



Experience Exchange on Marketing of GTZ Household Energy Interventions


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Workshop report by

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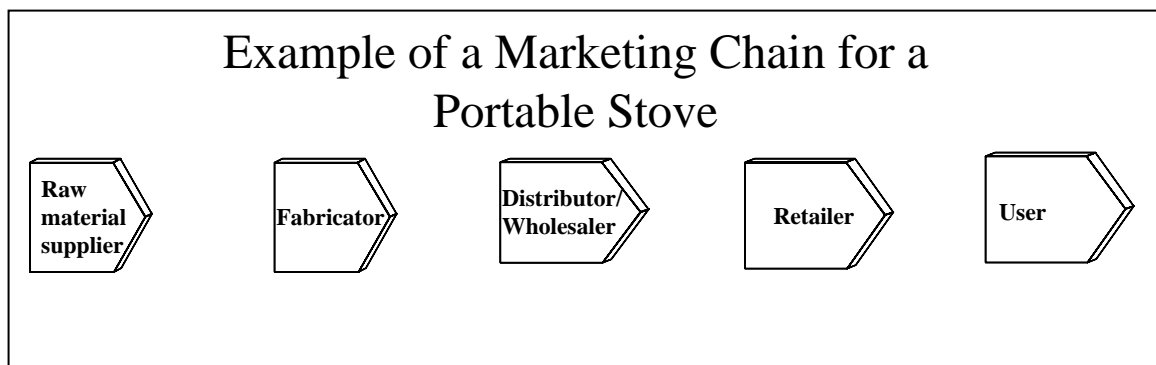
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1. Executive summary

Stove marketing is about persuading and enabling the target group of people to buy and use a stove. It is much more than an expensive and interesting selection of promotional materials and activities. Stove marketing as defined is:

Getting the right stove to the target users, of the right quantity/quality/price, in the right place, at the right time and with each business person in the marketing chain making a fair profit (not the project).

Marketing is a consistent message about the stove benefits delivered in a different way to each stage in the marketing chain and to partners and key stakeholders.



Identifying the actors in the **marketing chain** is the first step in demystifying marketing and provides a logical process to enable you to develop the right marketing strategy. Understanding the potential users' needs, aspirations and capacity to buy is the starting point and should be kept in mind throughout.

Marketing of fuel efficient stoves is about **collecting information** (using information tools) and taking account of **experience** (experience tools) and using these to enable producers, distributors and retailers to make stoves easily available and affordable to the potential users. It is about enhancing the supply of quality stoves and increasing demand for these products.

Stove producers have to be convinced that quality production can be achieved profitably and that there is a demand. Implementing partners (e.g. NGOs) have to see the benefits of including stoves promotion into their programmes; their capacity to promote stoves during the project time and long after has to be supported. Last but not least the stove benefits have to be clear to users – their personal benefits and improvements to their life should be the centre of any marketing approach.

Stove projects have the resources and expertise to do what individual stove producers cannot do:

- market research about potential users, product development to respond to user needs
- monitor external factors – raw materials prices, fuel prices and availability
- organise experience exchanges from other organisations and projects working towards the same aim
- influence the policies of governments and other development agencies
- facilitate access to enterprise training and finance

The project management skills should be used to achieve the project objectives and sustainability and to develop a marketing strategy. But the project management does not have to implement the entire strategy itself - far better to buy in marketing skills & expertise to develop and design logos, marketing messages and materials. The stove project's responsibility is to produce clear Terms of Reference with marketing experts, manage them carefully and monitor the results.

This document describes the development of the marketing and price chains and some different **marketing tools** – 1) experience, 2) information and 3) promotional tools - exchanged during 5 days in Addis Abba to enable stove projects to bring about increased usage of improved stoves. The final aim was to draw a **toolbox** recording any tools available among the projects and ready to be exchanged.

Exchange procedures are bilateral between projects as well as web-based via the ProBEC web page, where the toolbox should be displayed. Therefore it is important to include HERA in the exchange, if all tools are forwarded to HERA as well; it can prepare the web-based toolbox for everybody.

2. Introduction

The workshop was conceived to develop a joint understanding of stove marketing, to exchange existing marketing experiences within GTZ household energy projects, to reflect each others and external approaches (e.g. for social marketing) and to develop components for the successful marketing of improved stoves.

Participants were invited to bring stoves, pictures, models and examples of marketing materials, which made excellent country displays during the workshop.



Each project was asked to prepare and present a brief outline of their project and marketing strategy and to share a good and a failed marketing experience. In addition three projects were chosen as case studies to analyse different marketing approaches for different stove types:

- In-built stoves – Energy Advisory Project (EAP) Uganda
- Portable stoves – Sustainable Utilisation of Natural Resources (SUN)-Energy Ethiopia
- Institutional stoves – Programme for Biomass Energy Conservation (ProBEC) Malawi

They were asked to make a presentation of their marketing chain and the known or estimated costs at each stage in this chain.

This preparation enabled the workshop to be more specific to the participating projects.

2.1 Workshop objectives

- To enable participants to look afresh at stove marketing strategies.
- To provide tools and ideas that could be taken back to the projects and which will contribute to the sustainability of stove production and the achievement of project objectives.
- To enable participants to share their experiences and learn from each other

This should enable project managers to become more confident in their marketing strategy or confident to make changes to their marketing strategy. To take back some new energy and ideas to increase stove sales and usage.

It was also planned to develop a marketing tool box that contains 3 types of tools and that can be used by the projects:

- Experience tools
- Information tools
- Promotional tools

“Offers” and “demands” of certain tools can be found in the end of this report.

2.2 Participants

The participants came from different household energy projects all over Africa: Kenya, Uganda, Tanzania, Malawi, Burkina Faso, Senegal and Ethiopia. Most of them were project staff concerned with project implementation and responsible for marketing and promotion. Since Ethiopia was the host, the national counterpart, the National Energy Bureau and representatives of energy and agricultural departments of Oromia, Amhara, Tigray and SNNPR regions attended this workshop.

The participants brought a huge amount of knowledge and experience to the workshop, which they shared generously. Some had no marketing experience before, some had been involved in marketing their own produce, others in PR and one was a marketing consultant. The list of participants is in Appendix I.

2.3 Programme

An outline programme was developed to focus on the marketing of the three different types of stoves. The details of the programme were then developed further each day in response to daily evaluations. It aimed to exchange practical experiences, discuss and apply different marketing tools and to finally establish the framework for a toolbox of marketing tools. The final programme is shown in Appendix II and included presentations, group work, plenary sessions and a field visit.

3. Stove marketing

Stove marketing is the means of persuading *and enabling* people to buy and use a fuel efficient stove. A marketing strategy is an essential part of every stove project plan alongside a production strategy.

The result of effective stove marketing is more women using improved stoves - and for long after the project has ended.



3.1 Definition of marketing

Commercial marketing can be defined as:

Getting the right product to the customer in the right quantity/quality/price to the right place at the right time and making a profit out of the operation.

The definition of stove marketing is not very different:

Stove marketing is getting the right stove to the target users in the right quantity/quality/price in the right place at the right time and with each business person in the marketing chain making a fair profit (not the project).

A stove project uses commercial marketing strategies and tools to achieve social objectives. Unlike a commercial business a stove project has funds which, for a limited period, can be used for establishing and marketing stoves. This cost is not included in the sales price of the stoves as it would be in a commercial business. This “subsidy” is to achieve the project objectives and enable particular groups of people to buy/use a stove. The challenge is to also use these funds in such a way that stove production and sales will continue after the funding ends.

3.2 Marketing strategy

A strategy is about HOW. The project plan details the objectives and the strategy should detail how these will be achieved. This will include how stoves production and usage will be established. The marketing strategy is about how you are going to persuade and enable people to produce and sell stoves as well as how to persuade and enable people to buy and use a stove.

Marketing is about the whole process from stove design to purchase and use not just about promoting the stove. It starts with stove designs that meet the needs of the target group of users. It includes how to work, with partners, to establish stove production, raise awareness of the stove benefits and make sure the stoves can be purchased and used by the target users. Stove projects like commercial businesses need to continue to invest in product development and marketing throughout the product cycle – changing it as the product matures and consumer needs and external conditions change.

But all stove projects come to an end and for the investment made during the lifetime of a project to really bear fruits the strategy must also include how the marketing will continue after the end of the project.

A good test of whether the project has a clear marketing strategy is that it can be summarised in a sentence. For example at the start of a project it may be to create immediate demand (not necessarily from the target group) to encourage more retailers to sell the stoves and then to attract more producers to increase the supply. At a later stage it may be to raise awareness of users and create demand so that production capacity can be established in new areas.

The usual marketing approach involves the 4Ps **Product, Price, Place, and Promotion** in order to make a profit. However **People** are at the heart of stove marketing – the primary aim is for the quality of life of users to be improved in addition to the producers making a profit “Social marketing is the adaptation of commercial marketing technologies... to influence the voluntary behavior of target audiences to improve their personal welfare and that of society of which they are part.” (Andreasen, 1995)

Appendix III details what is a marketing strategy, why you need it, what makes a good strategy and a suggested contents page for a marketing strategy.

3.3 Challenges

A **flexible approach** is needed because different marketing strategies are needed for:

- different (institutional, portable, in-built) stoves, even within the same country
- rural and urban areas
- different fuels
- different target groups within the same country
- working with different partners (government, private enterprise, non-government organisations)

At the start of the project when a small base of stove production has been established the strategy may be to create immediate demand (not necessarily from the target group) to encourage more retailers to sell the stoves and then more producers to increase the supply. As the project gets going the strategy may be to create mass public awareness to stimulate partners to take over project responsibilities for in-built stoves in the longer term. Towards the end it may be to stimulate the producers and retailers to take responsibility to promote the stoves themselves.

Subsidised or free stoves make sustainability even harder to achieve.

Working with different partners is essential but some social agencies may want to provide stoves free to particular groups. At the start this may be an ideal way of getting a volume order to get stove production going but it may cause problems selling the stove once production is established if the free stoves have been distributed to the same target group.

Hitting targets and making stove production and marketing sustainable

There may be a conflict between achieving immediate project targets and sustainability. Stove project funds in effect subsidise production, retailing and sales but they have to be used with great care. It makes sense to use funding to show in the first place that the fuel efficient stove can be produced and sold and for initiating actions such as warranty schemes. In the long term the strategy must be to stimulate other stakeholders in the marketing chain to take the responsibilities in the longer term (eg. for distribution).

