Strategic Options to Expand Local Market Access to MakaPads

Kendra Moffett & Meredith Reisfield
First Tier Options

- Mobile Marketing
- Sales in Kyaka
- One-for-one
- Paper Sources

Mid Schools

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 experiences in past attempts to go into traditional brick and mortar stores
Mobile Marketing: Timeline

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

**Identify and train sales staff**
- Decide whether to do use current staff, hire relatives of employees, or hawkers
- Explore resources to train staff
- Have Julie identify personnel and conduct trainings

**Select test mobile markets**
- Determine which mobile markets to use as pilot sites
- Decide how long a pilot program needs to last to accurately show results and test potential changes in strategy
- Determine costs of participating in mobile markets

**Send out pilot team**
- Send out teams to pilot mobile market sales program
- Track results of sales team
- Facilitate sharing of what strategies are and are not successful
- Adapt program as new information emerges
## Mobile Marketing: Barriers / Strategies

<table>
<thead>
<tr>
<th>Worker reluctance to do sales</th>
<th>Identify workers at Kawempe with strong sales potential to test concept</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Hire relatives of employees as sales staff</td>
</tr>
<tr>
<td></td>
<td>Recruit sales personnel from outside of existing staff</td>
</tr>
<tr>
<td>Providing employees comparable compensation</td>
<td>Hire relatives of current employees to conduct sales so that they’re not the sole income earner in the family</td>
</tr>
<tr>
<td></td>
<td>Hire hawkers to be compensated on per piece basis</td>
</tr>
<tr>
<td>Need for training</td>
<td>Consider potential partnerships via the University of Michigan to provide marketing and sales training</td>
</tr>
</tbody>
</table>
Mobile Marketing: Potential Resources

- 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

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

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

**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

<table>
<thead>
<tr>
<th>Potential problems with the UNHCR</th>
<th>Currently there has been a stop in the distribution of MakaPads by UNHCR for unknown reasons to the Technology for Tomorrow, LTD leadership team</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>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.</td>
</tr>
<tr>
<td>Need for trusted shopkeeper</td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>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</td>
</tr>
<tr>
<td>Lack of experience</td>
<td>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</td>
</tr>
<tr>
<td></td>
<td>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</td>
</tr>
<tr>
<td>Safety/Security</td>
<td>This storefront, like anything in Kyaka, is subject to robbery or theft</td>
</tr>
<tr>
<td></td>
<td>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</td>
</tr>
</tbody>
</table>
Sales in Kyaka: Potential Resources

• 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 then 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

Option explanation
• Create a One-for-One relationship with a western company

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

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.
**One-for-one: Timeline**

**Total time estimate: 3+ years**

1. **Determine an appropriate partner [1-2 years]**
   - Find existing organization to partner with OR
   - Build organization with interested parties

2. **Determine an appropriate product [1-2 years]**
   - 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

   • Determine if diaper created from recycled paper and papyrus, might be the most appropriate vehicle to explore this type of partnership
One-for-one: Action Plan

Find a partner

- Clarify what Technology for Tomorrow is looking for in a partnership
- Decide whether to partner with an existing organization or build a new organization with interested parties

Choose the product

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

Analyze need for changes

- 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
# One-for-one: Barriers / Strategies

<table>
<thead>
<tr>
<th>Identify a partner</th>
<th>Work with existing network to explore partnership options with existing organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Explore building a new organization with Dow Sustainability Institute with the help of partners in the US</td>
</tr>
<tr>
<td>Choose the appropriate product</td>
<td>Determine if diaper created from recycled paper and papyrus, might be the most appropriate vehicle to explore this type of partnership</td>
</tr>
<tr>
<td>Determine details of partnership</td>
<td>Conduct cost-benefit analysis</td>
</tr>
<tr>
<td></td>
<td>Research regulation standards in western market</td>
</tr>
<tr>
<td></td>
<td>Determine potential need for mechanization</td>
</tr>
<tr>
<td></td>
<td>Determine what factors need to be changed to make MakaPads appealing to Western markets</td>
</tr>
</tbody>
</table>
Paper Sources: Overview

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

**Total time estimate: 1 year**

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with Michigan contacts to build student interest</td>
<td>1 year</td>
</tr>
<tr>
<td>Work with students to identify target organizations</td>
<td>3 months</td>
</tr>
<tr>
<td>Prepare students and send out teams</td>
<td>3 months</td>
</tr>
<tr>
<td>Discuss needs with network of contacts at University of Michigan</td>
<td></td>
</tr>
<tr>
<td>Work with professors to create student group</td>
<td></td>
</tr>
<tr>
<td>Identify target organizations</td>
<td></td>
</tr>
<tr>
<td>Make contacts</td>
<td></td>
</tr>
<tr>
<td>Arrange meetings</td>
<td></td>
</tr>
<tr>
<td>Write letter of introduction</td>
<td></td>
</tr>
<tr>
<td>Have students visit production sites to understand white paper needs</td>
<td></td>
</tr>
<tr>
<td>Practice presentations</td>
<td></td>
</tr>
<tr>
<td>Send out teams</td>
<td></td>
</tr>
</tbody>
</table>
**Paper Sources:**

**Action Plan**

- **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

First tier

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid

Mid
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

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

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

<table>
<thead>
<tr>
<th>Difficulty</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>Getting Contracts with Schools</td>
<td>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</td>
</tr>
<tr>
<td>Persistence and strategic partnerships with NGOs, the government, or churches will help remedy this issue</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Receiving Negative Feedback from Parents Regarding Curriculum Changes</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>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</td>
</tr>
</tbody>
</table>
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

First tier

Mid

Second tier

- Mobile Marketing
- Sales in Kyaka
- One-for-one
- Paper Sources
- Schools

- Distribution
- Consumer Education
- Packaging
- Environmental Impact Analysis
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

Total time estimate: 2 years

Expand sales footprint [1 year]
  • Expand presence in commercial stores and mobile markets

Identify partner organization [1 year]
  • Identify organizations whose footprint overlaps with MakaPads customer base and expansion plans
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