combined with offline activations, where customers can be engaged for longer periods of time.

Whatsapp groups with customers from shopkeepers

- Number of people reached
- Number of people engaged by the shopkeeper
- Number of people signing up with their phone number

Whatsapp groups supported by chama activations

- Number of people reached
- Number of people engaged by the activator
- Number of people signing up with their phone number

Moja Wi-Fi

- Number of people reached
- Number of people that engaged with the content

Facebook

- Number of people reached
- Number of people that engaged with the content
- Number of people signing up by leaving a comment

Timeline full marketing campaign

The insights from the results are combined into a proposal for a potential follow-up campaign that typically lasts 9 months. The proposal consists of a hybrid between offline and online activations, where sufficient time is spent on educating women on the use of digital coupons and onboarding them on digital platforms. After this is successfully achieved, the digital interventions will start.

MHOGO FOODS

VISION STATEMENT

To be the leading cassava value addition company in Africa and contribute to achieving zero hunger by 2030, positively impacting small-holder farmers.

LEGEND

Each black dot indicates a required action that is needed to achieve the goals for the campaign. The three colours represent the different stakeholders that perform the actions

- Required action
- Action performed by BoPInc
- Action performed by the agency
- Action performed by Mhogo Foods

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9

SALES CHANNEL

Chamas and door-to-door

Shops and supermarkets

ONLINE ACTIVITIES

Moja Wi-Fi
- Create Moja content
- Educate on digital coupon use
- Distribute coupons through Moja
- Continue digital engagements

Social media
- Create social media content
- Post daily content
- Create whatsapp groups with chama members
- Remind people on using cassava flour
- Distribute coupons through WhatsApp & Facebook
- Continue digital engagements

OFFLINE ACTIVITIES

Shops
- Provide stock for shops and wholesalers
- Implement marketing materials
- Continue postering

Chama engagements
- Map chamas and get buy-in
- Educate members on the loyalty programme
- Actively support users in loyalty programme

Cooking events
- Set up first round of cooking events
- Set up second round of cooking events

CAMPAIGN BUILDING

Campaign design
- Strategy session Mhogo Foods and BoPInc
- Contract marketing agency
- Co-create campaign
- Test campaign focus with TA
- Design final campaign
- Final reporting
- Share learnings within BoPInc

Training
- Train field activators
- Train sales team
- Train shopkeepers & consumers
- Actively support shopkeepers
- Strategy session with Mhogo Foods

6

CHANNELS ASSESSMENT TOOL

Marketing Pilot Channels Assessment Tool

From the learnings of conducting the marketing pilot, a tool was built that can be used as a guide for future marketing pilots. The tool is based on the approach used for testing digital channels through the coupon program in Chapter 5: Testing Digital Channels.

The Marketing Pilot Channels Assessment tool aims to provide a structured process towards building future marketing pilots. The tool provides the building blocks of a marketing pilot and provides a structured approach to testing marketing channels on effectiveness. This helps to ensure that enough results are gathered to enable a successful evaluation of the channels. This evaluation should inform on future decision making on how channels should be implemented and operated in marketing campaigns on a larger scale. Additionally, the tool will help to interpret the results properly by not only evaluating the different channels, but also reflecting on the experiment as a whole. The tool consists of two elements: The Marketing Pilot Canvas and the Marketing Pilot Channels Assessment Worksheet.

Marketing Pilot Canvas

The Marketing Pilot Canvas is presented on p. 96. It consists of an overview of all the building blocks for a marketing pilot. The left column consists of the objectives and budget for the pilot. It is important to note that the objectives for the pilot and the objectives for the client are separated. This is done because it is likely that the client has other primary objectives for engaging in the campaign than the initiating party. While the overall pilot objective may be to evaluate different channels, the client may have more tangible objectives of how the results will benefit the future decision making for the company, or is simply looking to achieve sales targets. Therefore, both stakeholders should discuss when the pilot will be considered a success for both parties.

The middle column focuses on content creation. In this report, Chapter 2: Context and Chapter 3: Content creation tap into this specific part. As was concluded from these chapters, it was important to have a good understanding of the customer profile to determine which key messages resonates most with the target audience. Subsequently, the marketing content can be built around this key message.

Lastly, the column on the right includes the interventions for the campaign, as well as the channels through which the interventions will be executed. In Chapter 5: Implementation, these interventions and channels were determined. Additionally, the metrics for measuring effectiveness are presented. In Chapter 6: Testing Digital Channels, it is shown how these metrics were determined and subsequently measured to evaluate different marketing channels. The inputs in the last column are also used for the worksheet presented on pp. 98.