3.4 What is a Marketing Tool?

A strategy has to be developed to suit each situation then the next stage is to decide which tools will be used to implement it. By choosing the right marketing tools stove projects can effectively achieve their objectives.

The workshop focussed on 3 types of tools:

- **Experience tools** – these are lessons learned to date from stove projects eg. the importance of facilitating the training of stove producers in sales & marketing
- **Information tools** – these provide the evidence for promotional tools such as selling slogan eg. the pay back period or help inform the choice of promotional tools eg. the innovation adoption curve
- **Promotional tools** – eg. banners and Public Relations (PR)

These points that have to be considered in choosing the tools include:

- type of stove
- context in country (fuel collected or free)
- stage of project
- demand vs supply (the volume of production established)
- different partners (government may fund adverts on TV)
- resources (skills, funds & time) available
- who will pay for it

- who will implement it
- cost effectiveness (resource costs vs impact)
- at which stage in the marketing chain (the different actors involved in getting the stove from production to user) to use it

A good example of how tools can be inter-related is when a selling slogan is being developed for use in promotional materials such as banners. Information tools such as fuel efficiency, pay back period, the level of indoor air pollution (IAP) and user satisfaction research will provide evidence for the advantages of the stoves over traditional cooking methods and competitor stoves. The advantages and benefits tool (see 4.2) then helps in developing the selling slogan. Experience has shown that banners with the selling slogan at retail outlets in the right places may be much more effective than leaflets to inform people where they can buy stoves.

4. Experience Exchange

The project presentations revealed a wealth of experience. This came from working with many different partners including:

- NGOs involved in all sectors (health, HIV, environment, food security)
- Private sector businesses
- Energy & agriculture bureaux
- Enterprise development agencies
- Media
- Ministries of Energy, Agriculture, Co-operatives, Education, Social Services, Health
- Credit and Saving Institutions
- Small and Micro Enterprise Development Agencies

4.1 Lessons learned by projects

Each project was asked to share at least one successful and one failed marketing experience and these are summarised:

4.1.1 Malawi

Successful marketing experiences - Institutional Rocket stoves

In Malawi at the start of the institutional stove project large orders were negotiated by ProBEC with key donors (World Food Programme: school feeding, Department for international Development: prisons) for institutional stoves. This enabled ProBEC to create awareness and open up the market

- first big orders helped to create experience about production and technology
 - create demonstratable samples to be used for marketing
 - build up quality control and certification system
 - build up capital base of the first producer to scale up
- The marketing is now done mostly by producers, over 2,200 stoves sold

Failed marketing experiences - Fixed mud stoves

- little willingness to pay for installation services, portable product preferred
- quality issues (pot-rests) make technology not interesting

4.1.2 Ethiopia

Successful marketing experiences – Mirt Stove

- The setting up of production for the Mirt stove and awareness raising has been very successful
- Training stove producers in business skills

Failed marketing experiences – Mirt Stove

- Subsidy of raw materials for first producers may cause difficulties with later producers.

4.1.3 Kenya

Successful marketing experiences

- a range of stoves to meet different user needs in rural areas has enabled an increased number of stoves to be sold and used to target group.
- the rocket mud stove is well accepted

Failed marketing experiences – In-built stove

- the reliance on government officers to facilitate stove installation training is a problem. It started well but now there is no budget for salaries and travel.
- When working with government departments there is an expectation that the stoves will be free

4.1.4 Burkina Faso

Successful marketing experiences – roundé stoves

- 50 producers trained
- 55 shops integrated in the program
- 3.500 stoves sold from October to December 2006
- label known all over the country and in all strata of population
- other producers ask to be trained
- people in the provinces demand our stoves

Failed marketing experiences – roundé stoves

- because of the long delay between the 1st training and the start of the marketing campaign, producers began to lose confidence in the project and were rather reluctant when activities started
- raw material is rare and expensive – efforts of the project to help producers tend to worsen the situation
- the shop-keepers chosen made no efforts to engage themselves in the commercialisation, but waited for activities of the project
- the stoves are not easy to find by the consumers
- the improved stoves are more expensive than the classic ones, so people are not easily willing or able to spend the supplementary amount of money to buy the roundé stoves

4.1.5 Senegal

Planned marketing activities

- the creation of a wholly sustainable supply chain
- implication of an organised structure: women's organizations (up to 35,000 members):
 - wholesaler but also retailer
 - training, awareness raising, monitoring, etc.
 - facilitation of the direct relationship between fabricator (organized private actor) and distributor
- valorisation of different types of stoves

4.1.6 Uganda

Successful marketing experiences - In-built stove

- A strong relationship has been established with the media to get a high level of awareness at a low cost
- Training capacity established at all levels

Failed marketing experiences – In-built stove

- Difficult to continue momentum with in-built stove after end of project

4.2 Tool 1 - Advantages & benefits of improved stoves

This is one of the most important **information tools** as it forms the basis of the marketing message or slogan. For developing a slogan, the benefit most important to your target user has to be identified by user research (this is often different from what project staff would think is the main benefit). A slogan needs to be short and catchy. Then develop a simple marketing message and use it consistently in all your promotional activities and materials eg. “Mirt stove – Michu”.

The participants were formed into 4 groups, ensuring that the country representatives were spread between groups. To draw out the experiences of all the projects the participants in each of the four groups were given a list of the general advantages of a fuel efficient stove over a traditional stove:

- Fuel efficient
- Good design
- Good price
- Lasts a long time
- Cooks well
- Improved air quality

They were asked to identify and present the benefits for the user. eg. The advantage is that the stove is fuel efficient but the benefit to the user is that it saves time and women don't have to carry so much wood. An example of a marketing slogan is “women have more time to(give an example of another activity that would really count for women in that area)” “reduces women's burdens”. The combined results are detailed in Appendix IV to provide a guide for stove projects.

4.3 Tool 2– Marketing Chain

The marketing chain is an **informational tool** that identifies all the actors involved from raw material supplier to user. It is essential to know clearly each role in the marketing chain to be able to decide your marketing strategy because the stove needs to be promoted to each different actor in a way that addresses their needs specifically. For example stove producers need to know that quality stoves can be produced profitably, buyers of institutional stoves need to be convinced of the benefits to their organisation and users need to be confident the stove works and that it will make their life easier. Drawing the marketing chain is the first step in deciding your marketing strategy.

4.3.1 ProBEC institutional stove in Malawi

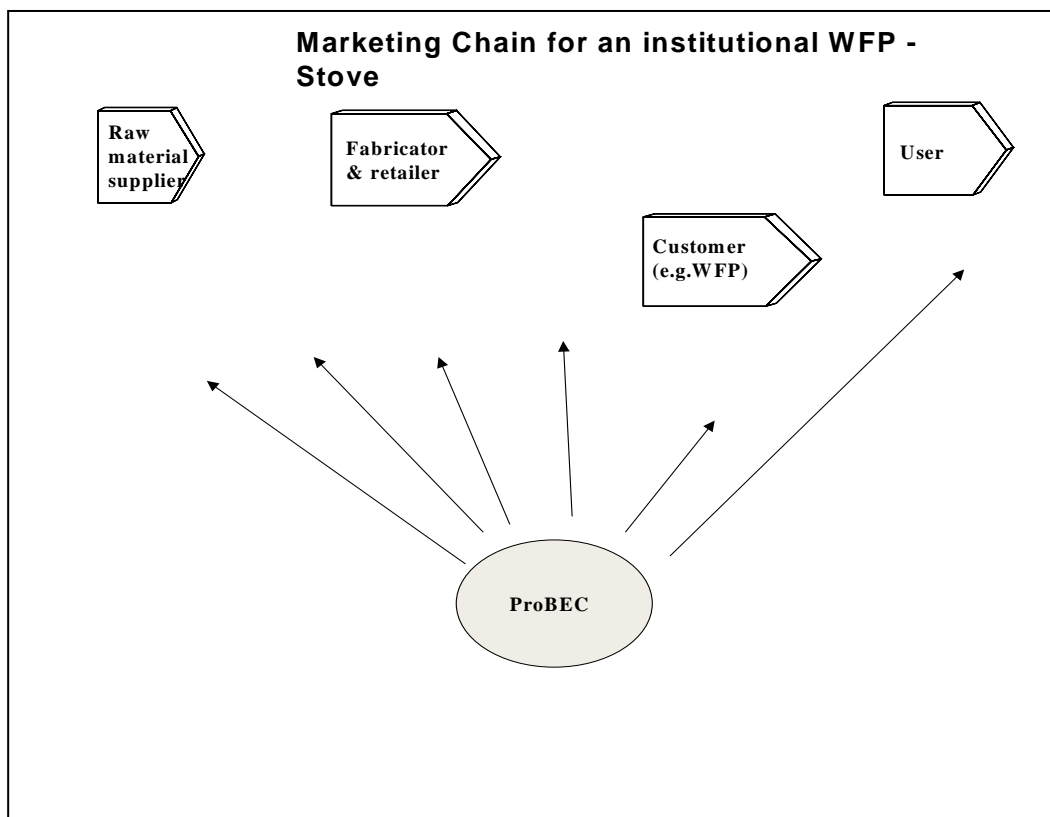
The marketing strategy and chain was studied using the ProBEC institutional stove as the example. 2,200 institutional stoves have been sold since the start in 2004. The competitive stoves were studied carefully and their problems overcome in the Rocket stove design. The main benefits of the Rocket institutional stoves are better tasting food, economy for the institution and convenience for the user. 15 entrepreneurs have been trained of which 4 have become certified Rocket stove producers. The present production capacity of 1,000 institutional stoves per year now appears to balance demand. The stoves have a life of 3 years and a warranty scheme guarantees quality.

Key factors in getting the institutional stove production established in Malawi were:-

- Identifying an entrepreneur willing to take the risk at the development stage
- The first big order of 120 stoves for the World Food Programme (brokered by ProBEC in July 2004 at the trade fair) helped to set up production without the involvement of commercial banks

The project invested a lot of effort to establish and maintain stove quality and reputation. The first 100 stoves were inspected by project staff before delivery and a quality control sheet filled in, later only spot checks were done. Each stove now goes out with a serial number, a matching certificate and a user manual and the certificate serves as warranty proof (guaranteed by producer). The register of certificates provides proof of the number of stoves sold.

