



# Strategic Options to Expand Local Market Access to MakaPads

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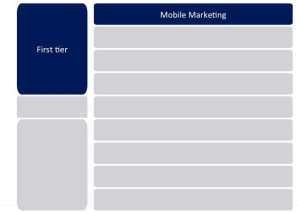
# Options Structure



# First Tier Options

First tier	Mobile Marketing
	Sales in Kyaka
	One-for-one
	Paper Sources
Mid	Schools
Second tier	Distribution
	Consumer Education
	Packaging
	Environmental Impact Analysis

# Mobile Marketing: Overview



## *Option explanation*

- Deploy small teams of 2-3 salespeople in weekly and bi-weekly local pop-up markets

## *Why pursue this option?*

- Allows Technology for Tomorrow to gain a toehold in local sales in a low-cost and scalable manner
- Avoids stock consistency and brand recognition issues experienced in past attempts to go into traditional brick and mortar stores

# Mobile Marketing: Timeline

First tier	Mobile Marketing

**Total time estimate: 6- 18 months**

Identify and train sales staff  
[3 months - 1 year]

- Decide who is most appropriate for sales role
- Explore resources to train staff
- Identify personnel and conduct trainings

Select test mobile markets  
[1 weeks - 3 months]

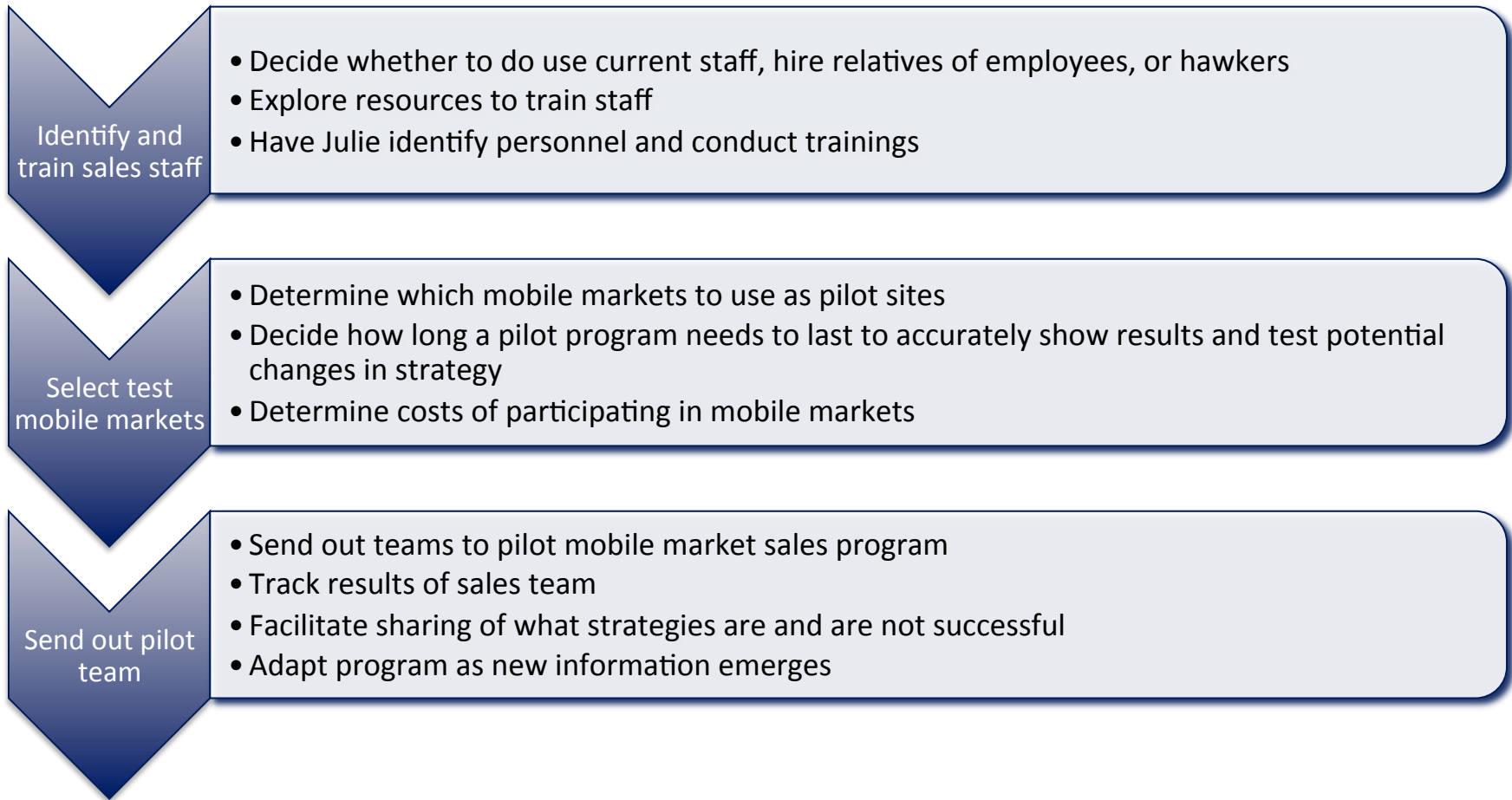
- Select mobile markets to use as pilot sites
- Determine duration of pilot program
- Determine costs of participating in mobile markets

