Graduation Report

Creating better product communication by using Storytelling and Cultura

Tessa Fij - April 2019

Master thesis   Creating better product communication
by using Storytelling and Cultura

Industrial Design Engineering
Delft University of Technology

Author   Tessa Fij

Supervisory team
Delft University of Technology   Dr. ir. Diehl, J.C.
Dr. ir. Boeijen, A.G.C. van
BoP Innovation Center   Msc. Velde, N. van der

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Delft, The Netherlands

Delft University of Technology
Landbergstraat 15, Delft
The Netherlands

BoP Innovation Center
Arthur van Schendelstraat 500
3511 MH Utrecht
The Netherlands

SNV
Parkstraat 83
2514 JG The Hague
The Netherlands

EcoGroup ltd
Mbuubi Road, Mengo Rubaga Division
Kampala District
Uganda

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Master Thesis - Tessa Fij

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Tessa Fij

Executive Summary

Context

This graduation thesis by Tessa Fij has been conducted for BoP Innovation Center (BoPInc). BoPInc is a non-profit foundation that supports innovation and welfare in low-wage markets (the Bottom of the Pyramid (BoP)). In one of its current projects, BoPInc gives advisory support on marketing and distribution of innovative Small to Medium Enterprises (SMEs) that include the people of the BoP.

Problem

Within this project, BoPInc provides advisory support to selected SMEs. This support mainly consists of a two day training. The outcomes of this training are reported by BoPInc. The selected SMEs try to implement these outcomes. During this implementation phase, the SMEs still receive support via regular phone calls. This practical implementation is challenging for most SMEs. These organizations find it difficult to include valuable insights in practice. This assignment, was initiated to improve this process of implementing the training outcomes.

Orientation

First, the current advisory support process and BoPInc's training tools were analysed to identify the main changes that need to be made within this process.

The first solution space that is identified is that the current trainings do not include the cultural perspective. Currently trainings actively include the end user perspective, to match the product/service and the marketing better to the end user. But the product-user interaction takes place within an environment, which is culturally shaped. Including this cultural perspective helps the SMEs and BoPinc to have the same understanding of the context of the product/service.

The second solution space is on the abstraction level of the training outcomes. The outcomes of the trainings need to be made more practical in order for organizations to implement it easier. Once these outcomes become more practical, the underlying insights can be included better.

To tackle the defined problem I reviewed literature to find additional knowledge on the defined solution spaces. Within this review I found two theories that could add to the two identified solution spaces: Cultura and Storytelling. The BoPInc training tools together with the literature methods formed the input for the Case study.

Case study: EcoGroup

One of the selected SMEs, EcoGroup, participated in such a training at the end of April 2018. EcoGroup is an Ugandan organization that designs, produces and markets clean cooking stoves. The training EcoGroup participated in, resulted in multiple insights and seemingly practical changes for this organization. Almost half a year later, the SME has implemented a lot of changes and has worked on their new communication plan. Although they put in a lot of effort, implementing the abstract insights in practice seemed too challenging and the values are not yet included in the communication materials.

Within the Case study I first explored the current situation, with these insights I defined the targeted end user, cooking culture, current usage, and current interactions between EcoGroup and its end users. The end user was defined to be a low income peri-urban woman. Then, a desired interaction was defined which resulted in the designed communication plan (Figure 1). The plan contains 6 steps through which the end user will potentially reach long term retention of the right product usage.
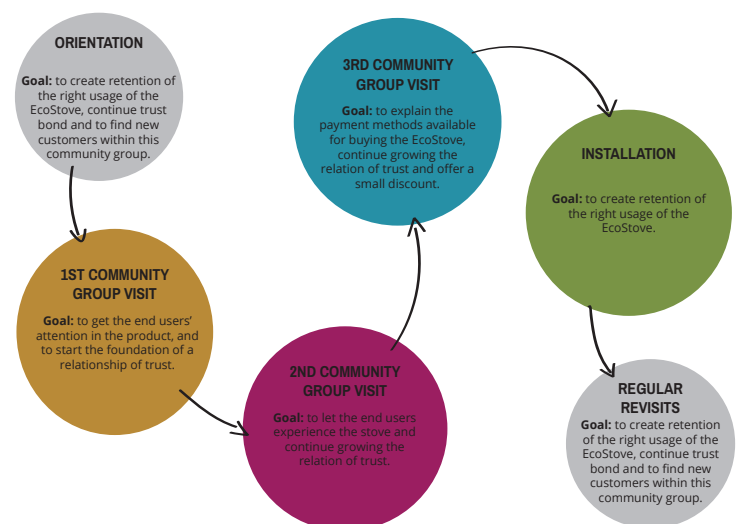

ORIENTATION

Goal: to create retention of the right usage of the EcoStove, continue trust bond and to find new customers within this community group.

1ST COMMUNITY GROUP VISIT

Goal: to get the end users' attention in the product, and to start the foundation of a relationship of trust.

2ND COMMUNITY GROUP VISIT

Goal: to let the end users experience the stove and continue growing the relation of trust.

3RD COMMUNITY GROUP VISIT

Goal: to explain the payment methods available for buying the EcoStove, continue growing the relation of trust and offer a small discount.

INSTALLATION

Goal: to create retention of the right usage of the EcoStove.

REGULAR REVISITS

Goal: to create retention of the right usage of the EcoStove, continue trust bond and to find new customers within this community group.

Figure 1 The communication plan

Additionally to the communication plan, I developed several communication materials. These were developed by the use of the Storytelling theory. For every material, the following 5 aspects of a story were defined in detail; a setting (1), a character (2), resources (3), actions/interactions (4), and a goal/purpose (5) (Burke, 1969; Westerhof, 2018). For every aspect that was defined, the background knowledge of the previously defined cultural context was applied.

Advice

When looking back on the design process of the Case study, I especially reflected on the contributions of Cultura and Storytelling and on how these theories can be included within the advisory support process.

The Cultura knowledge was used during the discover, define and develop phases. During the BoPInc trainings, the inclusion in the define and develop phases are most relevant. The discover phase is excluded of the trainings. The Storytelling knowledge was used during the discover and develop. The theory steared the discover phase towards the Storytelling aspects. During the development of the communication materials, the five aspects were used to structure the design and helped to include the insights from found during the explorations.

These reflections resulted in the design of two canvases. These canvases help to include cultural context insights in more practical outcomes of the trainings.

I designed a Storytelling Canvas (Figure 3) on the basis of the 5 aspects of a story (Burke, 1969; Westerhof, 2018) to help the process of creating these practical materials. The insights of the Cultura Canvas (Figure 2), contribute to connecting these stories to the end users that are being targeted. Together the Cultura Canvas, Storytelling Canvas and usage advice for trainings help BoPInc to better support the development of product communication of SMEs.

Reflection

This Graduation Assignment contributes to the advisory support process of the BoPInc

Figure 2 The Cultura Canvas

Figure 3 The Storytelling Canvas

in one of its projects. It intends to solve the implementation challenge of valuable insights, through creating more practical outcomes of the advisory support training. The created designs have found to be relevant for both EcoGroup as BoPInc. For EcoGroup, the designed communication plan for its communication to low income peri-urban women is ready to be realized. Furthermore, the canvases and advice for BoPInc contribute to a more effective consultant process for future similar projects and are being included in the standard BoPInc tools. Due to time limitations the designs have not been fully tested.

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Introduction 1

In this chapter I first explain the general context of this graduation thesis and the problem that has been encountered. Next to that, the steps in solving this problem are explained in the project approach.

1.1 Context

This report contains the results of the graduation thesis for the master Design for Interaction of the faculty of Industrial Design Engineering of the Delft University of Technology. This assignment is conducted by Tessa Fij for BoP Innovation Center (BoPInc). BoPInc is a non-profit foundation that supports innovation and welfare in low-wage markets. BoPInc supports start-ups, small to medium enterprises (SMEs) and multinationals in creating commercially and socially viable business models and activities that include the people of the Base of the Pyramid (BoP) as consumers, producers and entrepreneurs.

One of BoPInc's current projects is called Innovations Against Poverty (IAP). This project gives SME's in Uganda, Cambodia, Ethiopia and Zambia, financial and advisory support on the improvement of their marketing and distribution. IAP is funded by the Swedish International Development Cooperation Agency (Sida), managed by the Netherlands Development Organisation (SNV) and in partnership with BoPInc and Inclusive Business Sweden (IBS). A Case study has been performed for one of the SMEs receiving the support, this is EcoGroup. This graduation is carried out within the context of the IAP project as is shown in Figure 1.1.

Case study organization

Client of Graduation Assignment and partner of IAP

Delft University of Technology

Other partners of IAP

Context of the Innovations Against Poverty Project
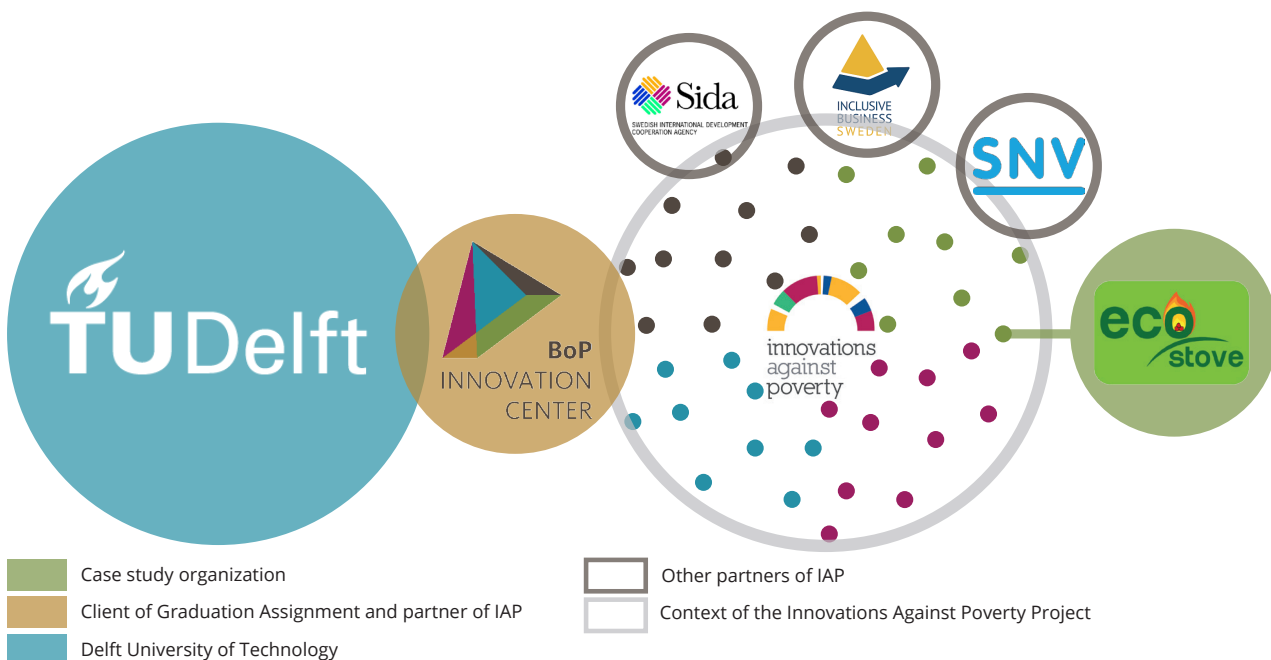
Figure 1.1 The context of the Graduation Assignment visualized.