The marketing chain was identified as:



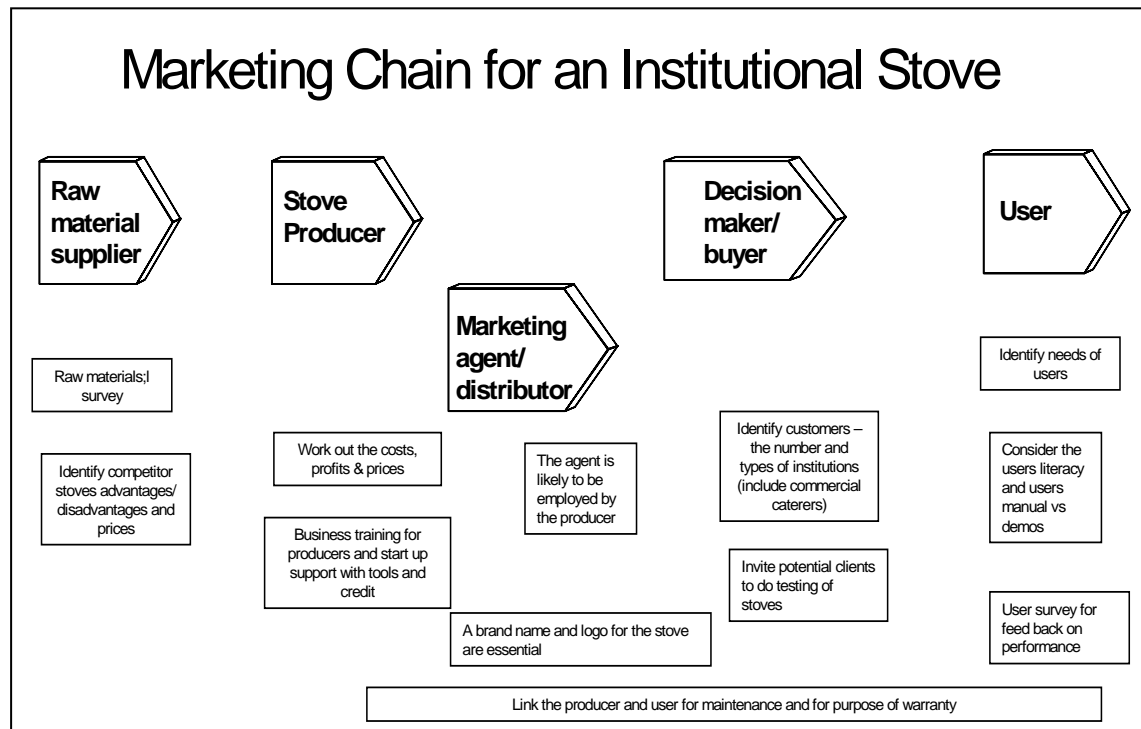
4.3.2 Output of group work

The participants were formed into four groups and were asked to consider the marketing of institutional stoves and imagine they were Marketing Consultants and make recommendations on the marketing of institutional stoves.

The key points to come out were:

The overall marketing strategy was not stated clearly by any of the groups and sometimes the process seemed more like project planning. It was clear that in the case of institutional stoves the decision maker and buyer is not the same person as the user. The decision maker is often an administrator who may buy for an individual institution or may make decisions that affect all the prisons in the country. Also it is most likely that the stove maker will either sell directly to the buyer or use a sales /marketing agent so there is no retailer in this chain.

The marketing chain that resulted from the group work looks like this, but for more information see Appendix V:



4.4 Tool 3 - Price Chain

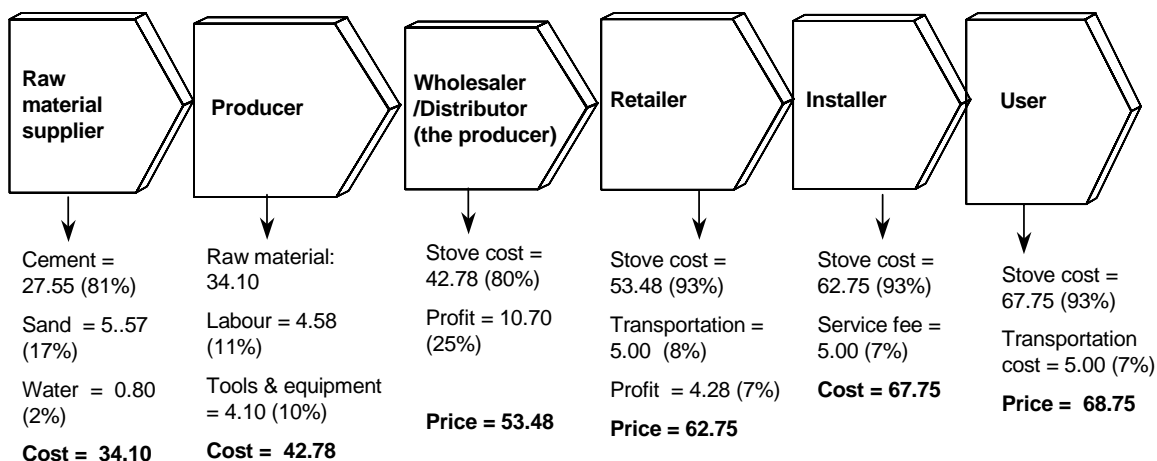
The price chain is an **information tool** which builds upon the marketing chain. It shows the prices at each stage in the marketing chain and with details of the cost at each stage and from this information then profits can be worked out. It is essential to know if the stove can be produced with a fair profit to each actor and result in an affordable price for the buyer. It must also be competitive in relation to other stoves on the market. Then entrepreneurs can be recruited and trained for stove production with confidence. It may also show the key points at which the project has to take action to facilitate stove production and marketing.

4.4.1 SUN-Energy project in Ethiopia

Using the SUN-Energy project in Ethiopia as a case study the marketing strategy was presented and the price chain explained. The project has trained and established 340 Mirt stove producers throughout Ethiopia (not in Addis Ababa). 116,000 stoves have been made and 100,000 are recorded as been sold. The Mirt stoves sell at 50B and the number sold includes 20,000 subsidised though a coupon worth 30B. Their target is to sell 1,128,00 stoves by the end of 2008. There has been a massive awareness raising and marketing campaign using a wide range of promotional tools including TV adverts and demonstrations. The training of entrepreneurs has included training in business skills. SUN-Energy has worked with micro-finance agencies and enabled stove producers to take loans if required. This approach has meant that working out the costs and profits of stove production has been a key part of the training. The price chain showed that a key role for SUN-Energy was in the supply and cost of raw materials. Enabling producers to buy in bulk was essential if an affordable stove was to be produced.

The Price Chain (based on producers in Debre Zeit)

- Price set by the producers
- High overall income for the producers
- Short pay back period for the consumers (about 4 months)



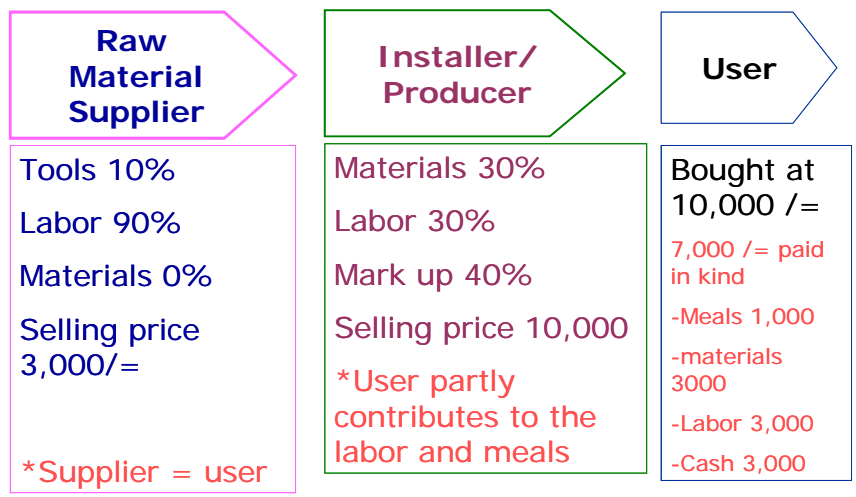
Currency: Ethiopian Birr

The method used to build up this price chain is shown on the Excel sheet in Appendix VI. You can use this as a tool to help you build up the price chains for your stoves.

4.4.2 GTZ Energy Advisory Project Uganda

The project works with wide range of partners and focuses on areas where there is the lowest availability of fuel wood in Uganda. 200,000 mud stoves and 7,000 metal rocket stoves have been disseminated in 2 years. Media relations have been carefully developed and used as part of a massive public awareness campaign which includes a travelling road show, and radio advertising. The in-built mud stoves use locally available materials and simple tools. Builders have been trained cascading from District to Sub-county to villages.

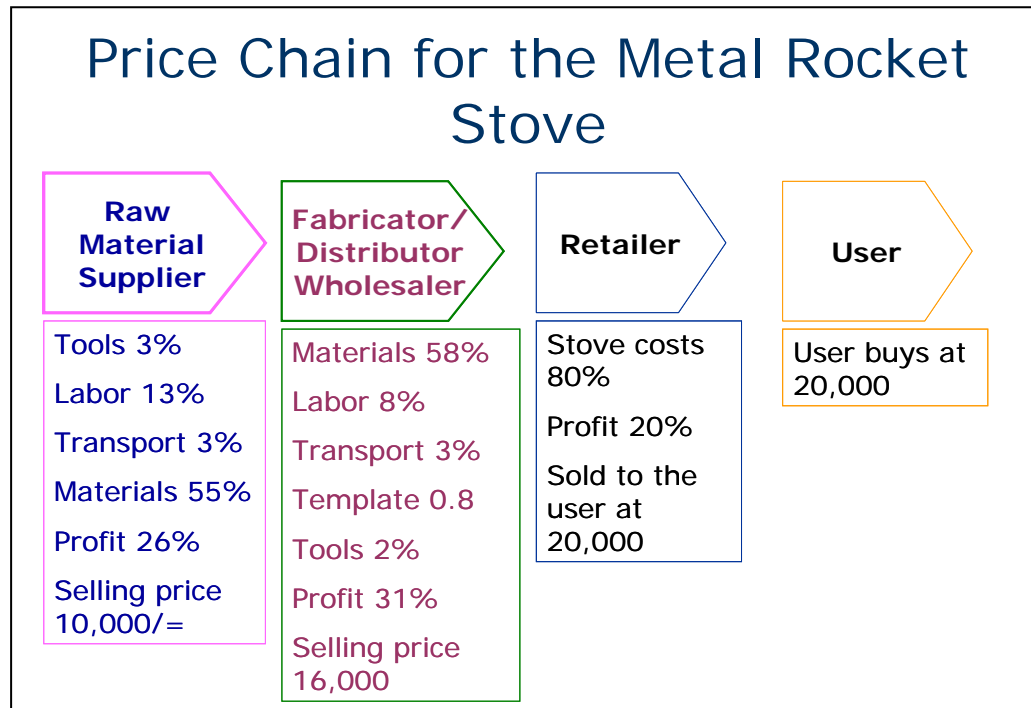
Price Chain for the Mud Rocket Stove



Currency: Ugandan Shillings

This shows the value of working out a price chain even where there are in-kind contributions so that there is a clear picture of all the costs.