Send out pilot team  
[3 months]

- Send out pilot teams
- Track results of sales team
- Facilitate sharing of successful strategies
- Adapt program as needed

# Mobile Marketing: Action Plan

Mobile Marketing	
First tier	



# Mobile Marketing: Barriers / Strategies

	Mobile Marketing
First tier	

Worker  
reluctance to  
do sales

Identify workers at Kawempe with strong sales potential to test concept

Hire relatives of employees as sales staff

Recruit sales personnel from outside of existing staff

Providing  
employees  
comparable  
compensation

Hire relatives of current employees to conduct sales so that they're not the sole income earner in the family

Hire hawkers to be compensated on per piece basis

Need for  
training

Consider potential partnerships via the University of Michigan to provide marketing and sales training

# Mobile Marketing: Potential Resources

	Mobile Marketing
First tier	

- In-house sales (current employees & relatives)
- Potential avenues to pilot this program: mobile markets adjacent to Kawempe
- Partnering with the University of Michigan or other organizations to work on training sales teams



# Sales in Kyaka: Overview



First tier	Sales in Kyaka

## *Option explanation*

- MakaPads storefront in the Kyaka Settlement that sells a MakaPads 3-pack
- The Storefront would be run by a trusted Refugee

## *Why pursue this option?*

- Refugees would have access to MakaPads all year long, and not just when the UNHCR chooses to distribute them
- MakaPads workers would now have unrestricted access to the products they make

# Sales in Kyaka: Timeline

First tier	Sales in Kyaka

**Total time estimate: Less than 1 year**

Storefront  
[1 year]

- Build a storefront in the Kyaka Settlement
- Or purchase a storefront in the Kyaka Settlement
- Get required permits/paperwork to allow sales

Train Trusted Employee  
[3 months]

- Identify a trusted MakaPads employee
- Train employee in management and finance skills
- Initiate a trial/pilot period for him/her to practice

Marketing  
[1 month]

- Small word-of-mouth marketing campaign to let the settlement know that MakaPads will now be available for sale

# Sales in Kyaka: Action Plan

First tier	Sales in Kyaka

## Storefront

- Decide what is needed to build a storefront, use a vacant one, or if a storefront needs to be purchased
- Make storefront appealing, and provide necessary discretionary measures for customers
- Install all necessary security measures including locks
- Complete all UNHCR necessary paperwork

## Train Trusted Employee

- Identify a MakaPads employee who has shown exceptional work ethic and exhibit that they can be trusted
- Julie will train them in basic management/finance skills/record keeping
- Julie and Dr. Moses must develop a daily operations routine for the manager to follow
- Julie must return to Kyaka regularly throughout the year to retrieve the revenue and take inventory of stock

## Marketing

- A small marketing campaign to let the other refugees know that there is a new storefront to sell MakaPads
- This marketing campaign could be by word of mouth from the current employees
- MakaPads could also participate in the settlement's bi-weekly market days and let others know about the new storefront opening then

# Sales in Kyaka: Barriers / Strategies

First tier	Sales in Kyaka

## Potential problems with the UNHCR

Currently there has been a stop in the distribution of MakaPads by UNHCR for unknown reasons to the Technology for Tomorrow, LTD leadership team

It is important for Technology for Tomorrow, Ltd to diversify where they sell MakaPads in order to remain profitable should issues like this arise in the future . To do so, Technology for Tomorrow, Ltd will need to make sure to fill out all necessary UNHCR paperwork to open a storefront in the Kyaka Settlement

The UNHCR may have issues with Technology for Tomorrow, Ltd. bypassing their distribution block, and there could be potential problems or hostility directed towards the organization.