Design Problem

Within IAP, BoPInc provides organizations with advisory support to improve their marketing and distribution. This advisory support process (Figure 1.2) consists of a two day training, preparation and evaluation of the training and implementation support calls. During the training, the current marketing and distribution is first restructured. After which it is redesigned in collaboration with the SME's, while making use of BoPInc tools. The results of the training are presented in an outcome report. Eventually, the new developed ideas must be implemented within the organizations. BoPInc is facing difficulties in getting the training outcomes implemented by the SMEs. The translation of the deeper values of the training outcomes to actual communication materials is a challenge for the organizations.

BoPInc aims to deliver impact and relevant changes in the field. Within IAP they have observed the implementation challenge and see the opportunity to improve the current process from BoPInc's side. Therefore, this Graduation Assignment focuses on improving the implementation process of the training outcomes.

One of the organizations that was chosen for this advisory support, is EcoGroup. EcoGroup is an Ugandan SME that designs, produces and markets clean cooking stoves. They participated in a two day training at the end of April 2018. This training delivered multiple insights and seemingly practical changes for the organization. Almost half a year later, the company has tried to improve their marketing and distribution according to the results of the training. Although a lot of effort is made, translating training outcomes to a concrete communication plan and materials remained a challenge for EcoGroup.

Result

This Graduation Assignment attempts to tackle the difficulties with the practical implementation of the changes in marketing and distribution for one company, EcoGroup, specifically by redesigning their communication plan. By designing this plan, I have provided concrete design solutions for the SME which can be incorporated into the overall marketing campaign. In order to make the plan practical and easily implementable, the plan consists of touchpoints with the end users and corresponding communication materials. These materials can be used by EcoGroup during the touchpoints. Together the touchpoints and materials form a complete connected communication plan.

Additionally, I reflected on my design process within the Case study and used the insights of this reflection to advise BoPInc. This advice is general and not focussed on the company EcoGroup. Two canvases are designed which can be used for projects similar to IAP. The canvases support SMEs with the implementation of training outcomes.
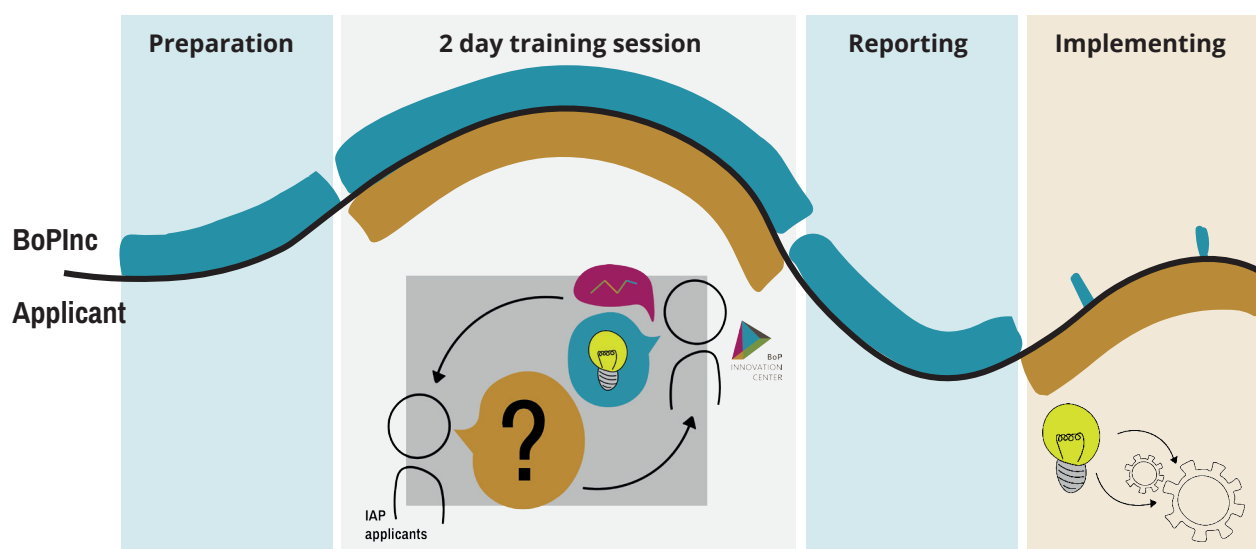
Figure 1.2 An overview of the advisory support process,

1.3   Project Approach

This graduation report is the result of 20 weeks of work. Figure 1.3 provides an overview of the complete approach of this thesis.

To get a deeper understanding of the challenge and the context, I started this project with an orientation part. During this part, first, the current trainings and training materials that BoPInc uses during the advisory support process within IAP were observed.

Evaluating the training set-up and training materials resulted in two main conclusions. Secondly, I found two methods in literature that had the potential to solve the two conclusions; Storytelling and Cultura. This literature was studied and then summarized. Together, the BoPInc training tools and the literature methods, formed the input for the second part, the Case study.

Within the EcoGroup Case study, the double diamond approach (discover, define, develop, deliver) is used to structure the process. An explorative study is used to first discover the product and basics of the company. Continuously, this study discovered and defined the end users, the cooking culture and the current stove usage of the EcoStove. Third, EcoGroup has been analysed on its current interactions, which have led to a defined desired interaction. Then multiple designed communication materials were developed and tested in the field. After which the final communication plan was delivered.

During the last part, Advice, the design process for the EcoGroup case was evaluated. This evaluation resulted in two practical canvases. I found that the knowledge of the two theories contributed to the practical creation of the communication plan and communication materials within the Case study. Therefore the canvases were designed on the base of the literature knowledge and field experiences.The canvases can be used by BoPInc within IAP and similar projects.

	Goal	Process	Outcomes
PART I **Orientation**	**Discover and define the current challenges**	**Analyse problem**	- Current tools - Training structure
	Find literature that can form a relevant addition to the challenges	**Review literature**	- Storytelling - Cultura
PART II **Case study**	**Experience the challenge from the perspective of an SME** - Designing a communication plan and communication materials	**Discover** **Define** **Develop** **Deliver**	**Communication plan** - Touchpoints **Communication material** - Flyers - Posters - Video 1.1 - Video 1.2 - Video 1.3 - Video 2 **Sales team** - outfit - recruitment requirements
PART III **Advice**	**Provide solutions**	**Reflect** **Deliver**	- Cultura canvas - Storytelling canvas - Canvas usage

Figure 1.3 The approach of the project.

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arketing Strategy

anning - Next Steps / Roles

Juliet - Accounts
Evans - Marketi
      "Encyclopa
Timothy - I.T
      "Papa"
Enos - Head ft Suppi
      "Msaja wa l
Tessa - BoP Inc
      "Tess"
Elly - I.T
      "Past

PART I
Orientation

The goal of the first part of this report, Orientation, is to explore the current challenges, and find potential solutions in literature for these challenges. First the current situation is explained in chapter 2. BoPInc advisory, then the reviewed literature is highlighted in chapter 3. Literature review.

BoPInc advisory 2

This chapter defines the advisory support that BoPInc provides to SMEs within IAP. First I give an overview of the two day trainings that BopInc gives to improve the current marketing and distribution of chosen IAP organizations. Next, I explain three main tools that BoPInc uses during these trainings. Lastly, I elaborate on the challenges of the implementation of the outcomes of the trainings.

2.1 Advisory training

Goal of the training

The advisory support is meant to improve the current marketing and distribution of high-potential organizations within IAP. For every organization the goal and planning of the training is adapted according to their specific needs. These needs have been discussed during one or two preparation calls. Within these calls BoPInc and the company have the opportunity to get acquainted with each other. Together they identify where adjustments are needed within the marketing and/or distribution of the SME.

Participants

The amount of participants that join the session is regularly between 4 to 8 participants. BoPInc prefers to include as many employees of the SME as possible, though the decision is given to the organization. From BoPInc generally 1 or 2 trainers provide the session.

Planning

As explained before, the planning of the training can differ according to the specific needs of a company. But the overview in Figure 2.1 shows a generalized structure that is based on the structures of all the IAP trainings that have currently been conducted by BoPInc. Appendix B.1 shows two training plannings and two photos of trainings.

Materials

During the trainings, BoPInc uses a powerpoint presentation to explain the tools. After each explanation the participants need to do an assignment. Blanc flipovers are placed on the wall and all participants help to complete the assignments (Figure 2.2). The tools used by BoPInc are explained in the next paragraph.

Day 1

Geting to know the company	Who is the end user?
Tools - Customer segmentation	*Tools* - Persona canvas - A day in the life of

Day 2

What is the product value?	Changes in Marketing/ Distribution
Tools - Value proposition canvas	*Tools* - ATEAR - Five levers of change
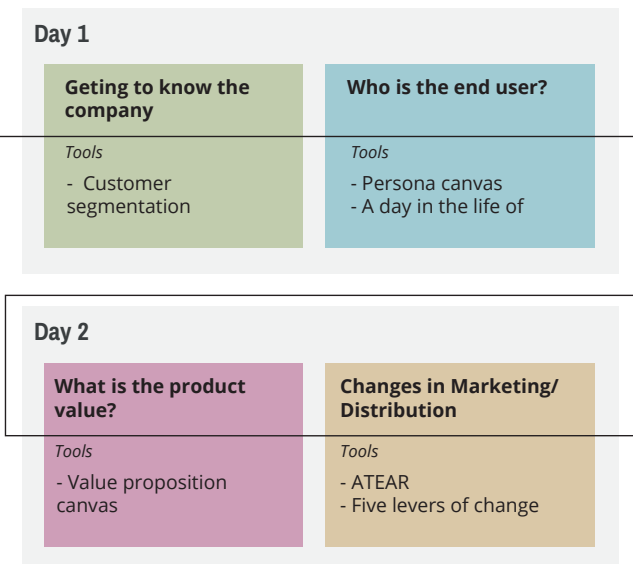
Figure 2.1 Basic structure of IAP trainings.

Figure 2.2 Photo of materials on the wall during one of the trainings.

Training tools 2.2

As can be seen in the previous paragraph, BoPInc uses multiple tools during the advisory training. Three main tools are explained in further detail below: the Value Proposition Canvas, the ATEAR Model and the Five Levers of Change.