In Uganda there have been different marketing strategies for different areas. In urban areas a portable rocket stove has been developed and the price chain for the metal rocket stove follows.



Currency: Ugandan Shillings

4.5 Sustainability

Experiences were exchanged on sustainability. Stove projects are set clear targets to achieve. They may be production targets, sales targets or usage by specific target groups. It is essential to meet these to satisfy funders and a project aim may be to reach those who may not be able to afford a stove. However any project can only reach a small percent of the population in its lifetime and so it is also important to set up stove production and marketing so that fuel efficient stoves continue to be produced and sold when the project ends. This is only likely to happen when each actor in the stove marketing chain makes a fair profit. The cost at each stage should include marketing costs that may previously have been taken care of by the project. If the project controls the whole process during the lifetime of the project it is not going to continue.

The first stage of a project is to establish product credibility, show production can be profitable and that users like the stoves. As soon as production is established and demand has been created to show that the whole chain can work the project must move to a second stage. It has to start working towards enabling the other actors in the chain so that stove producers become the key promoters and purchasing continues with only the market stimulation. The challenge is different for each type of stove and the participants worked in groups and were asked to consider a marketing strategy to achieve sustainability after the project has ended. They had to make recommendations on the production and marketing of portable and in-built stoves

4.5.1 Portable stoves

Portable stoves have a longer marketing chain involving retailers and distributors but the Ethiopian Mirt stove is semi-portable and so sets some different challenges.

The sustainability of portable stoves lies with having a product that potential users want and can afford. The project has to develop supply (production capacity) to a stage which is attracting new producers from the early adopters stage of the innovation/adoption curve. See Appendix X. Demand has to be created to such a level that buyers from the early and late adopters are aware of the product and stoves are easily available for purchase.

The results of the group work are detailed in Appendix VII together with key points from the discussion. Capacity building with government and NGOs and clarity of who will pay in the longer term are important points as well as ideas for capacity building at the producer and selling stage including passing on the right to use the logo.

4.5.2 In-built stoves

In-built stoves work as part of community development and often payment in kind is a part of the price chain as shown by the Ugandan project.

It was acknowledged that it is very difficult to achieve sustainability of building and uptake of in-built stoves after the project has finished. No matter how hard the project works to ensure partners and other institutions have ownership, the personnel will change and new ones don't have the same motivation. Also unless the project has worked with the organisations to raise funding specifically for stoves work then they have no way of funding time inputs to stove promotion. If the stove is completely mud built then quality control also soon deteriorates without project input. It was suggested that product diversification and the development of portable stoves was a possible route to sustainability. The use of liners to ensure the critical stove dimensions is another. The training of new stove makers through vocational training colleges was discussed.

The results of the group work are detailed in Appendix VII together with key points from the discussion. The importance of ownership being transferred to NGO's or other organisations is emphasised.

4.5.3 Summary of general points on sustainability

- Start planning the exit strategy from the start. Ask who will do – and pay for – all actions that the project itself carries out when the project ends.
- In setting up a warranty scheme involve some private or government agency that already sets standards. There is a cost to any quality control scheme that producers have to pay for in the long term once it has been shown to add value to the stove and is recognised by users. But whilst a warranty scheme may be essential for institutional stoves it may be impractical for mass production of household portable stoves in the longer term. Raising the awareness of potential users of what makes a quality stove during the project life should enable the users to become the judges in the end.
- Distribution should not be undertaken by the project – the transport of stoves from producers to retailers or users has a cost which must be included in the final price if the marketing chain is to be sustainable.
- Whilst an in-built stove with an in-kind payment or a portable stove with a subsidised price can achieve mass stove usage during the project lifetime other stoves may need to be developed which are not subsidised and can be produced

and sold on a fully commercial basis by the end of the project. This will ensure that all the efforts put into awareness raising to create demand for improved stoves will continue to be satisfied after the project ends.

4.6 Additional Tools

4.6.1 DKT Ethiopia

This presentation emphasised the effective use of commercial marketing tools combined with efficient organisation for achieving social objectives. There was a clear basis for their strategy and it also gave an example of how basic condoms were being sold at a very subsidised price to gain mass usage but others with added benefits were sold with less subsidy and a new product with even more benefits will have little or no subsidy. See the Workshop CD-ROM.

4.6.2 Population Services International (PSI) Marketing

The presenter from this organisation outlined the theory of the social marketing approach. A lot of work had been done to adapt the opportunities, ability and motivations within the behaviour change framework to be relevant to the Mirt stove and these could be very useful to all stove programmes in helping to develop effective promotional tools. See the Workshop CD-ROM.

4.6.3 PCIA Tool

The Indoor Air Pollution commercialisation Tool kit of the Partnership of Clean Indoor Air (PCIA) provides a framework with which to evaluate, roll out and monitor household cooking device programmes aimed at reducing indoor air pollution. It takes the user through a step by step approach which requires a lot of information collection. See the Workshop CD-ROM.

4.7 Peer Review of Ethiopian Marketing Strategy

Arrangements were made for the workshop participants to visit Debre Zeit – a town about 45 minutes out of Addis Ababa - to see a demonstration taking place in the market. Then a producer group and an individual producer were visited on the outer edges of the town. The Mirt stove was seen being used in one household to cook injera alongside another using the traditional 3 stone fire. Each of the four groups of participants were asked to give their views about the demonstration, production and usage and their responses can be found in Appendix VIII.



5. Marketing Tool Box and the Way Forward

The marketing tools were drawn from the experience of the people and projects at the workshop and added to a list of the three types.

A tool could include details of:

- Guidelines for development (eg. Terms of Reference)
- Design principles
- Context of usage
- Stage of project
- Resource costs vs impact
- Examples
- Good experiences with usage
- Bad experiences with usage
- Recommendations of outside expertise
- Samples of questionnaires eg. for stove user research

A number of people may have different experiences to add to tools.

On the last day, working this time in country groups, the participants identified which tools they could offer and share and which tools they were interested to receive. The results are shown in Appendix IX.

A tool for helping projects choose a stove brand name and design a logo is in Appendix IX. Also the Innovation Adoption Curve tool reference is given in Appendix X with some suggestions on usage in stove projects.

On the basis of this information sharing was encouraged between participants and it was asked that information also be sent to HERA. This can then be put on the ProBEC website for wider access.

www.probec.org

It is hoped that this online tool box can be added to and used by people who did not attend the workshop and so build up a means of ongoing experience exchange which can contribute to the effectiveness of stoves marketing.

Appendix

Appendix I Participants list

Name	Contact/ e-mail	Institution
Dr Andrea Reikat	Andrea.Reikat@cilss.bf	GTZ/FA-FASO Burkina Faso
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Dawit Haile		Ethiopian Rural Energy Development & Promotion Agency
Mehari Woldu	mehari127@yahoo.com	Mekelle Appropriate Technology Promotion Center, Tigray

GTZ HERA Experience exchange on marketing of household energy interventions

Addis Ababa, 22 - 26 January 2007, Ethiopia

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Appendix II Programme

	Monday, 22 January 07	Tuesday, 23 January 07	Wednesday, 24 January 07	Thursday, 25 January 07	Friday, 26 January 07
Times	Focus: Introduction to participating projects and marketing	Focus: Marketing institutional & portable household stoves	Focus: Marketing Inbuilt stoves & others	Focus: Field Visit	Focus: Follow-up & Various
9:00 – 10:30	Welcoming notes	Recap of previous day	Marketing of inbuilt stoves in Uganda, by the Energy Advisory Project, EAP	Formation of groups for peer review	Preparation and presentations of review groups' feedback from the field visit
11:00 – 12:30	Introductions: Programme, Participants, Expectations	Marketing of institutional stoves in Malawi, by ProBEC	Group work: discussion and additional inputs for marketing of inbuilt and portable stove - sustainability	Field Visit to Debre Zeit – marketing activities for Mirt Stove:	Follow-up plans on Marketing:
	Projects present themselves with focus on one most successful and one failing marketing intervention	Group work: discussion and additional inputs for marketing of institutional stoves – marketing chains	Presentations of group work	- Public stove demonstration	- country contributions to toolbox
12:30 – 14:00	Lunch break	Lunch break	Lunch break	Lunch break	Lunch break
14:00 – 15:30	Introduction to marketing (background, terminology, tools)	Presentations of group work	Marketing approaches of other actors :	- Visiting stove producers	Response to expectations and concerns
16:00 – 17:30	Group work on advantages & benefits	Marketing of portable stoves in Ethiopia, by SUN-Energy – pricing chain	- Social marketing of DKT Ethiopia	- Visiting stove users	Latest from HERA and EnDev
	Development of basis for a marketing tool-box	Plenary Discussion	- PSI marketing Questions		Closure
			PCIA stove marketing tool Questions & Discussions		
			Outlook to field visit		

Parallel: Exhibition of marketing material (including stoves or stove photos) from participating projects

Workshop venue: Ghion Hotel, Addis Ababa

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Appendix III Marketing strategy

What is a marketing strategy?

Marketing strategy is a process that can allow a project to concentrate its (always limited) resources on the greatest opportunities to increase stove dissemination and achieve sustainability.

It is developed through discussion and revision and testing then written down and agreed. It contains an action plan of how to reach the aim and the budget. It should be regularly reviewed and, if necessary, revised. It would normally cover a 3 year period with an outline budget and action plan and a more detailed action plan and budget for 1 year.

Why is having a marketing strategy important?

- To know the kind of customer you are selling to and what they want.
- To co-ordinate activities to achieve the agreed overall aim (*eg. all the different activities in a project involved and sharing the work*)
- To achieve better results
- To be pro-active (*eg. to anticipate changes which will affect stoves marketing*)
- To get the right skills and materials for each specific job and get the timing right
- To set realistic targets that people can achieve (*eg. each person sees how their task fits into the overall plan and how their timing can delay other tasks*)

A good and detailed marketing strategy gives you answers on:

⇒ How you achieve your project objectives/ sales target
⇒ How you work within the budget

⇒ Having the right market research
⇒ Knowing what your customer wants and can afford
⇒ How to create demand
⇒ How you publicise your project
⇒ How you promote your product
⇒ How to launch a new product

⇒ How to produce a quality product at the right price
⇒ How you price your product

⇒ How to extend the product range
⇒ Planning new product development
⇒ How you make your product different

⇒ How the product reaches the consumer
⇒ How you distribute your product

⇒ Understanding what is happening in the market place
⇒ Knowledge of competitors
⇒ Knowing legislation that affects your products
⇒ Knowing government policy

⇒ Anticipating changes

What makes a good marketing strategy?