## Need for trusted shopkeeper

Without a trustworthy shopkeeper, Technology for Tomorrow, Ltd runs the risk of having income stolen from them, or an improper management of finances and stock

It is important that Technology for Tomorrow, Ltd vet this potential shopkeeper as extensively as possible, and make them aware of the immense responsibility they have to the company

## Lack of experience

Training a shopkeeper to spearhead the sales in Kyaka will take a significant amount of time. It is important that this training is done properly in order to prevent potential problems in the future

Julie and Dr. Moses will need to create an on-boarding document that will help train the shopkeeper the essentials of management, finances, and record keeping; along with a daily routine of what to do each day

## Safety/Security

This storefront, like anything in Kyaka, is subject to robbery or theft

In order to create the highest safety measures possible, it is important that Technology for Tomorrow, Ltd provide the highest caliber safety measures as possible to protect the income and storefront at Kyaka

# Sales in Kyaka: Potential Resources



First tier	Sales in Kyaka

- There is a “Ranger” at UNHCR who was friendly to Julie and the Master’s Project team, he may be able to help set up a storefront
- Abra, who is moving to the U.S. in 2016, would be able to help vet a trustworthy shopkeeper
- In order to package the MakaPads sold in a Kyaka storefront, they have to be different than the ones distributed by UNHCR. The Technology for Tomorrow, Ltd leadership noted that they have older packaging still that they would be able to package these MakaPads in

# One-for-one: Overview



First tier	Sales in Kyaka

## *Option explanation*

- Create a One-for-One relationship with a western company

*The “One-for-One” option refers to the business model of Toms, which seeks to deliver a pair of free, new shoes to a child in need for each sale of their retail product.*

## *Why pursue this option?*

- Provide funding for further distribution of MakaPads
- Diminish local conceptions of MakaPads as a product that is unpalatable to a western audience

# One-for-one: Timeline

First tier	Sales in Kyaka

**Total time estimate: 3+ years**

Determine an appropriate partner  
[1 -2 years]

- 1) Find existing organization to partner with  
*OR*
- 2) Build organization with interested parties

Determine an appropriate product  
[1 -2 years]