Value Proposition Canvas (Figure 2.3)
The Value Proposition Canvas (Osterwalder, Pigneur, Bernarda, & Smith, 2014) is a combination of two parts, the Customer Profile (1) and the Value Map (2). The goal of this canvas is to identify the differences and similarities between the preferences of the user and the product values. Through visualizing them closely next to each other, you are able to see what values of your product are most relevant for end users and what is not. This canvas can be used either to match the design of the current product/service closer to the preferences of the end user, or to create a stronger product communication by emphasizing the product parts that seem most fitting to the end user.
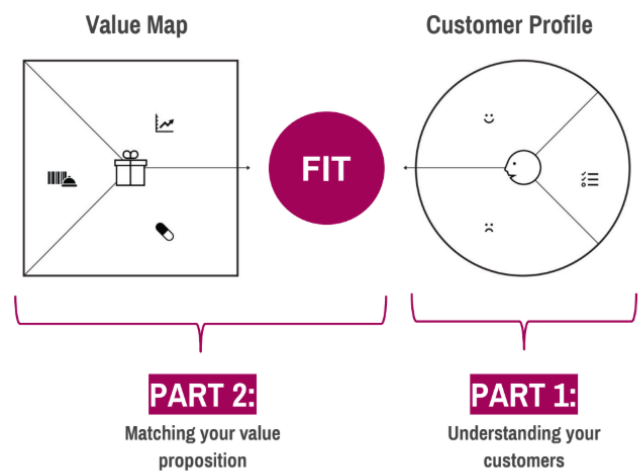
Persona Canvas
BoPInc uses the Persona Canvas of Figure 2.4 to create an end user understanding. The Persona Canvas contains basic persona items, like a name, a drawing, demographics, psychographics, and skills. Furthermore it includes the three Customer Profile aspects; the pains, the gains and the jobs of the end user. So, this canvas is part 1 of the Value Proposition Canvas, but creates a better understanding of the end user due to the other 5-6 canvas aspects.

Value Map
The Value Map is the second part of the Value Proposition Canvas. The Value Map is used to identify the current products and services that are offered. The participants need to fill in the gain creators and pain relievers of the products and services. Through comparing the Value Map and the Persona Canvas, the true value of the product for its end users is determined.

The ATEAR Model (Figure 2..5)
The ATEAR model is a model for marketing at the Base of the Pyramid and is designed

Figure 2.3 The Value Proposition Canvas

by BoPInc. The abbreviation stands for the qualities that need to be included when setting up a communication plan in a BoP setting: Attention, Trust, Experience, Action and Retention. The model helps to structure the current marketing actions and materials, and identifies opportunities for improvement. During trainings, the participants must complete the different qualities of the canvas with the communication activities they currently

Figure 2.4 Persona Canvas
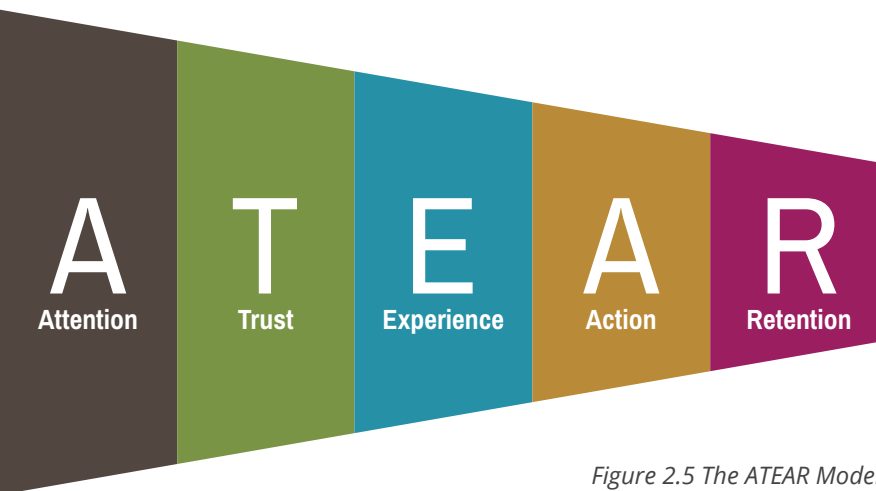
Figure 2.5 The ATEAR Model

undertake. After completing the current activities, the group reflects all together on the overview, to see where the organization should emphasize more and where less. Eventually this results in recommendations on the improvement of the current communication strategy.

The Unilever Five Levers of Change (Figure 2.6)
The Unilever Five Levers of Change model (Unilever, n.d.) includes 5 steps to change someone's behaviour : make it understood (1), make it easy (2), make it desirable (3), make it rewarding (4), make it a habit (5). So, when changing a person's behaviour, step one is to create an understanding of the problem.

Secondly, you should make it as easy as possible for the user to change its behaviour. This can be done for example, by designing a product in such a way that the usage is almost similar to the current usage of the end users. The shift in behaviour needs to be kept as small as possible. Then, it needs to be desirable for the end user to continue this specific behaviour and to continue using the product. With the use of rewards, you can influence the behaviour of the end user multiple times in a row, let them re-use the product/service. Consequently, this results into the creation of a habit. Once the end user has adopted the behaviour as a habit, he/she will perform specific actions without even thinking about it.
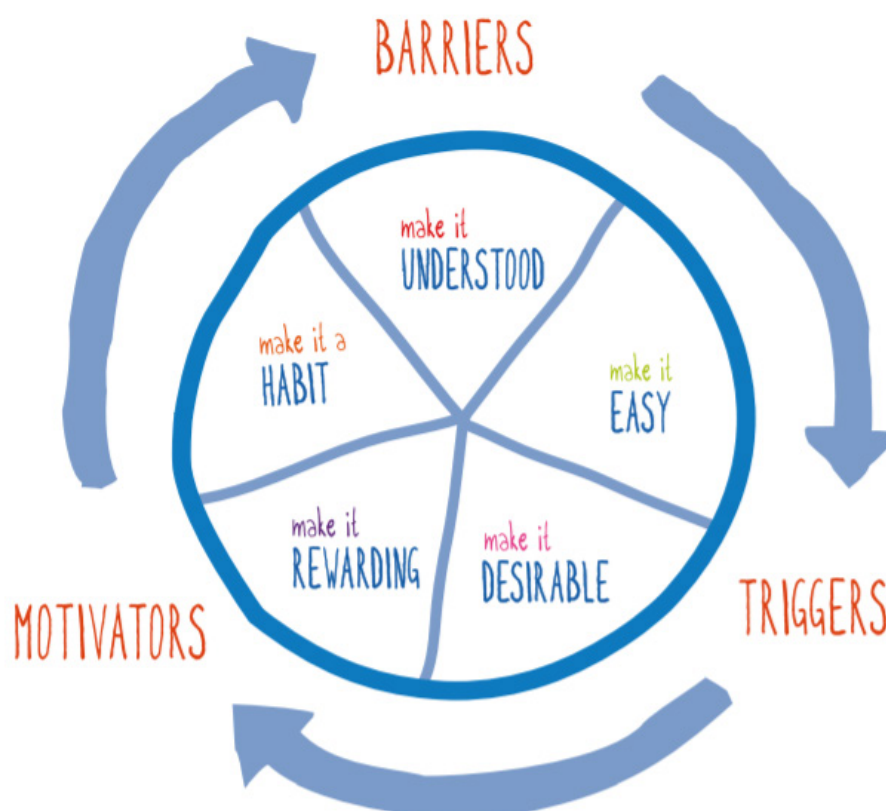
Figure 2.5 The Unilever Five Levers for Change

Advice implementation

2.3

The implementation process starts once the outcomes of the training are presented in a report and shared to the SME. First, the report and implemenation actions are described. Then, a short discussion is included on the product context and the abstraction level of the training outcomes.

Report
After the training, BoPInc captures all the outcomes of the training in a report. Usually, this report is a visual summary of all exercises performed. At the end of the report, a short summary and an overview of the next steps are formulated

Implementation actions
A couple of weeks after the training, the report is shared and discussed during a phone call. Afterwards, the SME tries to implement the steps as defined by together. This part of the advisory support is very challenging for the SMEs. The organizations find it difficult to translate insights into concrete practical outcomes. During the continuing of the implementation process, regularly scheduled phone calls take place so the SME can update BoPInc on its progress and BoPInc can advise the SME on the implementation.

Cultural context
Currently, the trainings are highly focussed on thinking from the end user perspective. This user-centered design approach brings the users into the design process (Miaskiewicz & Kozar, 2011). Within the IAP projects, generally the cultural backgrounds differ between the BoPInc advisor and the SME employees. Sometimes the SME is part of the same cultural background of its end user, but generally not. People tend to interpret information about intended users differently, because they apply the user insights on what they know from their own background (van Boeijen, 2015). These differences in cultural background explain the need for a broader view on the cultural context of the product/service of the SME. Instead of only exploring the end user, the complete cultural context of the product should be included in the trainings. This helps the advisors of BoPInc to understand the cultural context of the product and the organization better. Furthermore, this helps the organization to better understand the cultural context of its intended end users.

Abstraction level
The outcomes of the trainings are often insights on user behaviour. Which means that the SMEs need to think of certain user behaviour during the design/development of their communication plan and materials. Due to time limitations, the complete design process can not be done together, but needs to be done by the organization alone. The design and development could not have been during the trainings. Currently, the outcomes of the session are on an abstract level. But once the training outcomes could more practical and include the valuable insights/deeper values, it is easier for the organization to realize it in practice. For example, by showing the organization how these values and insights can be used in the realization of communication materials, the organizations can not only design this specific material better, but hopefully they can also learn this process for future materials. Once the real insights are combined in practical outcomes, the organization might not remember all the detailed insights, but the output contains these insights anyway.

Conclusion

After analyzing the advisory support given by BoPInc, I found two solution spaces in the trainings that could solve the challenge in the implementation of the insights.

Cultural context

The first solution space is that of the inclusion of the cultural context. Current trainings do not include the complete cultural context of the product/service that is marketed, but merely the end user. The training is generally set up from a user-centered perspective and throughout the complete advisory support process the end user is emphasized regularly. When designing a communication plan and communication materials, the context around this person is equally relevant to the design. If you know more about the cultural context of a person, the communication of the product can be done better. Furthermore, including this cultural perspective helps the complete team, BoPInc and the SME, to be on the same level of understanding of the cultural context of the product.

Concretization of training outcomes

Secondly, I realized that the outcomes of the training are not easily implemented once they seem to be too abstract. The training outcomes are often insights on behaviour or values. Translating these insights in the physical materials and communication narrative is challenging for the SMEs. Once the insights are made more concrete, it gets easier for organizations to include the insights in all communication materials.

Literature review 3

After analyzing the current advisory support process, I reviewed literature to find theories that could contribute and possibly solve the shortcomings that were identified in the previous chapter. The first shortcoming can potentially be solved by including the knowledge of the Cultura Toolkit. The second shortcoming can be potentially solved by a theory that can turn abstract insights into practical visualizations, Storytelling. Before I dive into these potential solutions, I start by shortly explaining Base of the Pyramid end users according to current literature.