1. Developed in consultation

- ⇒ Key people involved in development
- ⇒ Encouraging creative ideas
- ⇒ Everyone in project understands overall targets

2. Presented simply

- ⇒ Clearly presented for all involved
- ⇒ Each person knows their part in it and timing of actions
- ⇒ Presented as bullets and visuals as far as possible
- ⇒ Budget setting out clearly the sales targets and costs

3. Agreed

- ⇒ By all workers involved
- ⇒ By the project management

4. Achievable

- ⇒ Challenging but realistic targets
- ⇒ Understanding the whole marketing chain
- ⇒ Regular feedback on progress and costs

5. Continuous process

- ⇒ Reviewed regularly (quarterly) and revised as necessary
- ⇒ Successes recognised and problems analysed and changing the strategy to take account of these
- ⇒ Continual monitoring of external assumptions
- ⇒ Anticipation of major changes

Template for a Marketing Strategy

Project Name

Marketing Strategy

Period covered

1. Aims and Process
 - 1.1 Long term aim
 - 1.2 Indicators of success during this period
 - 1.3 Development and communication of the plan
2. The Market Place
 - 2.1 Trends
 - 2.2 Competition
 - 2.3 Strengths/weaknesses/ opportunities/threats
3. The Customer
 - 3.1 Description of consumer and needs
 - 3.2 Marketing channels
4. Product
 - 4.1 Distinctiveness
 - 4.2 Price
 - 4.3 Presentation
5. Advertising and Promotion
 - 5.1 Promotional plan
6. Action plan

Activity	Who responsible	Target date

7. Budget

- 7.1 Funding for period covered
- 7.2 Marketing expenditure

Appendix IV Advantages & Benefits Tool

Advantages	Benefits	Examples of slogans
Fuel efficient (evidence from cooking tests, usage feedback)	Time saving <ul style="list-style-type: none"> Less time spent collecting fuel wood Women don't have to carry so much wood 	More time to do (give an example of another activity that would really count for women in that area) Reduces women burdens
Good value (evidence from short payback period, durability of stove)	Money saving <ul style="list-style-type: none"> Saves money - less fuel wood purchased Lasts a long time 	Affordable by all Leaves more money for school fees
Improved air quality (evidence from tests usage feedback)	<ul style="list-style-type: none"> Cleaner – gives off less smoke Makes cooking more sociable as rest of family will be comfortable in the kitchen 	Makes cooking enjoyable Healthier for user and all the family Saves money on medications Appreciated by all the family
	<ul style="list-style-type: none"> Less time spent cleaning kitchen & utensils 	More time to do
Good design	<ul style="list-style-type: none"> Looks nice Improves kitchen appearance 	Modern kitchen
	<ul style="list-style-type: none"> Faster cooking 	Appreciated by all the family Happy family who comes home hungry and can eat quickly
	<ul style="list-style-type: none"> Multi purpose Cooks a wide range of food 	Convenient
	<ul style="list-style-type: none"> Easy to install 	Convenient
	<ul style="list-style-type: none"> Easy to use 	Anyone can use it Increases men's involvement in the kitchen
	<ul style="list-style-type: none"> Food tastes better 	Appreciated by all the family
	<ul style="list-style-type: none"> Fire attendance time reduced 	More time to do
	<ul style="list-style-type: none"> Easy to use 	Convenient
	Modern technology	Modern kitchen
	Convenient <ul style="list-style-type: none"> Can be used with all sizes of pots If portable it can be used inside or outside 	Convenient
	Safer <ul style="list-style-type: none"> For user For children 	Healthy women, healthy kids The protecting stove
	Multi- fuel use	Convenient

Appendix V Group work on Marketing Chain Institutional stoves

(P) = project responsibility
(SP) = Stove producer responsibility
(R) = Retailer

Product development stage (GTZ = P)	Raw material suppliers	Stove Producers	Retailers/Marketing agents or partners	Users - Institutions
<ul style="list-style-type: none"> • At the start: market research to identify the institutions • Consumers survey in the institutions • identify the institutions to target • Do a raw materials survey • Skills availability and industrial capacity • Modify design according to user feedback • Ensure quality control 		<ul style="list-style-type: none"> • Organise technical training on stove construction/production (P) • Quality control <ul style="list-style-type: none"> - branding & labelling - stove efficiency (P & Independent consultants) - general stove properties/strengths (P) - establish a guarantee • Establish the cost of the stove and profit margin (P & SP) <ul style="list-style-type: none"> • Work out the selling price (P & SP) • Business development skills training for producers (consultants) • Prepare a construction manual (P) • Establish the capacity of the workshop (P & SP) • Calculate the pay back period (P & SP) 	<ul style="list-style-type: none"> • Establish the profit margin and possible selling price (SP & P) • Establish all possible means & forms of payment for the stove by clients (P & SP) • Create outlets near target institutions (P & R) • Employ a sales team of producers 	<ul style="list-style-type: none"> • Prepare a user manual (P & stakeholders) to be distributed with stoves • Leaflet distribution • User training and demo • User survey for feedback on performance • Invite possible clients to do testing of stoves (SP)
<p>Awareness training workshops for heads of target institutions (P & government)</p>				

Yellow Group Recommendations on the Marketing of Institutional stoves

(P) = project responsibility
 (SP) = Stove producer responsibility
 (U) = Users

At project start (product development)	Raw material suppliers (metal & clay)	Stove Producers (which in many cases are Retailers)		Users - Institutions
<ul style="list-style-type: none"> market research to identify the market size, potential users and research the competitive stoves and prices. (target group is hospitals, schools, prisons, orphanages) 	<ul style="list-style-type: none"> = metal suppliers & ceramic suppliers 	<ul style="list-style-type: none"> Select producers (P) Train producers in stove production (P) Business training for producers (P) Start up support with tools and credit (P) Time to time surveys to help in product development (P) Quality control – branding, certificates, logo (P & SP) 	<ul style="list-style-type: none"> producers or a sales agent employed by the producer do sell. Develop communication strategy (P & SP) identify potential big markets (P) demonstrations and exhibitions (P & SP) media campaign (P) 	<ul style="list-style-type: none"> Targets: hospitals, schools, prisons, orphanages Test stoves (U & P)
<p>Stakeholder workshops (P) Influence policy changes to favour fuel efficient institutional stoves (P & Partners)</p>				
<ul style="list-style-type: none"> market research is useful as well to know concurrence products 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> If the project has the possibility to select producers that is an advantage The branding and logo are essential! for inst. stoves: supply of stove & pot is essential! 	<ul style="list-style-type: none"> Retailers are not essential to marketing of institutional stoves direct connection between producer and user to assure sustainability 	<ul style="list-style-type: none"> maintanance & warranty – link producer & user! link certificate to warranty

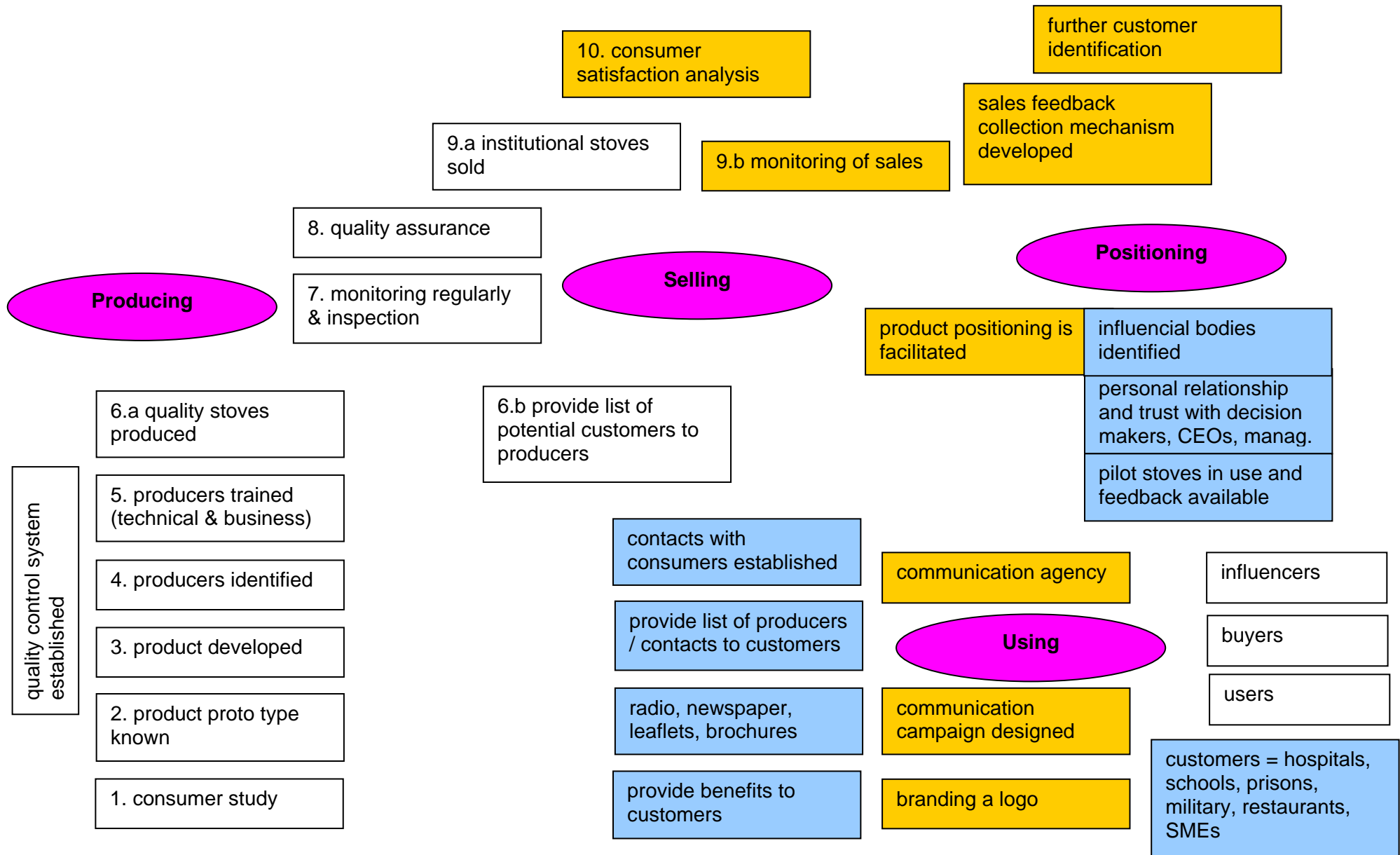
Green Group Recommendations on the Marketing of Institutional stoves