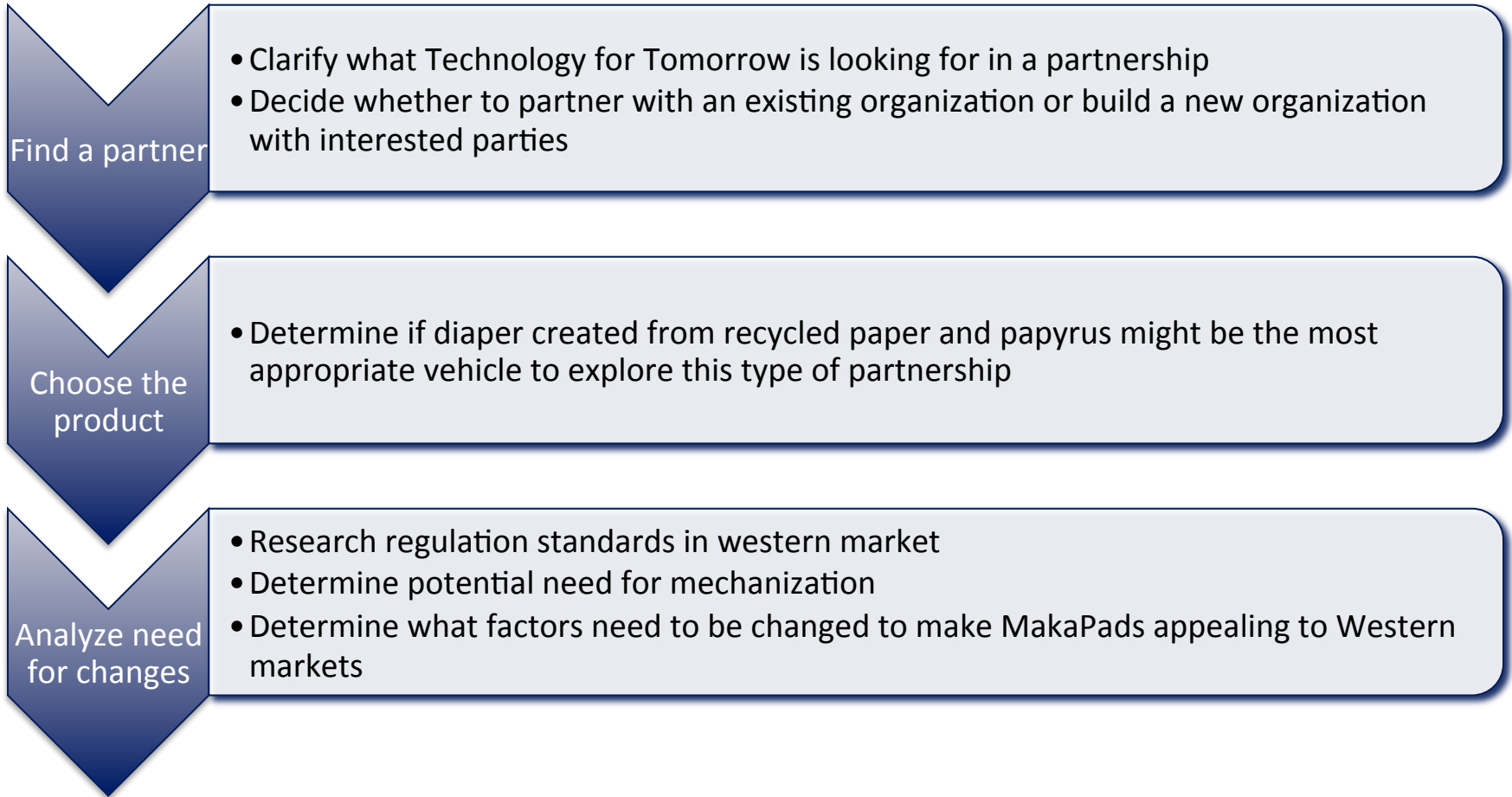
- Determine if diaper created from recycled paper and papyrus, might be the most appropriate vehicle to explore this type of partnership

Analyze needs to change product / process [1 year]

- Research regulation standards and need for mechanization
- Determine what factors need to be changed to make MakaPads appealing to Western markets

# One-for-one: Action Plan

First tier	Sales in Kyaka





# One-for-one: Barriers / Strategies



First tier	Sales in Kyaka

## Identify a partner

Work with existing network to explore partnership options with existing organizations

Explore building a new organization with Dow Sustainability Institute with the help of partners in the US

## Choose the appropriate product

Determine if diaper created from recycled paper and papyrus, might be the most appropriate vehicle to explore this type of partnership

## Determine details of partnership

Conduct cost-benefit analysis

Research regulation standards in western market

Determine potential need for mechanization

Determine what factors need to be changed to make MakaPads appealing to Western markets

# Paper Sources: Overview

First tier	
	Paper Sources

## *Option explanation*

- Prepare students teams to go to embassies and companies asking for their recycled white paper

## *Why pursue this option?*

- One of the major bottlenecks of the production of MakaPads is access to recycled white paper
- Accessing sources of recycled white paper has proven difficult in the past

# Paper Sources: Timeline

First tier	
	Paper Sources

**Total time estimate: 1 year**

Work with Michigan contacts to build student interest [1 year]

- Discuss needs with network of contacts at University of Michigan
- Work with professors to create student group

Work with students to identify target organizations [3 months]

- Identify target organizations
- Make contacts
- Arrange meetings
- Write letter of introduction

Prepare students and send out teams [3 months]

- Have students visit production sites to understand white paper needs
- Practice presentations
- Send out teams

# Paper Sources: Action Plan

First tier	
	Paper Sources

## Build student teams

- Discuss needs with network of contacts at University of Michigan
- Work with professors to create student group
- Work with professors to identify funding sources for student groups

