Marketing Campaign for Mhogo Foods
Designing a Pilot Strategy

In this graduation project, commissioned by BoP Innovation Center, a marketing campaign was built for Mhogo Foods that targets the Base of the Pyramid (BoP) in Nairobi and explores digital marketing channels. The project taps into the challenges of marketing nutrition and the difficulty of measuring effectiveness of marketing campaigns. During the project, several recommendations were given on how a design-led approach can benefit the final campaign design. Additionally, the project tested several digital channels that could provide new opportunities for measuring effectiveness based on a digital coupon program. Below, the main challenges and the key learnings are presented. Based on these challenges and learnings, a new pilot strategy is presented that is materialized in a practical tool that helps in designing future marketing pilots and assessing different marketing channels.

The Challenges

MARKET NUTRITION
Marketing nutrition is complex because people don't always make rational purchasing decisions and are influenced by cognitive biases that are subconscious.

MAKE IT DIGITAL
Using digital marketing to reach and activate BoP consumers is complex because it is difficult to assess whether this will translate into a sales increase.

MEASURE RESULTS
Measuring a change in behavior is complex because it is not easily quantifiable and happens over a long period of time.

The Key Learnings

Aligning objectives between stakeholders in an early stage

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, the client objectives should be explicitly defined in an early stage and subsequently aligned with the pilot objectives, creating a combined set of objectives. This way, all stakeholders can work towards the same final objectives.

Understanding the customer profile in detail

In a first strategy session, a key focus for the campaign could be defined based on current knowledge of the customer profile. However, 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.
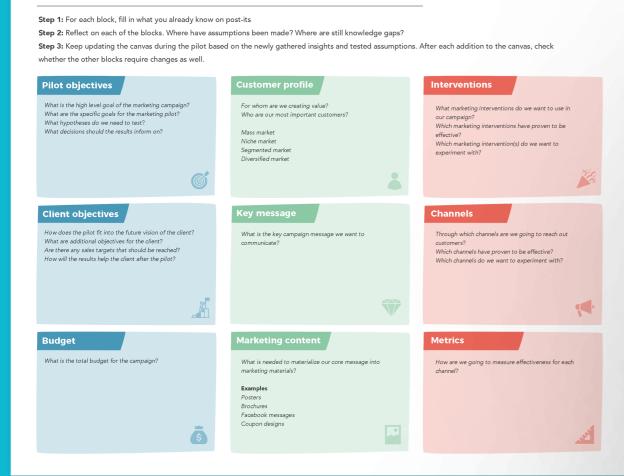
Therefore, 15 interviews were conducted with the target audience, which gave rich and detailed insights about what motivated customers to adopt Mhogo Foods' products and validated assumptions regarding people's perception towards cassava flour. Based on these insights, visuals could be created that resonated well with the target audience. Finally, 4 additional focus group sessions helped to make visuals represent the target audience even better and make them more inclusive. For these reasons, it is important that a detailed understanding of the customer profile is gathered before designing the key message and marketing content.

Choosing the right metrics to create a marketing funnel

During a four week campaign, several offline interventions were combined with digital interventions by using a combination of existing digital platforms and by creating an entirely new one. A key learning was the the digital interventions required additional offline activation to create enough understanding from consumers and be successful.

Since it can not always be expected that digital interventions such as coupon programs result in conversion into sales, a number of metrics should be defined that break down the customer journey into stages. This way, even though the digital interventions might not directly lead to sales, the digital channels can still be compared and assessed on how effective they are. This way, the measurements can be conducted accurately from the start, allowing more time for multiple iterations so the interventions can be improved and new insights can be gathered from the experiments.
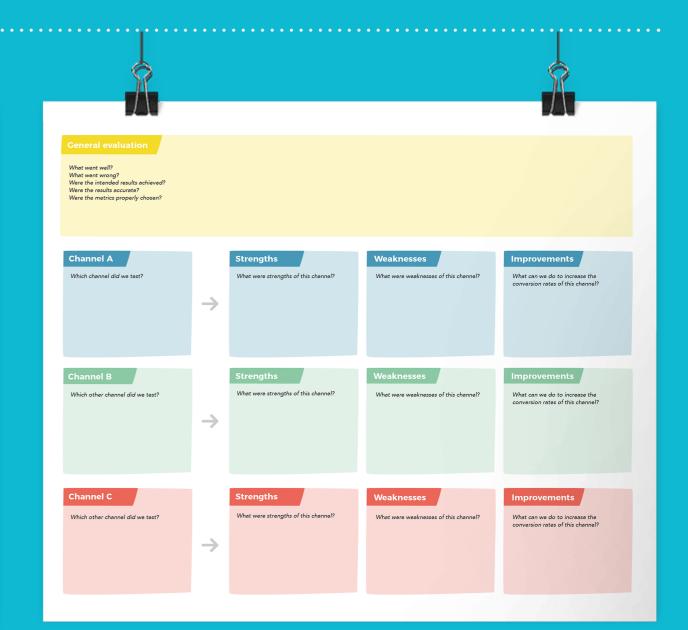
The New Marketing Pilot Strategy

MARKETING PILOT CANVAS
The Marketing Pilot Canvas is an overview of the building blocks of a marketing pilot. The left column consists of the objectives and budget for the pilot. The objectives for the pilot and the objectives for the client are separated so that during the strategy session alignment can be created on the general pilot goals and the client's goals. The middle column focuses on content creation. It contains the customer profile that informs on the key message and subsequent materializations. The column on the right includes the interventions for the campaign, as well as the channels through which the interventions will be executed and the metrics to measure effectiveness of channels. The inputs in the right column are used for the worksheets on the right.

CHANNELS ASSESSMENT WORKSHEET
The worksheet provides structure on experimenting with and comparing multiple channels. Based on an intervention that is filled in in the left block, different channels can be assessed based on the metrics presented in the blocks on the right of the channel blocks. These blocks form the entire journey a customer makes from not knowing about the intervention at all to becoming a paying customer. Not all reached customers end up generating revenue. This means that in between stages, customers are lost. In the end, the overview shows 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.

EVALUATION WORKSHEET
When the intervention is implemented, the evaluation sheet can be used to evaluate the channels and on the experiment in general. The general evaluation at the top aims to give clarity on how results should be interpreted. For example, by evaluating how well the chosen metrics represent the different stages in the funnel, or what other challenges arose that influence the final results. Subsequently, the individual channels can be assessed on strengths and weaknesses. This helps decide on how the channel can be operated to be the most successful. In the improvements block, ideas can be placed that can help increase conversion rates between stages so that the channels can be made more effective for the intervention.

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