Raw material suppliers	Producers / Retailers (in many cases producers are retailers)		Users - Institutions
<ul style="list-style-type: none"> Facilitating bulk buying of imported raw materials 	<ul style="list-style-type: none"> Establishment of producers association Micro finance initiatives – credit for producers technology development with universities 	<ul style="list-style-type: none"> Identify retailers with multiple outlets Demonstrations, exhibitions, trade fairs, cooking demonstrations Fuel stations and supermarkets are potential retail outlets to also raise public awareness Meetings/events for concerned institutions – public health day - energy efficiency day 	<ul style="list-style-type: none"> Demand forecasting – identify institutions, market survey Information dissemination – leaflets etc. at pharmacies, schools, Health Centres etc.
<p>The project to facilitate awareness creation workshops for relevant stakeholders to enhance their involvement: → for Government & NGOs - Gender Office, Natural resources, Health, Education)</p> <p>Advocacy → to lobby for regulatory measurements for stove use, e.g. tax relief</p>			

Key points from discussion

<ul style="list-style-type: none"> Difficult to get tax relief but worth trying to get exemption/relief on import tax on raw materials 		<ul style="list-style-type: none"> Outlets have to be adapted to target group. Do institutional stoves need retail outlets? Retail outlets are relevant for distribution of stoves but not for institutional stoves! Rather portable ones!!! 	<p>For institutional stoves decision makers for buying must be targeted: decision makers & buyers!!!</p> <p>(put priorities according to budget)</p> <p>Identification of users is useful and is duty of the project!</p>
<p>The use of a marketing strategy should be clear!!! Here: No overall statement of marketing strategy or how it will enable sustainability of marketing chain and how activities can be prioritised according to budget available!!!</p> <p>Marketing chain was agreed to be Producer – decision maker /buyer – users. Therefore decision makers for buying should be target.</p>			

Orange Group work on Marketing Chain for Institutional stoves



Comments & key points of discussion

Positive

- marketing, business skills come out strongly
- information where to buy
- producers should become sales persons
- use surveys to find out consumer satisfaction

Recommendations:

- objective of marketing strategy must be clear
- different type of people to reach with a marketing strategy
- different strategies according to introduction stage of stoves
- translate the manual into consumer's language
- strategy to create a demand!
- reflect other foregoing product in the market

Appendix VI Pricing Chain Tool – an Excel spreadsheet

Production cost breakdown and calculation of selling price of mirt stove

Note: The following production cost breakdown for mirt stove production is calculated based on the information gathered from Ato Addisu the mirt stove producer in D.zeit, can give an over all idea as to how to calculate the production cost of mirt stove. The figures vary according to the type of raw material used and its price in the respective site.

Sebeta's case

Assuming a production of 100 stoves in one month:

a. Direct raw materials cost

No.	Type of raw material	quantity	unit price (ETB)	total price (ETB)	Assumption
1	Scoria	11.5 m3	1940,63	1940,63	100 stoves
2	cement	29 sacs	91,00	2639,00	28,57
3	water	40 barrel	2,00	80,00	40,00
	Total			4659,63	

4 barrel/day
2ETB/barrel

b. Direct labour cost

No.	type of work	No. of labourers engaged in a specific work type	time taken by one labourer (hrs)	total labour hrs.	payment/hr. /person (ETB)	total payment (ETB)
1	sieving the sand	2	34,5	69	0,83	57,53
2	producer salary (stove production, marketing and administration)	1	160	160	2,00	320,00
3	production assistant (producing, watering etc)	1	80	80	1,00	80,00
	Total	4	275			457,53

c. Indirect costs

No.	cost items	quantity	unit price (ETB)	total price (ETB)
1	labour for loading and unloading	100 stoves	1,00	100,00
2	transport	100 stoves	5,00	500,00
3	guard	1 person	60,00	60,00
4	rent	1	150,00	150,00
5	depreciation		50,00	50,00
6	miscellaneous		50,00	50,00
	Total			910,00

Based on the above cost breakdown, the production cost of the mirt stove can be calculated as follows:

No.	cost items	cost (ETB)
1	direct rawmaterials cost	4659,63
2	direct labour	457,53
3	indirect cost	910,00
	Total	6027,16

Then the production cost of one mirt stove

$$6027.16 / 100 = \text{ETB } 60.27$$

60,27 ETB

16,14 Percent

Calculating the profit of the stove in percentage term

If one producer sells the stove with a price of 70,00 then he/she will have a profit margin of around 16%.

this can be calculated as follows:

$$\text{the profit margin} = \frac{(\text{price of the stove} - \text{cost of production})}{\text{cost of production}} \times 100$$

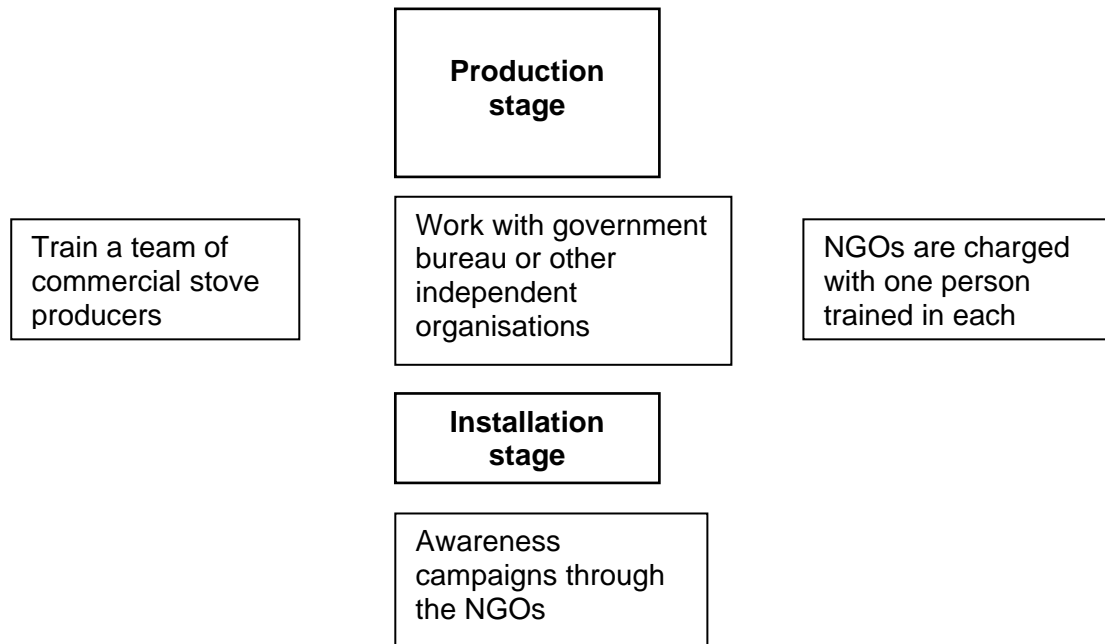
$$\text{the profit margin} = \frac{(\text{ETB } 70 - \text{ETB } 60,27)}{\text{ETB } 60,27} \times 100$$

$$\text{the profit margin} = 16.14 \%$$

$$\text{the profit margin} = 16\%$$

See Excel sheet attached to the e-mail.

Appendix VII
Group work on sustainability of in-built stoves - 1

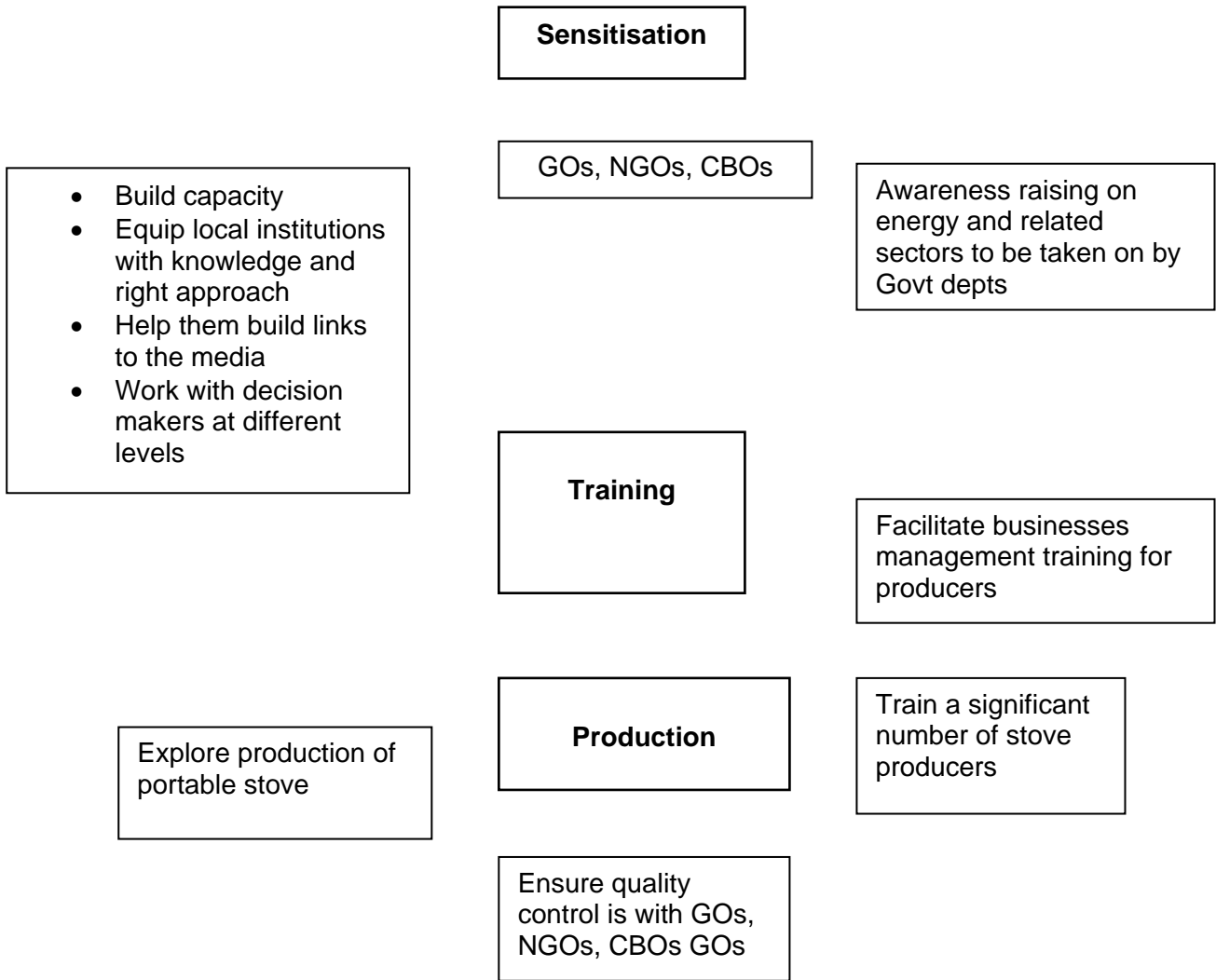


Main points from discussion

	Ownership must reside with NGOs or other organisations	
Stove producers must have construction manuals, plans		NGOs or other orgs must have project knowledge – market research, logo etc