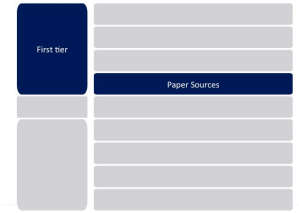
## Identify target organizations

- Identify target organizations
- Have students attempt to make contact and arrange meetings with target organizations
- Write letter of introduction for student teams

## Train and dispatch teams

- Have students visit production sites with Julie to understand white paper needs
- Practice presentations with Moses and Julie
- Send out teams to target organizations

# Paper Sources: Potential Resources



- University of Michigan
  - Sustainability Without Borders project for graduate and undergraduate students
  - Alternative Spring Break trip for undergraduate students
  - Coupled with a marketing, Lifecycle Analysis (LCA), or and industrial ecology project as a masters project

# Mid-Tier Option



# Partnerships with Schools:

## Overview



### *Option explanation*

- Build stronger partnership with current school Technology for Tomorrow, Ltd. is working with
- Start working relationship with schools that employees siblings or friends go
- Work with schools for curriculum adaptations

### *Why pursue this option?*

- Technology for Tomorrow, Ltd. already has a relationship built with a school, it could be made stronger
- Technology for Tomorrow, Ltd.'s employees are already supplying girls in other schools MakaPads
- There is the opportunity for curriculum adaptations that can help young girls better manage their menstruation

# Partnerships with Schools: Timeline

Mid	Schools

**Total time estimate: 6-18 months**

**Curriculum Changes  
[18 months]**

- Work with government, NGOs, local churches to make adaptations to the current school health curriculum to emphasize the importance of menstrual management

**Create Working Relationships with Schools  
[12 months]**

- Improve working relationship with the current school Technology for Tomorrow, Ltd. works with by working on creating a contract with that school to only supply MakaPads
- Pursue the schools that MakaPads employees provide pads to their siblings or friends already and create a working contract with them

**Employee-Led Health Class  
[3 month/on-going]**

- Train a MakaPads employee to teach a health class to a variety of local schools
- Have them teach lessons about menstrual management and the benefits of MakaPads



# Partnerships with Schools: Action Plan

Mid	Schools

## Curriculum Changes

- Partner with an NGO, church, or government official who is also interested in curriculum changes to improve menstrual management
- Create strong curriculum changes and pitch to school(s)
- Create replicable curriculum that will ensure a homogenized message to young girls in the community

## Create Working Relationships with Schools

- Create a more robust working relationship with the school Technology for Tomorrow Ltd. is already working with to create a contract with them that will only supply MakaPads to their female students
- A strong sales pitch will need to be developed and negotiations will need to occur
- Other schools that MakaPads employees already provide pads to their siblings or friends must be pursued in order to create more contracts

## Employee-Led Health Class

- A well-spoken, approachable MakaPads employee must be trained to guest-teach a health class about menstrual management and the benefits of MakaPads
- This guest lecture must be formatted and designed by a Technology for Tomorrow, Ltd leadership member

# Partnerships with Schools: Barriers / Strategies



## Difficulty Getting Contracts with Schools

It may prove difficult to get schools to agree to sign a contract with Technology for Tomorrow, Ltd. to only provide students with MakaPads, or require that they only use MakaPads when they are at school

Dr. Moses and Julie will really need to create a very strong sales pitch and contract that will promote the economical and environmental benefits that MakaPads will bring to the school. MakaPads do not fill up latrines as quickly as other pads, and therefore can save the schools a lot of money

Persistence and strategic partnerships with NGOs, the government, or churches will help remedy this issue

## Receiving Negative Feedback from Parents Regarding Curriculum Changes

Ugandans are typically very conservative and very traditional. A change in curriculum that openly talks about menstruation and women's reproductive organs may cause some backlash to the school and Technology for Tomorrow, Ltd. This could make schools hesitant to partner with Technology for Tomorrow, Ltd and their MakaPads product