3.1 BoP user

All the organizations, advised by BoPInc, include people at the Base of the Pyramid (BoP) either as end users, producers or entrepreneurs. I have done a literature review on this topic, to create a better understanding of the behaviour of BoP users.

Who is part of the BoP?
Around four billion people around the world have incomes below $3,00 (in local purchasing power), together they form the Base of the Pyramid (Hammond, Kramer, Katz, Tran, & Walker, 2007). Nearly all of the people at the BoP live in developing and emerging markets, like Asia, Africa and Latin America (Van Der Klein, Mancheron, Wertheim-Heck, & Collee, 2012). Together they compose a large majority of the population there (Hammond et al., 2007). Though this group of people has a limited income, together they are a big group of end users that should not be overlooked as an interesting market to invest in.

BoP hierarchy of needs
Generally, BoP end users lack access to their basic needs, including lack of food, water, shelter and clothing. Combined with the lack of access to sanitation, education and health care, this results in life threatening challenges (Van Der Klein et al., 2012).

The Maslow's hierarchy of needs, which can be seen in figure 3.1 (Maslow & Lewis, 1987), is seen as a useful way to categorize people's basic needs, motivations and priorities. But Subrahmanyan and Gomez-Arias (2008)

question the applicability of this theory to the BoP and they show that the BoP consumes more than just survival needs. Subrahmanyan and Gomez-Arias (2008) also emphasize the creativity and innovation of the BoP end users. These low-income end users are not only driven by the lower needs in the Maslow's hierarchy of needs; like survival and physiological needs (Maslow & Lewis, 1987), but moreover, they are trying to fulfil higher order needs to increase their livelihoods.

The differences in culture between the BoP and western world, influence the hierarchy of needs of the end users. The standard hierarchy is believed not to match the actual needs of the BoP end users. The western societies are generally more individualistic compared to the more collective BoP. For example, on the Hofstede scale, the level of individualism in The Netherlands is 80, while the level of individualism in Kenya, is only 25 (Hofstede, Hofstede, & Minkov, 2010). This means that the Netherlands is highly focused on the individual, while Kenya is highly focused on the collective. Comparing Uganda with its neighbour Kenya, it can be concluded that in Uganda the focus is also on the collective.

This explains why people in the Ugandan BoP are encouraged to act together. A person within a network can count on family, friends and associates that will help in case of an emergency (Subrahmanyan & Gomez-Arias, 2008). A previous study even indicates that a trustworthy relationship with neighbour retailers helps to build security for BoP customers. So, even when the end user can get a product at a lower price elsewhere, the relation with the shop owner is valued as more important. Therefore, the end user is probably willing to choose to buy the more expensive product (Subrahmanyan & Gomez-Arias, 2008).
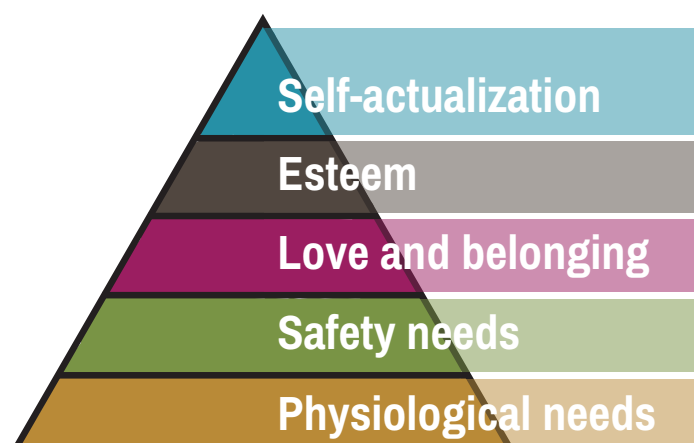
Figure 3.1 The Maslow's hierarchy of needs

Cultura 3.2

Designing from a cultural perspective helps the BoPInc advisors and SME employees to understand the cultural context of the product better. The most personal stories people tell are culturally shaped (Westerhof, 2018). So, once you want to create a story that truly touches people emotionally, the inclusion of cultural aspects of these people is crucial.

To find a solution for the defined problem, the inclusion of a broader view on the end user and product is needed. For this reason, I intended to include a theory that helps exploring, defining and using these broader insights. This is the Cultura Toolkit, designed by Hao, van Boeijen & Stappers (2017). The toolkit facilitates designers to empathize with user insights of cultural backgrounds that are different from their own. It helps the designers to see the broader cultural context involved with the end users (Hao et al., 2017).

The toolkit consists of 9 cultural aspects that are circularly oriented in one model: "the culture wheel" (Figure 3.2). Socio-cultural values are in the center of this culture wheel, these values are the core of what binds everything (Hao et al., 2017). Hao et al. (2017) state:

"Values are the social standards, concerning what value is acceptable and what is unacceptable, important or unimportant, right or wrong, workable or unworkable, in a cultural context."

The other 8 aspects are placed around the Socio-cultural values; Material World, Rituals in everyday lives, Angels vs. Devils, Goals of end users, Community, Knowing the rules, Division of roles and Macro developments (Hao et al., 2017). According to the designer of the toolkit, Hao, the toolkit helps designers to design on the insights that have been found during research, rather than on the presumptions that a designer might have.

Figure 3.2 The culture wheel (Hao et al., 2017)

29

3.3 Storytelling

To create more practical outcomes, I found a theory called "Storytelling". This theory demonstrates itself as a persuasive tool (Gray, 2009) and can be used to influence people's behaviour. Within this chapter I first explain the basics of the theory, then how it can create more practical outcomes and finally how it can be used for behavioural change.

The Theory
Since the existence of primitive forms of languages Storytelling is a way of communication. With the use of Storytelling you can convey not only information, but also learn about life, address culture, make sense of experiences, and express emotions (Gray, 2009). Stories can be explained as constructions of someone's experiences and what this person has been through. Gray (2009) explains that the goal of creating stories by humans is to make sense of our human behaviour; our actions, motives, consequences, interactions, relationships and emotions.

The most distinctive story has been explained as a plot (Burke, 1969; Westerhof, 2018). A plot contains five main elements which can be found in Figure 3.3. Burke (1969) phrased it as follows: "within a specific setting (1), a character (2) carries out actions (3) through the use of resources (4) in order to reach a higher purpose (5)". Westerhof (2018) explains that a plot or story should always be structured according

to three phases: beginning, middle and an end. The beginning of the story introduces the specific setting and character(s) of the story. Within the middle part, some difficulties will happen, these will trigger the needs of actions and resources to solve the difficulties. Generally, the story concludes with a climax, in which the character of the story either reaches his/her goal, or not (Westerhof, 2018).

Behavioural Change
Through human imagination, people are able to empathize with stories, they can identify themselves with the character of the story (Westerhof, 2018). Cody and Lee (1990), showed that an emotionally loaded story is better in changing people's behaviour on the long term, compared to a factual story (Cody & Lee, 1990). Furthermore, narrative stories are found to be more persuasive compared to statistical stories. Moreover they have found to be perceived more positively, as more relevant and more credible by end users (Gray, 2009).

Entertainment-Education (EE) is a way of Storytelling for behavioural change. EE is using the sharing of messages for two purposes, to educate and to entertain, with the underlying goal of changing people's behaviour (Gray, 2009). Combining the educational value with entertainment in a message, helps to create a bigger audience for the educational value. The goal of this combination is to increase audience members' knowledge, their positive attitude and continuously to change their behaviour.

EE is currently used in many health campaigns throughout the USA, Europe and developing countries (Gray, 2009; Singhal, Cody, Rogers, & Sabido, 2003), within soaps, drama, music and more. An example of Storytelling for behavioural change is a song written by a Liberian artist, Shadow Ent. This song is called
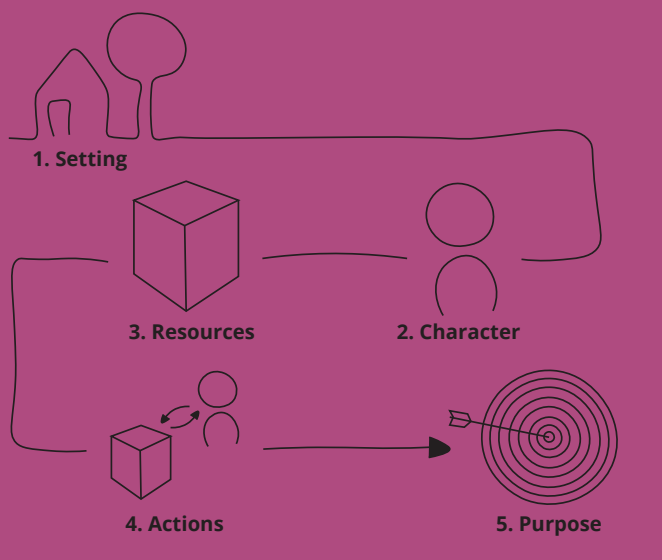
Figure 3.3 The five aspects of a plot (Burke, 1969)

1. Setting
3. Resources
2. Character
4. Actions
5. Purpose

"Ebola in town" and helps to inform people about the dangers of Ebola and on how to stop the spread. Though this message is very serious and important, it is captured in a song. By conveying the message in a song, the message could quickly reach a big number of people.

Practicalizing

The best-known way to convey a story is by telling it, but a story can be communicated in many ways: by telling, writing/reading, visualizing, hand gestures and even by music. Currently, stories can be found anywhere, by the newspapers, by watching the tv series, by seeing the add that is played during the break or even by looking on Instagram. These are all practical examples of stories. Within these stories all 5 aspects defined by Burke (1969) can be found.

Storytelling in practice can be used in many ways, for example for external communication from a company to its end users (Börling, Mansson, & Bodin, 2017). Dennisdotter and Axenbrant (2008), explain that organizations can use Storytelling to create an image that shows the unique vision of their company that can be used to differentiate themselves from the market. They can create an emotional effect among the end users.

Conclusion

To conclude this chapter, a short explanation is given on how the knowledge of these two theories is included in the Case study.

Cultura

While setting up the field explorations of the Case study, this knowledge needs to be kept closeby to make sure that I include a wide variety of insights for all of the 9 aspects of the Cultura. After the exploration is done, the Cultura wheel is used to structure the insights. It is also used within a creative session to use the knowledge of the employees of the SME to find more relevant information.

The most personal stories that people tell are culturally shaped (Westerhof, 2018). So when creating stories that need to touch people's emotions, these cultural aspects need to be included. Therefore, the insights of the cultural context are included in the design of stories through Storytelling.

Storytelling

The Storytelling theory is used in the Case study to design one overall storyline, and to design all the stories within the communication materials. After all the exploration is done, the main insights for each communication material are structured on the basis of the five aspects of a plot (Burke, 1969). Afterwards, the story is visualized in the most fitting way for the end users.

PART II
Case study

To implement the potential literature solutions in practice a Case study was conducted. I immersed within one of the SMEs that is part of the IAP project, EcoGroup. I designed a communication plan and communication materials for EcoGroup with the use of both the BoPInc tools and the literature theories.