	Project has to work towards the creation of demand and supply to happen independently of the project so that it continues when project ends	
Stove producers and installers must be making affair profit for them to continue production		NGOs or other orgs must continue awareness raising

Group work on sustainability of in-built stoves - 2



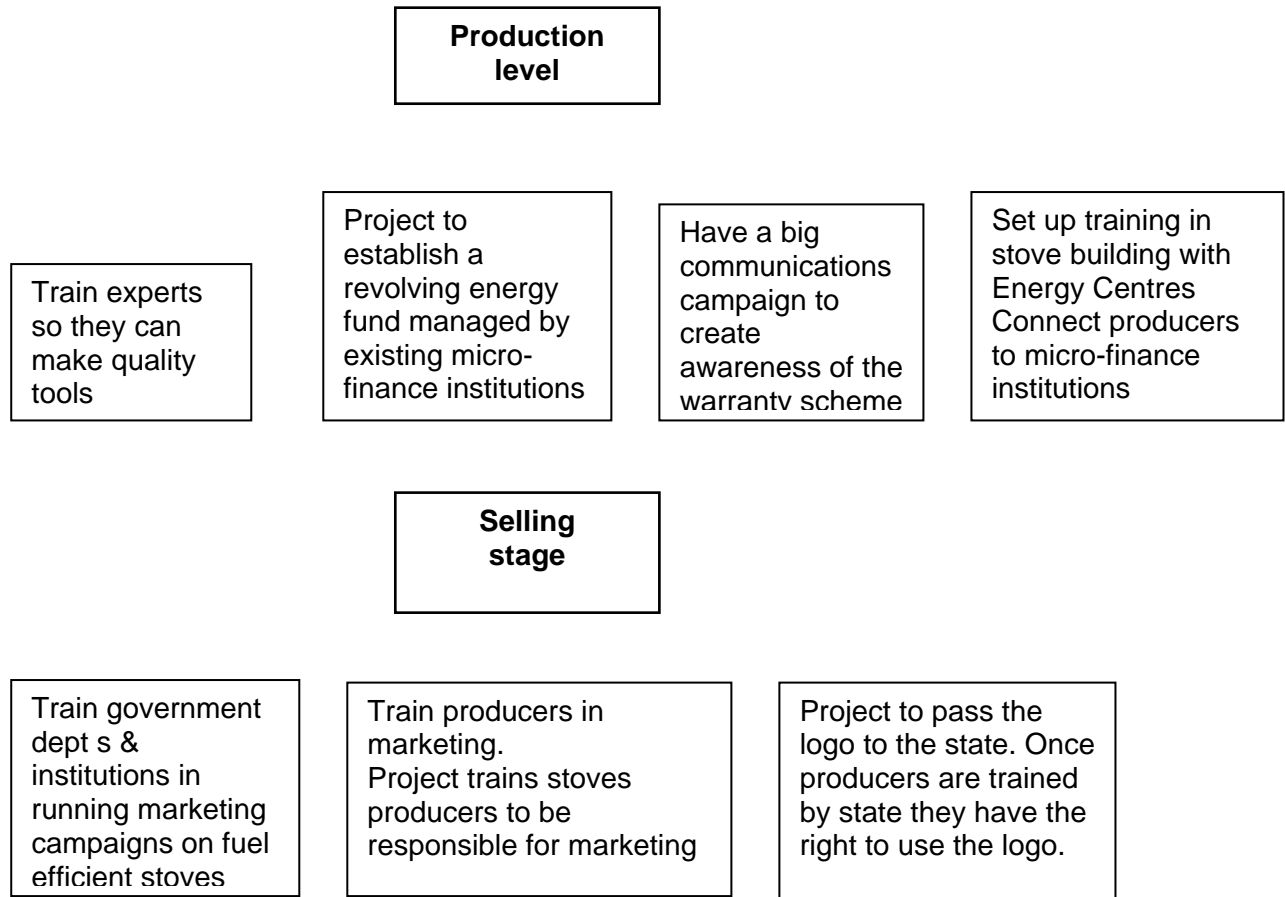
Main points from discussion

	Ownership must reside with NGOs or other organisations	
Identify the right media to have impact; then train other institutions in ways to use the media for sustainability	The marketing strategy must take account of who will continue promotion after the project has ended	Stoves are the mandate of many institutions but only if they have a budget available will active promotion of stoves continue after the end of the project

Diversification of product (development of a portable stove) may be crucial to sustainability

Sustainability of production can depend on the mobility & dynamism of the producers

Group work on sustainability of portable stoves - 1



Main points from discussion

Production level

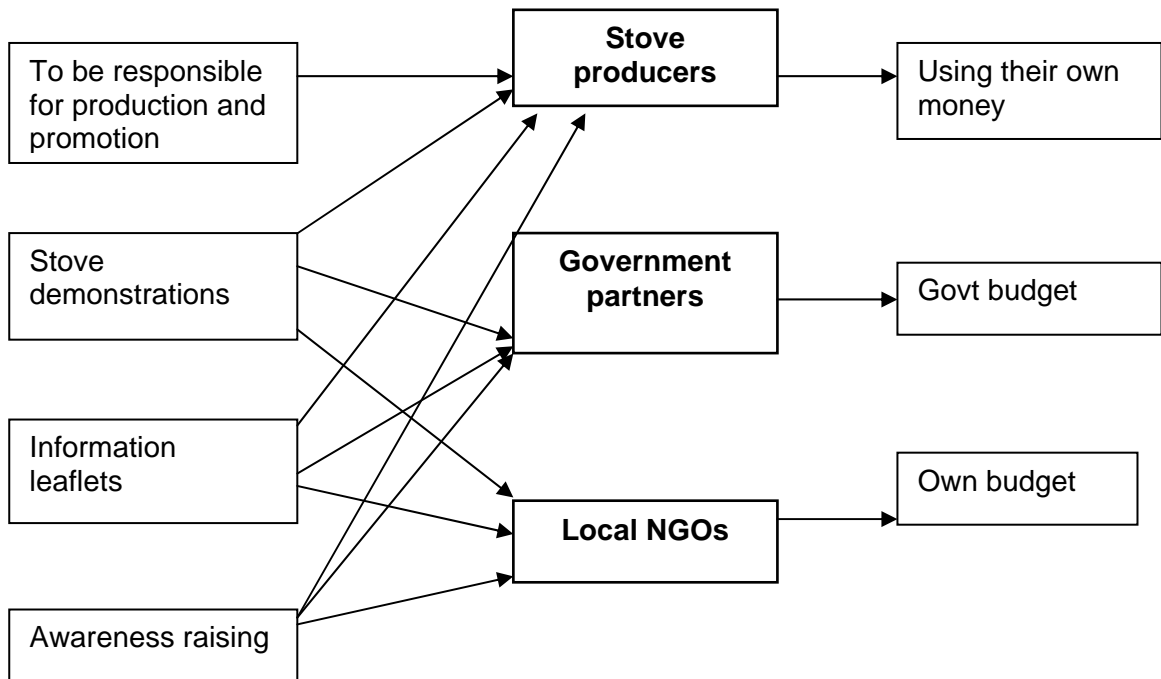
	Planning for the exit strategy should be part of marketing strategy	
Quality control has a cost attached to it. The producer normally pays this cost as it adds value to the product.		Explore lobbying for stove production to be taught as vocational training

Selling stage

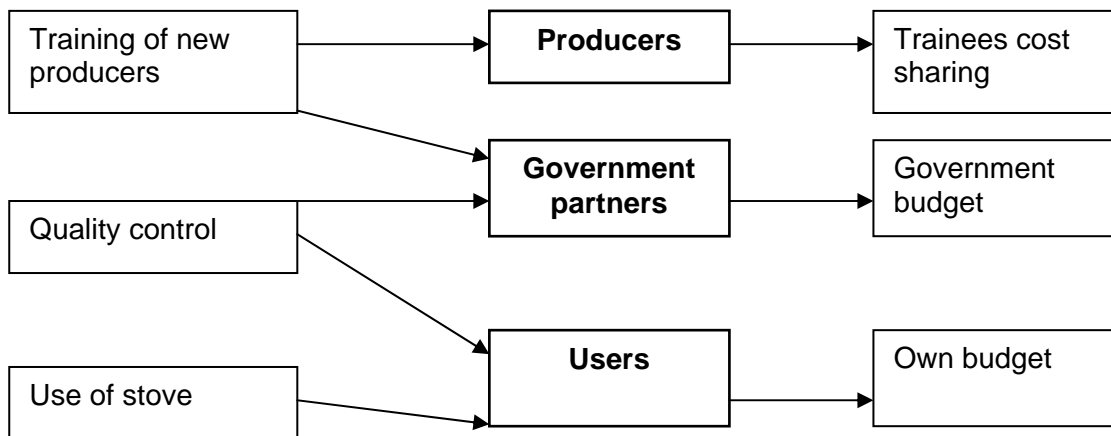
Connecting quality control with the logo is important	Project needs to know what makes a stove attractive to the user through user surveys and use this as basis for selling message.	If the product does not sell is it the right one? Is it meeting users needs?
	Demand is the market place control	

Group work on sustainability of portable stoves – 2

This group's exit strategy was (1) capacity building



This group's exit strategy was (2) producers as trainers



Main points from discussion

Government & NGO support is critical in sustainability and project resources must be directed to them from the start to contribute towards sustainability