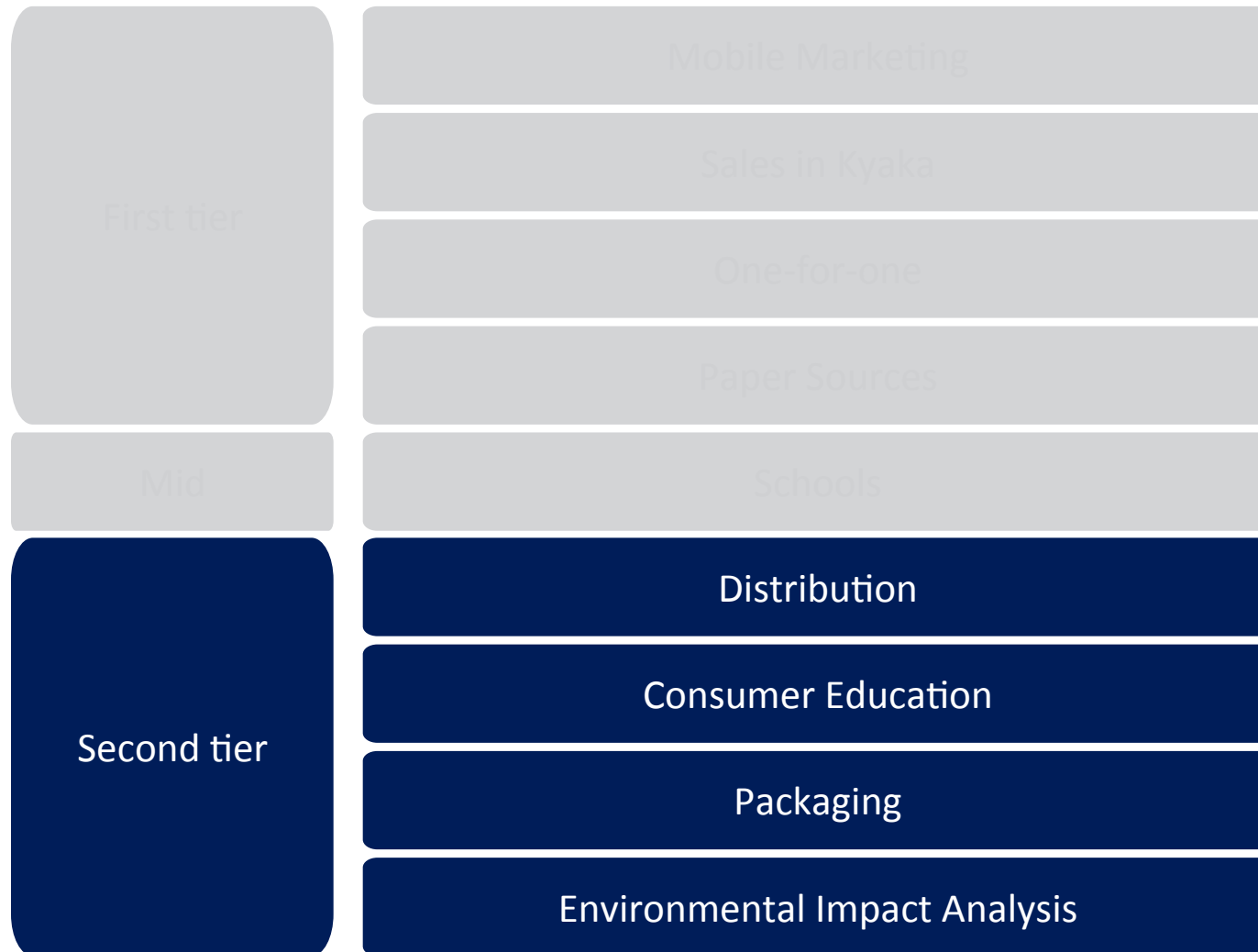
It is important that Technology for Tomorrow, Ltd work to create a curriculum with a trusted partnership to make their case stronger and more likely to succeed in the school/community

# Partnerships with Schools: Potential Resources

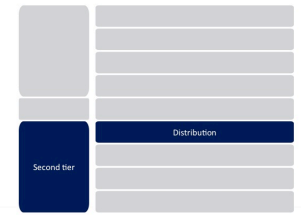


- Current school partnership
  - Use that school as a pilot program to use a leverage to convince other schools in the community to partner with MakaPads
- Government, NGO, Church partnership
  - Using these entities to leverage a more robust contract with other schools will help ensure a more successful partnership with schools
- The University of Michigan
  - This sales pitch and contract details could be drafted by students at UM