EcoGroup 4

Within this chapter the context in which the Case
study is performed, is explained. First, some basic
background about the organization, EcoGroup,
is given and then EcoGroup's main product is
presented. Finally, the implementation problem
within EcoGroup is explained.

4.1 Company

This Case study evolves around EcoGroup, an SME that promotes a new clean cooking technique. This organization designs, manufactures and markets a clean cooking stove that cooks with the use of charcoal, lava rocks and electricity. Below more details about the company are shared.

EcoGroup is based in Uganda and founded by an Ugandan woman. The main shop (Figure 4.1) and head office is located in Kampala, while the factory of the cocking stoves is located in a village which is about a 2 hour drive. Currently, EcoGroup is trying to scale and introduce its products throughout Uganda.

EcoGroups product range is more then 8. All these products use the same technique, but are in a different size. Consequently, EcoGroup targets a big range of end users; from low income households to big institutions. This graduation assignment focusses only on the smallest lava stove available (Figure 4.2), which is meant for low income end users. EcoGroup does not only provide stoves, but also combined packages, including a solar system, supply of charcoal and lava rocks and a one-year warranty.

Vision:
Provide a clean cooking alternative for all Ugandans

Goals:
- Reduce deforestation
- Promote health by reducing inhouse air pollution
- Help users achieve energy independence
- Improve livelihood for all Ugandans
- Create work possibilities for women and youth

Figure 4.1 The main EcoGroup shop in Kampala

EcoStove

4.2

Introducing the main product of EcoGroup, the EcoStove, starts by explaining the new clean cooking technique that is used. Continuously, all parts of the EcoStove are highlighted for a clear overview of what end users receive when buying this product. During the Case study the attention is drawn to the smallest stove that EcoGroup currently sells, because it fits the best with the purpose of IAP.

Technique

The heat that is used for cooking on the EcoStove is produced by charcoal. This charcoal needs to be lighted by the end user and then transfers its heat to lava rocks. Because of the porous characteristic of the lava rock, it can adopt the heat created by the charcoal very efficient (Billings-smith, n.d.). With the air blowing around the rocks, they transfer this heat to neighbouring rocks so the stove heats the pan evenly. This air also directs the heat up towards the pan and helps the charcoal to burn effectively, resulting in a very efficient cooking process.

Product packages

When buying an EcoStove you can buy one of the 2 packages, according to what you need. Both packages contain, an EcoStove, a provision of lava rocks and some sort of electricity connection. The main difference in packages depends on the end user's current connection to electricity. To use the stove, electricity is needed. The visualization in figure 4.3 shows the choices that can be made when buying an EcoStove.

The full package, on the left side in the visualization, is meant for end users without or with a bad electricity connection. These end users can choose to buy a stove in combination with a solar system. This solar system provides electricity to run the stove, as well as for running extra features, such as lighting your house, playing radio and charging mobile phones.

The small package is meant for end user that already have a steady connection to electricity. This package includes an adapter to connect the stove to an electricity socket. The small package is about half of the price of the full package, but is still about 100 euros.

Figure 4.2 The smallest stove in EcoGroups assortment: The EcoStove

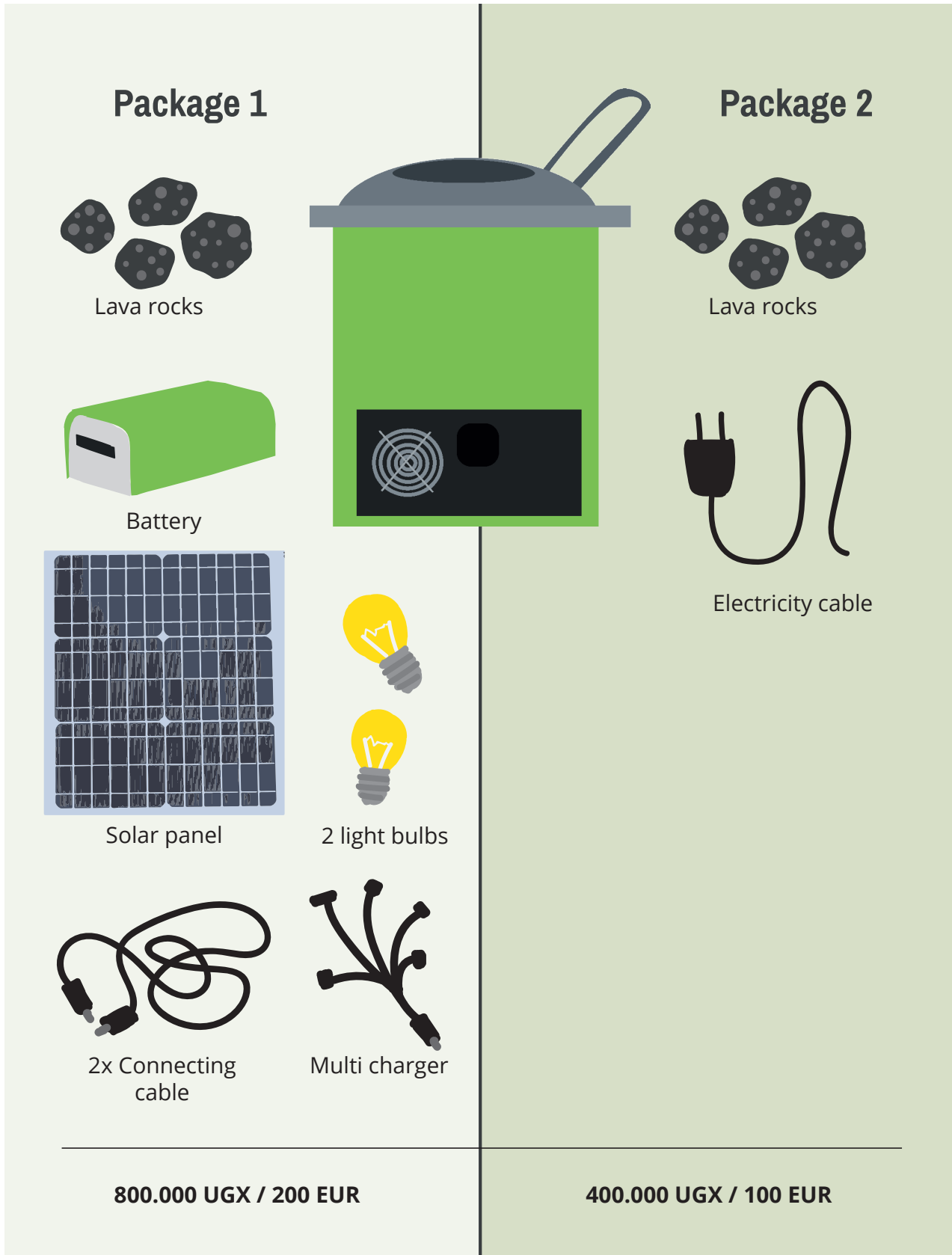**Package 1**

Lava rocks

Battery

Solar panel

2 light bulbs

2x Connecting cable

Multi charger

800.000 UGX / 200 EUR

Package 2

Lava rocks

Electricity cable

400.000 UGX / 100 EUR

Figure 4.3 The EcoStove package possibilities.

Advisory support

4.3

EcoGroup is one of the organizations that is part of IAP and has been part of an advisory support process by BoPInc. They have already participated in a training and have tried to implement these training outcomes in practice. The goal of the training was to develop a communication plan with a connecting brand for EcoGroup.

IAP Training
In April 2018 EcoGroup participated in a BoPInc training. Four team members of EcoGroup joined and were able to participant in the creation of the outcomes. Through actively participating in this creation, the employees are more engaged with the outcomes, and have a more connected feeling. The training (see set up in Appendix B.1) started with getting to know the end user and continued in the Value Proposition Canvas. The following topic, Brand Strategy, was specifically included in the training for EcoGroup and not part of the general trainings for IAP. Adding on this Brand Strategy was the next training topic, brand touchpoints. This topic was used to identify all current and desired materials for EcoGroup in communicating to their end users. The brand touchpoints were included to show the importance of a coherent brand across all these touchpoints. The training was finished with the ATEAR Model to create a strong communication plan which lets the potential end user go through all aspects of the ATEAR.

Implementing outcomes
After the training, EcoGroup received and outcome report (Appendix C.2) including a plan for the next step in setting up its communication plan. EcoGroup then hired a design company to develop a new logo and brand. Though the action was taken as agreed upon, the process of developing the logo and brand went slowly because it was challenging for EcoGroup to keep consistent in its feedback. The valuable insights of the training were never tranfered to the design company. After the four participants of EcoGroup understood the insights of the training themselves, it seems to be too much of a challenge to include this in their communication to others.

Furthermore, the EcoGroup team developed communication materials and performed in many activities to present the EcoStove to end users. Though they performed the activities as agreed upon, the insights again did not get included in the actual actions of the team. For example, the flyer that can be seen in figure 4.4, was created. The action of designing and printing flyers was committed, but during the process the end user perspective was not included. The pains and gains of the persona that was created during the training (Appendix C.2) was not included in the design of the flyer. The flyer merely shows an overview of the available products. A sentence is included that anticipates on the health of end users, though this value was not identified as confincing for low income end users.

Conclusion
Overall the goal was to design a connecting communication plan and a strong brand. The outcomes of the training seemed potential for creating a worthy communication plan. Though taking insights from the training, understanding them completely and being able to communicate them well themselves, was challenging for the EcoGroup members. The final physical materials did not yet include the deeper insights, and an overall communication plan was not made until now.

Figure 4.4 EcoGroups flyer

Exploration 5

To have a broad understanding of the context, a lot of exploration is done during this Case study. The Cultura knowledge is used during the gathering and structuring of insights. First, the approach of the exploration is explained. The current situation within EcoGroup has been analysed. This analysis resulted in a clearly defined end user and cooking culture. Then the current usage has been identified for both a charcoal stove and the EcoStove, to identify difficulties in these usages. At last, both usages are compared to identify important factors when changing the behaviour of the end users.

5.1 Approach

During a full immersion within EcoGroup, the Case study started with the discover phase of the double diamond approach. This discover phase consisted of three weeks of field exploration, while using research methods like interviewing, observing and home visits. These insights were analysed and structured to form the background knowledge for the design of the communication plan.

The overall goal of the discovery phase was to create a broad view of the organization, its end users and the product. For this Case study I was part of the EcoGroup team and joined with all of the daily activities. While fully immersing within the EcoGroup company, I conducted multiple research activities: interviews, observations, co-creation sessions, home visits, product try outs, etc. The different activities were first analysed separately and at the end all together on one wall to find underlying relations between the insights.

Figure 5.1 shows how the activities relate to the analysis results that are presented in this chapter and the next chapter. Every cross stands for an activity that has been used during that paragraph, and empty place indicates that this research method was not used for the paragraph.

Within this chapter the main explorations are addressed. This contains the end user, cooking culture, EcoStove usage and charcoal stove. The current interaction is adressed in chapter 6.