Channels Assessment Worksheet

The worksheet on p. 98 provides a structure on how different channels can be compared to one another, based on a single intervention that is executed through each of these channels. Based on the one intervention that is filled in in the left block, different channels can be assessed based on several metrics presented in the blocks on the right of the channel blocks. The blocks containing the metrics form the entire journey a customer makes from not knowing about the intervention at all to becoming a paying customer. Not all customers that come into contact with the intervention end up generating revenue. This means that in between stages, customers are lost. In the end, the overview shows what is called a *marketing funnel*. By looking at the marketing

funnel, decisions can be made on how effective a channel is and where conversion rates can be increased to help customers go from one stage to the other. Each stage will be briefly elaborated on to provide more clarification on how the metrics can be defined.

Potential customers

Potential customers are all the customers that fit within the customer profile and can be reached through the chosen channel. An example of a potential customers metric could be the number of Facebook users within a certain area and age group. It is important to note that the goal of this stage is not to have the highest potential customers count as possible, but to get the *right* potential customers in that fit the customer profile. This minimizes the risk of wasting marketing efforts on customers that you already know are not going to generate revenue.

Reached customers

Reached customers are potential customers that actually gain access to your marketing intervention. It is the first time the customer comes into contact with the marketing intervention and hears about the proposition. Metrics for reach can be views on social media, the number of customers that show up at an event, customers that receive a text message or something else.

Interested customers

Interested customers are customers that have expressed their interest in the proposition. This could be customers providing their phone numbers or contact details, subscribing to a newsletter, clicking an ad, reading an entire blog, or something else. For each channel, a specific metric should be defined that is able to measure a type of commitment from the customer. Later, the conversion rates from reached customers to this stage can be compared to common benchmarks which can be found online or by comparing them to similar cases.

Active customers

An active customer is a customer that actively engages with the proposition that is being marketed for at least once. Activation can mean many different things based on the situation. Therefore, it is important to find an appropriate metric that can be used for

measuring activation. For example, this could be when a customer downloads an app, when a customer posts on a blog, when a customer starts using a loyalty card at a shop or something else. Based on the specific situation, the conversion rates can again be compared to benchmarks of similar cases or that can be found online.

Paying customers

Paying customers are customers that end up generating revenue. Based on the marketing intervention, this could mean redeeming a discount coupon at a store, using a loyalty card to purchase a product, make a digital payment for an online service, or something else. It is likely that not all revenue generated during a campaign comes from the specific marketing intervention defined in the beginning. Therefore it is important to make sure that the paying customer count includes only people that passed all previous stages through the specific intervention and tested channel.

Evaluation

After the channels assessment worksheet has been filled in entirely and the intervention is implemented, the evaluation sheet can be used to evaluate each channel individually and reflect on the experiment in general. The evaluation of the experiment in the top block aims to give clarity on how the results should be interpreted. For example, how well the chosen metrics represent the different stages in the marketing funnel. Furthermore, since experiments can be adaptive and consist of multiple iterations, channels may be operated over different timespans and in different ways. These factors influence the final results of the campaign and should be considered before drawing conclusions about the individual channels.

After the general evaluation, the individual channels can be assessed. First, the strengths and weaknesses will be assessed. This helps in determining how the channel can be operated in the future and for which type of interventions it is most successful. Subsequently, in the improvements block, ideas can be placed that could help increase conversion rates between stages so that the channels can be made more effective for the intervention.

Marketing Pilot Canvas

Step 1: For each block, fill in what you already know on post-its

Step 2: Reflect on each of the blocks. Where have assumptions been made? Where are still knowledge gaps?

Step 3: Keep updating the canvas during the pilot based on the newly gathered insights and tested assumptions. After each addition to the canvas, check whether the other blocks require changes as well.

Pilot objectives

What is the high level goal of the marketing campaign?
What are the specific goals for the marketing pilot?
What hypotheses do we need to test?
What decisions should the results inform on?

Customer profile

For whom are we creating value?
Who are our most important customers?

Mass market
Niche market
Segmented market
Diversified market

Interventions

What marketing interventions do we want to use in our campaign?
Which marketing interventions have proven to be effective?
Which marketing intervention(s) do we want to experiment with?

Client objectives

How does the pilot fit into the future vision of the client?
What are additional objectives for the client?
Are there any sales targets that should be reached?
How will the results help the client after the pilot?