# Second Tier Options



# Distribution: Overview



## *Option explanation*

- Create a partnership with an organization or a company that has an existing distribution network

## *Why pursue this option?*

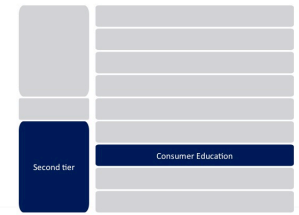
- MakaPads needs to address distribution concerns as it starts to gain a foothold in more commercial stores and expands beyond Kampala

# Distribution: Timeline

	Distribution
Second tier	



# Customer Education with NGO: Overview



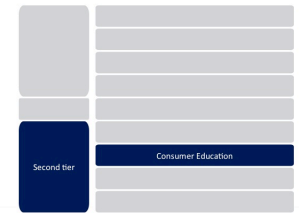
## *Option explanation*

- Create a partnership with an organization or a company that is like-minded with them to create a menstrual management coalition to provide educational seminars to women and girls across the country in many different settings

## *Why pursue this option?*

- This option would position Technology for Tomorrow, Ltd. as a thought leader in menstrual management space
- Creating a coalition for menstrual management will provide a stronger message and hopefully help shift cultural thinking to be more inclusive of alternative menstrual products over time

# Customer Education with NGO: Timeline



**Total time estimate: 3+ years**

Identify Partner Organization  
[1+ year]

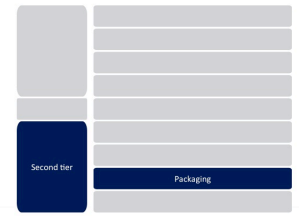
- Officially partner with a like-minded organization based in Uganda
  - Rotary Training, Bank of Uganda, etc.

Develop Education Plan  
[2 year]

- Create an education platform that focuses on the *education* of menstrual management, and all of the different options out there, not just MakaPads



# Packaging: Overview



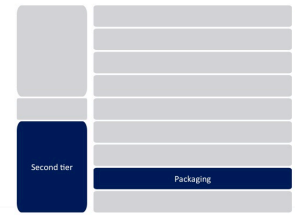
## *Option explanation*

- Design different packaging for MakaPads that closer resemble Western products

## *Why pursue this option?*

- This option would make MakaPads look more like a Western brand that would hopefully boost its shelf-appeal to customers and make them more receptive to it and likely to buy it

# Packaging: Timeline



**Total time estimate: 6+ months**

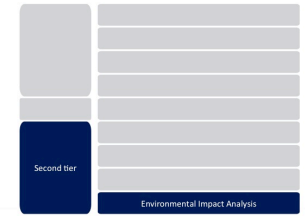
Identify an Individual to Develop and Create the New Packaging Design  
[3+ months]

- Identify a free-lance or student designer to take on this project pro-bono, for class-credit, or for a small sum of money

Design Development  
[3+ months]

- Have designer collaborate with the Technology for Tomorrow, Ltd. Leadership Team about packaging designs and adopting a more Westernized look that incorporates more blues and whites

# Environmental Impact Analysis of MakaPads: Overview



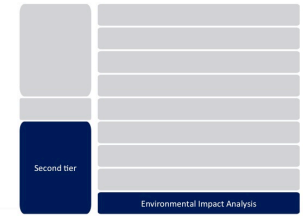
## *Option explanation*

- Hire a team of University of Michigan Graduate students to do an Environmental Impact Analysis of MakaPads and analyze the production's effect on the environment

## *Why pursue this option?*

- This option would provide Technology for Tomorrow, Ltd. with free work and data that they could possibly leverage to apply for funding

# Environmental Impact Analysis of MakaPads: Timeline



**Total time estimate: 2 years**

Form a Group of UM SNRE Master's Project Group  
[6+ months]

- Submit a proposal for Master's Project options and utilize Professor Jose Alfaro, Professor Ming Xu, and Professor Greg Keolian to help promote this project

Project Development  
[18 months]

- Have Master's Project team of students design, implement, and analyze the environmental impact of MakaPads through a Life Cycle Assessment or an Input-Output Analysis
- Data delivered to Technology for Tomorrow, Ltd. at the end of the project