	Interviews	Observations	Home visits	Creative session	Joining sales activities	Usage try	Generative/ Co-Creation session	Literature	Cooking with user
5.2 End user	Employees	X	X	X			X	X	X
5.3 Cooking culture	End users	X	X	X			X	X	X
5.4 EcoStove usage	Current users, sales team	Current users, sales team	Current users			X			X
5.4 Charcoal stove usage	End users	End users							X
6.1 Current interactions	Sales team	Sales activities		X	X				

Figure 5.1 An overview of the relation between the exploration activities and chapters

End user

5.2

First, the end user was defined according to the general terms which have been found in literature, income and demographics. Then, three different types of households found during explorations, were clarified. Finally, three personas were created to show insights of these different end users directions.

Due to the project Innovations Against Poverty, in which context this study is conducted, EcoGroup needs to target BoP end users. Therefore, this Case study also focusses mainly on the low income target group of EcoGroup. As explained in chapter 4, the smallest stove of EcoGroup is chosen as the product that targets this group of people, for the same reason. Figure 5.2 shows an overview of all Ugandan low income households and the roles of people within these households.

Urban

Peri - urban

Rural

Individual

Single parent

Double parent

Woman

- work/earn money
- financial decision maker
- taking care of household

Woman

- work/earn money
- financial decision maker
- taking care of household
- taking care of children

Children

- going to school
- helping in the household

Woman

- taking care of children
- taking care of household

Man

- work/earn money
- financial decision maker

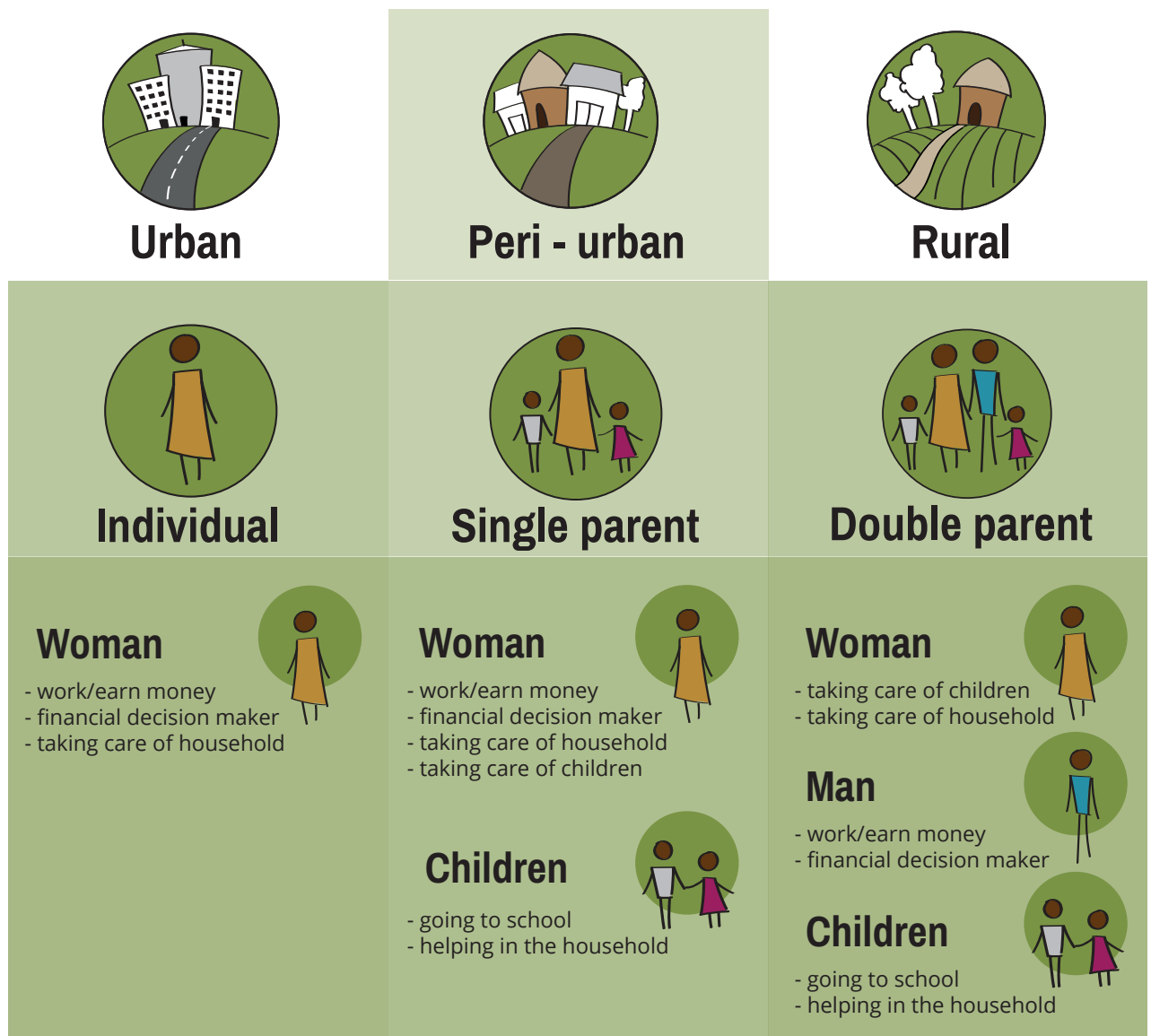**Children**

- going to school
- helping in the household

Figure 5.2 Overview of Ugandan households

Urban, peri-urban, rural
Within literature there are three demographic terms which divide end user groups for this product: urban, peri-urban and rural (de Witte, 2016; Guloba, Ssewanyana, & Birabwa, 2017; Price, 2017). Multiple differences have been found between these location oriented divisions. The relevant differences are connected to the accessibility for EcoGroup and the local availability of fuel.

EcoGroups main office is located in the capital of Uganda, Kampala. Consequently, most of the EcoStoves are sold within the urban area of Kampala. Furthermore, the SME makes time consuming trips to rural areas of Uganda. When they visit these areas, it is often for a short stay only, in which they only make time to introduce the product. To bridge the gap between the urban and rural sales, the peri-urban areas surrounding Kampala seem to be a fruitful next step to attend to. Those areas do not need time consuming trips from EcoGroup and more time can be spend on introducing and selling the product.

Within these three areas, the availability of fuel is very different. In rural areas, Ugandans mostly cook on firewood. People are able to harvest the firewood themselves for free and it is widely available. These Ugandans are not easily changed in their current way of cooking when they then have to pay for the fuel. Oppositely, the main fuel available in the urban areas is charcoal. End users in these areas are used to pay for this fuel. The step to shift behaviour towards using the EcoStove is smaller for them. Within peri-urban areas, a shift is taking place in the fuel they use, due to deforestation. The trees in these areas are cut down at a high speed. Inhabitants of these peri-urban areas are forced to shift their behaviour form cooking on firewood to charcoal. Because the behavioural change has already started, the EcoStove can be introduced more easily. The area has a high potential for the change of behaviour towards the lava rocks of EocStove.

Due to this better accessibility to the area for EcoGroup, and a better match between the fuel available and the fuel needed for the EcoStove, the logical choice was made to continue with the peri-urban area.

Households
Looking into the peri-urban households, three main divisions were observed, individual household, single parent household and a double parent household (Figure 5.2 and 5.3). The current EcoGroup sale is strongly connected to females, they connect to women in every phase of their development process, and also target women because they are the actual end users of the stoves. About one third of the households in Uganda is female headed (29 percent in rural areas and 35 percent in urban areas (Price, 2017)) and within these households the woman also has the role of financial decision maker, instead of when a man is head of the household. Because of EcoGroups female focused approach, they often reach out to female headed households by using community groups where these women are part of.

Peri - urban

Individual	Single parent	Double parent

Anita

Nakato

Sarah

General info

- lives alone, no children
- owns a shop in front of her house

General info

- lives with 2 children
- bakes and sells cupcakes to provide income

General info

- lives with 5 children and husband
- works in the garden

Daily activities

- financial decision maker
- taking care of household
- work/earn money

Daily activities

- financial decision maker
- taking care of household
- taking care of children
- work/earn money

Daily activities

- taking care of household
- taking care of children

Cooking

- cooks once a day
- average of 1 dish per meal

Cooking

- cooks once/twice a day
- reheats leftovers at times
- average of 2 dishes per meal

Cooking

- cooks twice a day
- average of 2 dishes per meal

Favo dish

- Matoke

Favo dish

- Matoke and stew

Favo dish

- Rice and posho

Dream

Nice house for myself

Dream

Bigger house

Dream

For kids to go to college

Figure 5.3 Overview of Ugandan women targeted

5.3 Cooking culture

In this chapter the most striking and relevant insights of defining the cooking culture are described. Insights from the field have been grouped together in the Cultura wheel (Hao et al., 2017)(Appendix C.3) as explained in Paragraph 3.2. The described Cooking Culture is: "daily household cooking culture of low income peri-urban end users".

In Appendix C.3 the completed Cultura wheel can be found. Within this chapter every aspect of the Cultura is addressed shortly. The insights have been used in the design process of the communication plan and communication materials.

The Material World
Stoves/fuel
In the overview (Figure 5.4), you can see the stoves low income Ugandans are using for cooking nowadays. As explained before, peri-urban low income Ugandans are users of mixed fuel, they use charcoal and/or firewood, depending on the current availability. While charcoal is the main fuel used, firewood is still used by some. Frequently, households in these regions have two stoves and use either firewood or charcoal according to the availability and price of the fuels.

Food
Generally, Ugandans do not eat varied. Koperdraat, Heemskerk, Klunder, & Jongeling, (2017) distinguished the typical Ugandan dish, it consist of two parts of dry starch (such as Matoke, Chapati, Posho, or Rice) together with a "watery" soup or stew (such as beans or groundnut sauce). Appendix C.3 also includes an overview of typical Ugandan dishes. These dishes are generalized for all Ugandans, irrelevant of the income that they have. Low income Ugandan families often have even less variety in their dish, they eat sometimes only one of these dry starches without or with only a little bit of sauce. Beside this, porridge is also a favourite cheap and widely available dish in Uganda.

Cooking tools
Ugandans usually cook with basic shaped pans with a flat bottom and without handles, as shown in figure 5.5. Due to damage, the bottom of the pan is often uneven. When making chapati a flat pan is used that is more like a grill plate. To keep the hot air inside the pan and the food moist, they either use flat lids or banana-leaves (Figure 5.7). Besides the closing function of the leaves, they also add a nice extra taste to the food. Ugandans either pack small portions of food inside the banana-leaves, in this way they are able to pack multiple different dishes in one pan and cook it at the same time, without needing an extra cooking pit or stove.