Key message

What is the key campaign message we want to communicate?

Channels

Through which channels are we going to reach out customers?
Which channels have proven to be effective?
Which channels do we want to experiment with?

Budget

What is the total budget for the campaign?

Marketing content

What is needed to materialize our core message into marketing materials?

Examples
Posters
Brochures
Facebook messages
Coupon designs

Metrics

How are we going to measure effectiveness for each channel?

Marketing Pilot Channels Assessment
WORKSHEET

Step 1: Input the intervention that is being used to test each of the channels.

Step 2: Input the channels that are being tested in the 'channel' blocks. A channel can be (1) an offline channel, (2) an online channel or (3) a combination of an offline and online channel. If you don't have exactly three channels, you can leave a channel blank or add new rows using post-it notes.

Step 3: Input for each 'measurement' the metric you are going to use to measure each of the steps, from 'potential customers' up to 'paying customers'.

Step 4: During the activation, fill in the measurements in the 'measurement' block.

Step 5: Based on the measurements, reflect on each of the channels. What are strengths of this channel? What are weaknesses? How can we improve the conversion rates of this channel?

Intervention	Channel A		Potential customers	Reached customers	Interested customers	Active customers	Paying customers
Which intervention will be used to operate the different channels?	Which channel are we testing?	→	Potential customers metric Potential customers count	Reached customers metric Reached customers count	Engaged customers metric Engaged customers count	Active customers metric Active customers count	Paying customers metric Paying customers count
	Channel B		**Potential customers**	**Reached customers**	**Interested customers**	**Active customers**	**Paying customers**
	Which other channel are we testing?	→	Potential customers metric Potential customers count	Reached customers metric Reached customers count	Engaged customers metric Engaged customers count	Active customers metric Active customers count	Paying customers metric Paying customers count
	Channel C		**Potential customers**	**Reached customers**	**Interested customers**	**Active customers**	**Paying customers**
	Which other channel are we testing?	→	Potential customers metric Potential customers count	Reached customers metric Reached customers count	Engaged customers metric Engaged customers count	Active customers metric Active customers count	Paying customers metric Paying customers count

General evaluation

What went well?
What went wrong?
Were the intended results achieved?
Were the results accurate?
Were the metrics properly chosen?

Channel A

Which channel did we test?

→

Strengths

What were strengths of this channel?

Weaknesses

What were weaknesses of this channel?

Improvements

What can we do to increase the conversion rates of this channel?

Channel B

Which other channel did we test?

→

Strengths

What were strengths of this channel?

Weaknesses

What were weaknesses of this channel?

Improvements

What can we do to increase the conversion rates of this channel?

Channel C

Which other channel did we test?

→

Strengths

What were strengths of this channel?

Weaknesses

What were weaknesses of this channel?

Improvements

What can we do to increase the conversion rates of this channel?

7

PERSONAL
REFLECTION

Personal reflection

With completing the graduation project for Strategic Product Design at Delft University of Technology, I was able to learn from a broad range of experiences in which I could look at the project from vastly different perspectives, from very practical ones up to more strategic and theoretical ones.

A challenge during the project was to collaborate with multiple agencies and stakeholders at the same time and align the objectives from the different parties. The primary reason for this was that the definition of success for the pilot in general and the client were different. Marketing agencies commonly evaluate campaigns by looking at performance. However, the primary objective for the pilot was to test whether effectiveness can be measured for digital channels. This is different than focusing on performance itself, because a negative outcome might still be a very valuable result for the pilot, but less in line with the objectives of the client organization. Therefore, allocating efforts in such a way that meet both the client objectives and the pilot objectives was often a balancing act and required clear communication between stakeholders.

Another important experience was how the scope of the project changed during different phases. The project included very tangible and practical work, such as talking to consumers on the markets, getting buy-in from shopkeepers to engage in the campaign and hanging up posters at the local shops up to synthesizing learnings from the pilot into a theory and tool for future marketing pilots. While jumping from theory to practice and back was not new to me, the difference in scope for this particular project, from being involved in very practical and hands-on activities up to a high-level theoretical synthesis of the learnings and every step in between, was something I had not experienced before to this extent and provided a valuable learning experience.

This project has helped me utilize my design skills in a wider context and will help me not only to contribute to other projects in the future, but also to extract new knowledge from these projects and present it in a meaningful way, ready to be implemented in future projects.

Thank you

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