Appendix VIII Peer Reviews of Visit

Group white	Producer group	Individual producer
Demonstration What was/were the message/s?	<ul style="list-style-type: none"> - save fuel and save trees - convenient - beautiful - no alteration of the food taste - multi purpose stove - clean kitchen - faster cooking 	
Production/Sales Are they in the right place to sell their stoves?	<ul style="list-style-type: none"> - no, they could be better along the main road 	<ul style="list-style-type: none"> - yes, he produces & sales among the target/potential users - No, he could be better along the main road
Usage What seems to be the main benefit for the users? And how would be a good respective marketing slogan?	<ul style="list-style-type: none"> - convenience <p>“Mirt stove - best stove!” “Mirt stove, Michu!”</p>	

Group green	Producer group	Individual producer
Demonstration Was the demonstration attention grabbing?	<ul style="list-style-type: none"> - baking, cooking and tasting - assessment of the peak time to address the targeted audience - attracts people but also it might be invaded by distracts - the loud speaker was not clear enough 	
Production/Sales How is production quality ensured?	<ul style="list-style-type: none"> - Moulds - Ratio of raw material - regular watering - Perfection in demoulding 	<ul style="list-style-type: none"> - Demoulding will de easier after a long practise
Usage What seems to be the main benefit for the users? And how would be a good respective marketing slogan?	<ul style="list-style-type: none"> - fuel saving - smoke reduction - heat reduction <p>“Mirt is economical!”</p>	

Group orange	Producer group	Individual producer
Demonstration Was the demonstration well organised according to marketing strategy background?	<ul style="list-style-type: none"> - demonstration materials were there - promotion materials were there - attending people were excited - cooking performance of the stove was good weak points: <ul style="list-style-type: none"> - protection: rope around the tend to close to baking area - spot of demonstration was too close to shop with too loud music, difficult to hear messages - sound system not performing well - no stoves to be bought 	
Production/Sales Are they promoting their stoves themselves? And how?	<ul style="list-style-type: none"> - yes by moving during the surrounding - cooking demonstrations - distribution of leaflets - displaying at the road side - by word of mouth 	<ul style="list-style-type: none"> - distribution of leaflets - displaying at the road side - by word of mouth
Usage What seems to be the main benefit for the users? And how would be a good respective marketing slogan?	<ul style="list-style-type: none"> - saving fuel - protection from smoke - protecting from burning - clean kitchen "Use MIRT stove, save money, protect yourself from smoke and burns!"	

Group yellow	Producer group	Individual producer
Demonstration Who was targeted with the demonstration? And how?	<ul style="list-style-type: none"> - potential users - influencers (men and children) - decision makers (buyers) - giving people foods sharing that low the stove work - live demonstration - choose the right place for stove demo - distribute addressing stove producers - Limitation: during the demonstration there was no product to be sold! 	
Production/Sales Which evidence did you see that reflected their business training?	<ul style="list-style-type: none"> - keep their records - provide receipts - convince visitors 	<ul style="list-style-type: none"> - keep their records - provide receipts - convince visitors
Usage What seems to be the main benefit for the users? And how would be a good respective marketing slogan?	<ul style="list-style-type: none"> - convenient - beautiful - no more pollution - save fuel - reduce danger of fire "The Mirt is beautiful and convenient!"	

Appendix IX Marketing tool box exchange list

Experience Tools:	Which marketing tools can you provide to others? And, to which can you contribute? (Specify!)	Which Tools are you most interested to receive? And from whom? (Maximum 6)
1. Rural Stove marketing (esp. of in built stoves) problematic	- UG (strategy) - KE (marketing inbuilt stoves)	- ProBEC from KE & UG - ET (strategy from UG)
2. Getting the producers to do the marketing.		- ProBEC (on rural stoves) - BF - KE (producers do marketing)
3. Good experiences in production established (E)	- KE (production)	
4. A range of stoves to meet different needs (M)	- ProBEC	- ET (ProBEC & UG on inst. stoves) - KE (from ProBEC, UG urban rocket stove)
5. Market opener – big order to stimulate production at start	- ProBEC	- UG (from Malawi) - SE (from ET)
6. Quality control issues	- BF labelling system - ProBEC (checklist for rocket, clay stoves) - KE (for liners)	- ET (structures from ProBEC)
7. Demand Versus Supply	- BF experience	- BF - KE (sustaining demand after project ends – general challenge, e.g. HERA)
8. Encourage ownership	- ET (institutional ownership)	- BF - ProBEC, ownership by ministries - SE
9. facilitate training of stove producers in sales & marketing	- BF experience - ET (training modules for producers) - KE (training modules of stove producers)	- ProBEC, rural producers (ET)
Information Tools:		
1. User Manual	- ProBEC	
2. Monitoring fuel prices and availability.		
3. Stove efficiency		
4. Monitoring of raw material price + availability		
5. Market research, purchasing capacity	- BF done - ProBEC (studies on market HH rocket for urban, charcoal stove)	
6. Advantages, benefits of stoves		
7. User satisfaction	- BF experience (done)	
8. Local knowledge about seasonal calendar		
9. Cooking habits		
10. Survey on available stove designs		
11. Know your competitors		- UG (from ProBEC)
12. Kitchen + Firewood management	- ProBEC (modules on kitchen & firewood management)	- UG (from any)
13. Facilitate producers to access business support services		- SE (from ProBEC & ET)
14. Adoption Curve		- ET (more knowledge from Kathryn Potts)
15. Emissions, IAP		- ProBEC (measuring tools) - UG (from ET information on measuring) - KE (measuring)
16. Kitchen Design, Ventilation	- ProBEC (advises) - KE	
17. Lifespan	- ProBEC (study about lifespan of clay stoves)	
18. Consumer research on habits, attitudes	- BF experience	
19. Energy user patterns on various levels		
20. Payback period in money + time		- BF
21. Health benefits prevalence of respiratory diseases		- ET (general information from HERA)

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22. Marketing and price chain	- BF modules available - ET (examples for both)	- SE (from ET)
23. Innovation/adoption	- KE (for Rocket Mud stove and Jiko liner)	- ET (from UG)
24. Quality Control	- BF labelling system - ProBEC (sheets for rural clay and inst. rocket stoves)	- UG (from ProBEC & BF)
25. Impact on the environment of stoves)		
26. Conduct a survey of users of > 1yr, to identify advantages and use as basis of sales slogan		
27. Criteria for producers Selection	- ProBEC (selection of metal rocket stove criteria) - ET	- BF - UG (from ProBEC & ET)
Promotional Tools:		
1. Calendars	- ProBEC, first time - UG as awareness tool	- ET (from Malawi)
2. Posters		
3. Radio Ads	- BF spot	
4. Brand Name/Logo	- BF "roumdé" ProBEC	- KE (suitable brand names for all stoves)
5. Quality Control Label/Stamp	- ProBEC	- ET (from Malawi)
6. Competitors		
7. Additional Features. Eg. Sand Box	- ProBEC (sand box) - KE (fireless cooker)	
8. Training Producers	- KE (training producers as trainers)	
9. Credit for stove users		
10. Credit for stove producers	- BF Credit on raw material	
11. Working with health/fuel + food/fuel programme	- ProBEC food & fuel progr.	
12. Leaflets	- ProBEC, neg experience	
13. Demos	- BF animations - ProBEC, good exp. - KE, good experience	- KE (sustainable after project end)
14. Banner/ad board		
15. PR	- UG good experience, esp. with print media	
16. User manual	- ProBEC, good experience	
17. CD! With info material and/or videos	- BF yes - KE (documentary made for Jiko)	
18. Videos, TV-Sports	- BF yes	
19. Carrier bags, T-Shirts, Caps, Matchboxes	- BF yes - ProBEC, neg experience	
20. Stickers (for vehicle fax + insurance)	- ProBEC, stickers with ProBEC logo - UG neg experience	
21. Warranty Scheme		- SE (from ProBEC)
22. Media training to be facilitated for NGOs		- ProBEC (from ET & UG) - SE (from UG)

Appendix X Examples of Marketing Tools from K H Potts

1. Promotional tool - Brand name

Branding the stove is the first key step in stove marketing - giving it a name that is easily recognised and has good associations for the user.

Guidelines:

- Chose a name of 2 or 3 syllables only
- Try to use strong consonants such as K and M
- Engage a designer to produce some ideas for brand name.
- Ensure that the brand name colour and design are used consistently in all materials
- Test it out

Examples of stove brand names collected at the workshop

Brand name	Meaning	Country
Mirt	The chosen one	Ethiopia
Tikikil	The right one	Ethiopia
Lakech	It excelled	Ethiopia
Diambar	The courageous	Senegal
Sakanal	The economic	Senegal
Amahega agomorembe	Modern stove	Uganda
Upesi	Cooks fast	Kenya
Kiasa	Fashionable & modern	Kenya
Roundé	The preferred wife	Burkina Faso
Jikobora	Improved stove	Tanzania
Chanza	Fast	Malawi
Chitetezo	Protecting	Malawi
Anagi	Excellent	Sri Lanka
MIRAC	Miracle stove	Haiti

Stove names which are not brand names

Name	Meaning	Country
Locally known as "Mwami ogyenda o'tiire"	Husband go after eating	Uganda
Maendeleo	Development stove	Kenya
Rocket stove	Technology used	Africa

Brand name/Logo design – Sample Terms of Reference

To provide a selection of ideas for a logo for use in (eg. adverts, web page, letterhead, publicity, shop front sign, banners etc.) The chosen design to be produced in (eg. jpeg and eps) format.

Brand name:.....

Information about the product and who it is aimed at
.....

Criteria

Budget: €..... maximum

Timescale:

2. Information tool – Adoption curve

See The Innovation Adoption curve at this web site:

http://www.valuebasedmanagement.net/methods_rogers_innovation_adoption_curve.html

This tool may help you

- identify stove producers – among the potential producers it will be the innovators who will be interested in a new technology to begin with. They may have some spare resources and will be risk takers. Later when the project aims to increase the level of production in the same area then the next producers to be interested are early adopters who will need to be more sure about production being profitable.
- Gain first buyers - the first buyers and users of stoves will be innovators and may not be the project target group. In effect the innovators will pay a higher price and act as unpaid testers whilst the technology is being refined. It is better that this group take these risks rather than the poorest households. Also usage initially by higher income households can make stoves seem more desirable and so create aspirations in lower income households to have such a stove. So at the start the promotion and advertising may need to be targeted to reach the innovators, whilst later on more mass media may be appropriate.