Community
Within communities, end users tend to save money together through so called community-based saving groups (CBSGs) (Mutebi et al., 2017). Within these CBSGs, community members provide an stated amount of money on a regular basis. Then, the total amount of money of all community members is distributed to one of the members during a regulated cycle that runs for a specific time. At the end of the cycle every community member has one time received the total amount of money at once. After the cycle is finished it continues from the start again. The groups are acting as social safety nets for the complete community groups (Mutebi et al., 2017). Currently these groups are
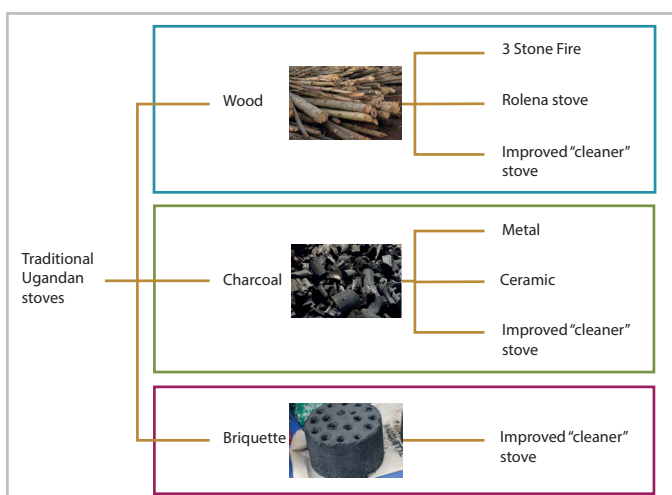
Figure 5.4 Available stoves in Uganda.

Figure 5.5 Typical Ugandan pan.

Figure 5.6 Banana leaves used to cook.

Figure 5.7 Typical Ugandan dish.

appearing all throughout Uganda, and make it possible for members to once in a while buy products which are normally too expensive.

Family
The importance of family is high within Uganda. The family is the number one group that the end users connect to each other.

Religion
Next to these common communities for Ugandans to be part of, there is the religious group that is an important community they belong to. Religion plays an enormous part in the life's of Ugandans (Otiso, 2006). There are different religions in Uganda, Christianity divided into Catholics and Anglicans and also a small part are Muslims. During their consistent visits to church or Mosques, they encounter this group.

"There is nothing as good as going to church!"

Community groups (Figure 5.8)
Within peri-urban areas, women generally are part of community groups. The groups are formed according to the women's whereabouts and religious preferences. These groups, of about 10-20 women, usually meet once a week to do activities together, such as: baskets making, baking, cooking and studying. Sometimes these women create a "new product" and they try to sell it together.

Division of Roles
As you can see in Figure 5.2 on page 45, the main distinction in roles in this culture, is the role within a family. The man in general is the financial decision maker, while the woman is the head of the household and in charge of nurturing the children. Usually peri-urban families are relatively small (max of 4/5 children)

compared to Rural families which have 1 till 10+ children. The meals are prepared by women and girls; men and boys from the age of twelve are not allowed in the cooking area (de Witte, 2016).

Rituals in Everyday Lives
In Uganda it is common to cook once a day (Koperdraat et al., 2017) and that is also normal for the defined end user. Sometimes the end user reheats the food that was prepared before, to have a second meal that day. Often the cooking is done in the morning/early afternoon. As explained by a woman during a home visit:

"We eat only when we are hungry and start cooking then."

They only eat to fill their body with food mostly once a day, though western people are more used to multiple eating moments which are more related to time instead of actual appetite.

Next to preparing and doing the actual cooking, women have other daily activities such as buying charcoal/collecting firewood, going to the market to buy food, working in the garden and cleaning.

Knowing the Rules

Figure 5.8 EcoGroup visit to a community group event.

Figure 5.9 An ordinary view in Uganda: Woodpiles on the side of the road.

As also nicely described by Koperdraat et al. (2017), Ugandans unspoken rule about friendship indicates that you should always share food. Once you have a visitor he/she cannot leave without receiving food, otherwise your relation with this person will end and you will never see him/her again. So this unspoken rule is about taking care of other humans. An Ugandan woman therefore often gets her satisfaction from her husband and children by cooking the food they eat (de Witte, 2016).

Another unwritten rule is that age indicates knowledge/wisdom. The older you are, the more you experienced you are and the more knowledge you have. Elderly are highly valued an respected even though they might sometimes appear to be fragile.

Angels vs. Devils
Highly ranked, elderly and religious persons, are perceived as so called Angels. If one of these Angels tells something positive about a product, it is likely that the civilians that follow him/her will want that product too. On the other hand strangers are perceived more as devils when it comes to the introduction of a new product, people are hesitant to believe what he/she is telling.

Goals of End users
The main goals and dreams of end users can be generalized as the improvement of the livelihood and taking care of their children. All the goals described by the women in the study of Koperdraat et al. (2017), and the this exploration research, fall under these two main

directions. For example two women described the following goals in their lifes:

"I want to buy and bread my own chickens, so I can earn a bit more money on a daily basis"

and

 "I want my children to go to school, and even to University!"

Macro Developments
At this moment within this culture two main Marcro Developments are going on: Deforestation (Figure 5.9) and "Clean-cooking". In the total land of Uganda the forest covers an estimated percentage of 15-26 percent (Price, 2017). Cooking on charcoal and firewood has contributed to the deforestation in Uganda, as trees are cut down at a high rate in order to meet the fuel demand. Between 1990 and 2005, the country lost about 26 percent of its forests due to this uncontrolled harvesting of trees (Price, 2017).

In Uganda large quantities of clean-cooking initiatives are presented. But often competitor sellers are offering the same product with only a small particular twist. Even though, there are many initiatives for clean-cooking, there has not changed a lot in fuel usage.

Usage 5.4

In this part at first the desired EcoStove usage is explained. Afterwards the desired EcoStove usage and the current charcoal stove usage have been compared. This results in an overview that indicates which changes need to be addressed mostly to transform people's behavior towards the desired EcoStove usage. In the overview the importance of change is mapped according to the difficulty of the change.

Figure 5.10 A burning EcoStove.

Figure 5.11 Sales lady lighting the EcoStove.

Desired EcoStove usage

In Appendix C.4, you can see an overview of the desired usage of the EcoStove. This overview shows the way the EcoStove should be used, which steps need to be taken while using the stove, and how much time these steps take approximately. The usage is divided in four elements: lighting the stove, increasing fire, decreasing fire and preparation of the stove.

Lighting the stove (Figure 5.11)

The stove can be lit in only 10 minutes. The customer needs to take 6 steps to make the rocks burn correctly. When the stove is not lit correctly, the customer can come across difficulties with retaining the heat of the fire later on.

Increasing/decreasing the heat

The temperature of the fire can be increased in two ways, depending on the amount of charcoal that has burned up. Once there is still unburnt charcoal between the lava rocks, you can quickly increase the heat by turning the dimmer. When the charcoal between the lava rocks is almost completely consumed, the fire slowly expires. By

Figure 5.12 Current stoves that are not used correctly.

Figure 5.13 Lighting a charcoal stove

Figure 5.14 Cooking on a charcoal stove

adding more charcoal on the top of the rocks, you can increase the burning process again. The charcoal needs to be supplemented about every 30 minutes. To decrease the fire, you can either decrease the dimmer, with that decrease the amount of air that comes trough and the temperature. Or you can choose not to refill the charcoal, in this case the fire expires within 45 minutes.

Preparing stove for new usage
When using the EcoStove it is important that this part of the usage is not neglected. The stove does not perform optimal once these steps are not taken correctly by the end user. The air holes can get blocked by old charcoal pieces or lava rocks. These holes are needed for an effective burning process.

Current EcoStove usage
Currently three main differences have been identified, even though the usage was explained extensively to the end users during the delivery and instalment of the stove.

The first difference is the charcoal usage (Figure 5.12). With the use of the EcoStove, EcoGroup promises that end users can save up to 70% on their regular charcoal usage. When the stove does not turn hot as quickly as it should, most end users tend to quickly add more charcoal. Generally, most end users save about 50% of their charcoal usage.

An important underlying reason for this and also the second difference observed, is the placement of the lava rocks in the stove. Currently, most end users drop some rocks in the stove and do this without thinking about their exact size and placement. This leads to blocked airholes, results in an inefficient burning of the stove, and less heat of the fire.

Lastly, it has been observed that most end users hardly do any maintenance of the stoves. Solar panels, light bulbs, and even the stove itself is often not cleaned. Which again leads to blocked airholes and inefficient burning of the stove.

Current Charcoal stove usage
In Appendix C.5, an overview can be found of the procedure of cooking on a Charcoal stove. The overview is similar to the usage overview of the previously explained desired EcoStove usage, and includes the same four elements. The two overviews are compared to find the main changes that end users need to make when shifting behavior from cooking on a charcoal stove, to cooking on the EcoStove. Only the insights that are relevant for that are explained below.

Lighting the stove
When lighting the charcoal stove, users fill the stove with charcoal. This is done rather quickly and without thinking of specific placement of the charcoal.

Increasing/decreasing the heat
When trying to increase the heat of the charcoal stove, this is generally done by adding more charcoal. Before doing so the user needs to shuffle the charcoal pieces slightly so the ashes fall down and are not decreasing the burning process anymore. To decrease the heat of the fire one can simply add some ash on the top of the fire.

Preparing stove for new usage
When preparing the EcoStove for new usage, the stove must be cleaned before. It is important that this part of the usage is not neglected. The stove does not perform optimal once these steps are not taken correctly by the end user. The air holes can get blocked by old

charcoalw pieces, or lava rocks and these holes are needed for an effective burning process.

Changing behaviour
The main challenges in the behavioural change of people are identified, to change their behaviour from the charcoal stove usage to the desired EcoStove usage. The differences in behaviour are mapped according to the actual level of change that needs to be made and the importance of the change for the usage of the stove (Figure 5.15). The list below shows what every number in the figure stands for.

1.   Placement of the lava rocks
2.   Placing lighted fire sticks and carefully adding the first charcoal
3.   Increasing fire with charcoal
4.   Increasing fire with dimmer
5.   Decreasing fire with dimmer
6.   Preparing stove for new usage
7.   Plugging stove to battery

As can be seen in the figure, the very important and big changes that need to be made are:

placement of lava rocks (1), placement of lightning sticks (2), and preparation of stove in between usages (6).

The level of change that the customer needs to make.
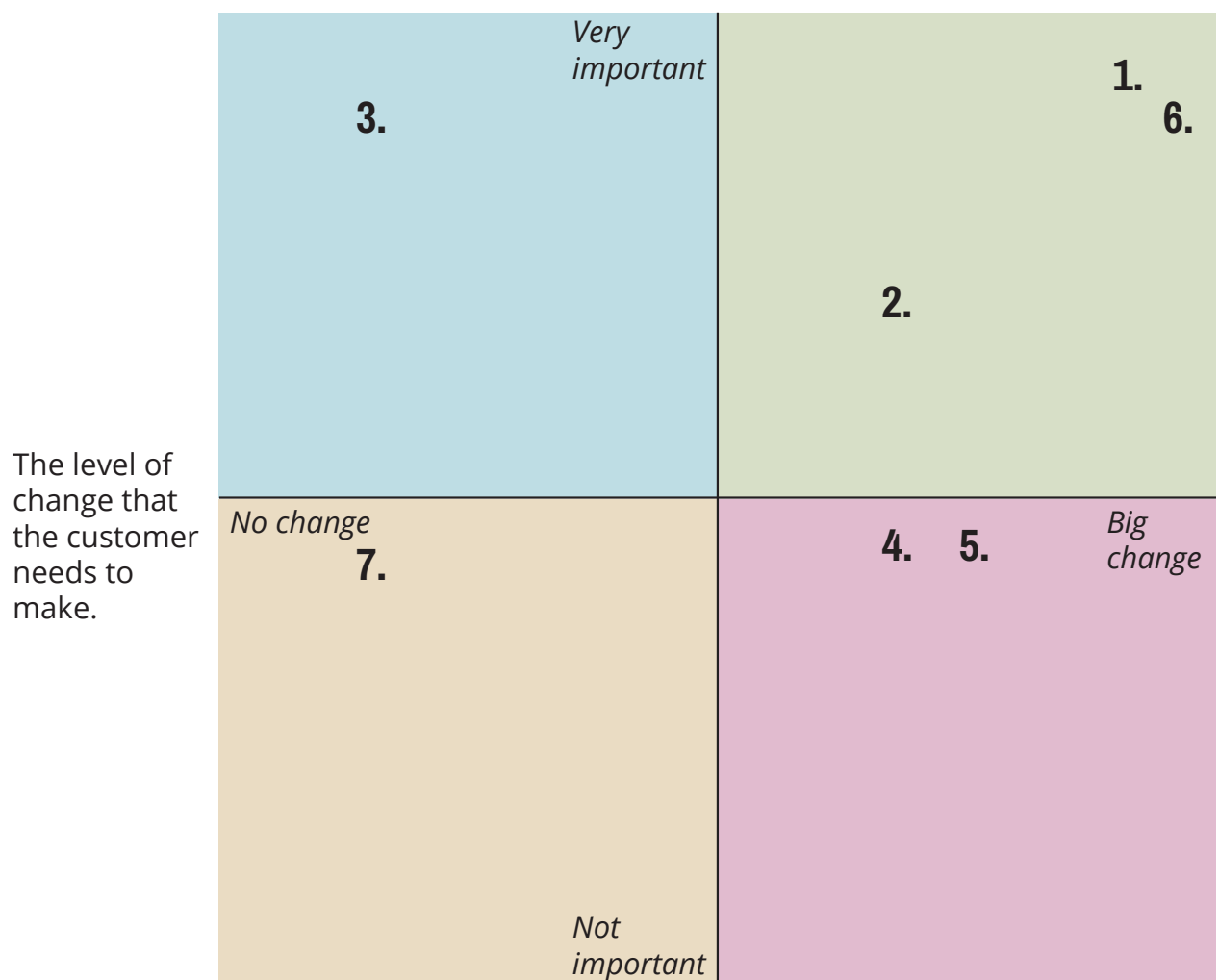
Figure 5.15 The differences in behaviour mapped out

The level of importance of the change for the usage of the stove

53

Conclusion

Cooking culture

Low income peri-urban women have been chosen as the main group of end users targeted in the continuation of this Case study. The cooking culture has been defined with the use of the Cultura wheel.

In the next chapter both a general view, on all communication targets, and a detailed view on the low income peri-urban end users has been included. The general view is included to provide a broad understanding of EcoGroup and its current and desired communications.

Behavioural change

Because of the end users' challenges with the behavioural change, the importance of retention (ATEAR Model) is perceived higher. Without the right usage, the stove is not fulfilling the promises EcoGroup makes to end users.

Therefore, the designed communication plan should have a high focus on the retention of the product and the change of behaviour that end users need to make.

Interactions 6

Besides the exploration in chapter 5, research is done about the current and desired interactions between EcoGroup and their end users. In this chapter these interactions are highlighted. Within both paragraphs a division is made between all the communication targets and the low income peri-urban end users. The way of interaction is elaborated, as are the story communicated and the materials used for these communications. On the basis of the current interactions, a desired interactions is designed and described in the same order as the current interactions. Concludingly, these insights lead towards the final design.

6.1 Current Interactions

The current interactions can be divided into two parts. At first, the general current interaction between EcoGroup and all its communication targets is described shortly. Secondly, the interaction between the sales team of EcoGroup and the previously chosen end user of this Case study. This second part is explained more detailed.

EcoGroup – all communication targets
The current interaction of EcoGroup with all its communication targets appears to be fused together, it is almost the same for everyone. I observed that there was no different interaction from EcoGroup between approaching/ communicating with middle income singular home owners, or for example approaching/ communicating with an institution.

Activities
EcoGroup communicates to all its communication targets via roadshows, community events, shops and market places. At these activities EcoGroup generally presents a variation of stoves, uses the same communication materials, and always demonstrates the usage on the smallest stove (Appendix D.2).

Values
Currently, EcoGroup presents almost all the same values to all their communication targets. Figure 6.1 shows an overview of all the currently communicated values in the conversations, and in the materials. These values were found

during multiple visits to activities where EcoGroup presented its stove. In Appendix D.2 an overview these activities and their communicated values is presented. Because the target groups are very different, have different goals and the purpose of the communication also differ considerably, EcoGroup should target them all in a separate way.

EcoGroup – low income peri-urban end users
For this Case study, the targeted end user has been defined as the low income peri-urban end users. So, the interaction between EcoGroup and these end users has been deepened.

Activities
EcoGroup currently communicates with the women of these low income peri-urban households. This communication is carried out through either employees of one of their local shops, or through activities, like community group visits and community events. The locally oriented EcoGroup shop can be combined with a currently existing shop for other products (Figure 6.3). At all these events, EcoGroup presents at least three different sizes of stoves

	Households		Institutions	Donors	Partners
	Low income	**Middle/high income**			
Currently Communicated Values in conversation	Cooking on rocks	Cooking on rocks	Cooking on rocks	Cooking on rocks	Cooking on rocks
	Healthy clean cooking	Healthy clean cooking	Healthy clean cooking	Fights deforestation	Fights deforestation
	Money/ time saving	Money/ time saving	Money/ time saving	Healthy & clean cooking	Healthy & clean cooking
	Extra solar features	Fights deforestation	Fights deforestation		
Currently communicated Values in materials	Stoves in every size	Stoves in every size	Stoves in every size	Stoves in every size	Stoves in every size
Purpose	Sell small stoves	Sell bigger stoves	Sell big in build stoves	Build donor network	Find partners to work with together

Figure 6.1 An overview of the current values communicated to all communication targets

Figure 6.2 The owner of EcoGroup presenting the stove to a community group.

(Appendix D.2). Furthermore, at the community events and the community group visits, EcoGroup always gives product demonstrations on the smallest stove. The community group visits, generally lead to about two to three visits to the same community group. Due to the lack of availability of the higher ranked EcoGroup members to do these visits, there is a long time in between.

EcoGroup representative
During the community events, EcoGroup is often represented by two to three employees. These employees are preferably one highly ranked employee and one of the higher sales members. When visits are made to community groups, EcoGroup tries to sent its company owner, or one of the higher ranked women within the company. Due to inconsistent availability of these highly ranked employees,

the visits are often rushed, and the time in between the visits can be very long. The locally oriented shops are often manned by one or two persons from the region.

Values/Stories
As can be seen in Figure 6.1 and is explained before, EcoGroup tends to communicate the same values to all the communication targets. So to this low income peri-urban end users they show the same materials, and communicate the main values: cooking on rocks, healthy clean cooking, money-time saving and extra solar features. Furthermore, the figure shows that the communication materials, mainly focus on the product packages and the available sizes. The story and materials are not specified to the needs and wishes of this specific target group.

Figure 6.3 One of the department shops of EcoGroup.

6.2 Desired Interactions

After defining this current interaction, the main pain points of the current communication were identified. To create a communication plan that solves these main pain points, improving the buying process, and addressing the right usage of the EcoStove, a desired interaction is needed. This desired interaction highlights the representative of EcoGroup, the preferred stories, and the activity to do so.

EcoGroup – all communication targets

In Figure 6.4, the values that should be included by EcoGroup are described per communication target. The main changes that can be found between Figure 6.1 and Figure 6.4, is the unification of the conversation and material values, and the specification of the communicated values to the multiple communication targets. This unification and specification of the values in a story has been structured during a creative session together with EcoGroup.

Unification of values

Preferably, the values have to connect the communicated conversational stories and the material stories. Together those stories can contribute to each other and convey a stronger persuasive message.

Specification of values

Furthermore, it is desired that the stories EcoGroup communicates to its different communication targets, is specified to the preferences of that target group. For example for institutions, it would be better if EcoGroup tries to define the cooking culture and end users within these institutions. These insights can then be used to create a communication plan and connecting materials and stories to that.

EcoGroup – low income peri-urban end users

The desired interaction between EcoGroup and its low income peri-urban end users is the only part of their total communication that is included in this project. As explained before, the IAP Project focusses on innovations that help the poor. Therefore, the focus within this graduation project is on the low income groups that EcoGroup targets. But next to the insights of this study, EcoGroup should design their communication to these other communication targets too. This communication plan and suiting materials, are intended to improve the buying process and to facilitate better usage of the product. This actually means that an eye was kept to the ATEAR Model (Appendix D.1) and the behavioural changes were defined in paragraph 5.1.

Activities

An interaction is desired between EcoGroup and the low income peri-urban end users, in which the story of EcoGroup members will be believed and valued by the end users. In order to do so multiple visits have to be made on a consistent notice, to develop a relationship with the end users.

Within these multiple visits a story should grow, that is able to influence the end users in buying

	Households		Institutions	Donors	Partners
	Low income	**Middle/high income**			
Values to communicate through unified talks an materials	Money saving	Money saving	Group capability	Deforestation	Job opportunities
	Time saving	Appearance	Money saving	Inhouse air pollution	Financial benefits
	Appearance	Safety		Women/youth empowerment	
	Heath of fire	Health			
		Different sizes			
Purpose	Sell small stoves, improve livelihoods	Sell bigger stoves, fight deforestation	Sell big in build stoves, fight deforestation	Build donor network	Find partners to work with together

Figure 6.4 An overview of the desired values communicated to all communication targets

the product. The parts of the ATEAR model should be divided over the multiple visits in order to create long term retention. So, first the attention of the end users need to be drawn, then they need to be able to experience the product in some way, continuingly an action moment should push the end users towards buying the stove. Further visits should also help the continuing of the right usage and maintenance. Trust is included in every activity, because it was found as a very important factor in the buying process of these end users.

EcoGroup representative
To create a relationship between EcoGroup and the end users, the EcoGroup representative that revisits them, should as much as possible be the same person. In this way, the EcoGroup representative is no longer a stranger and can earn trust of the end users.

Figure 6.5 A women ranked as most reliable
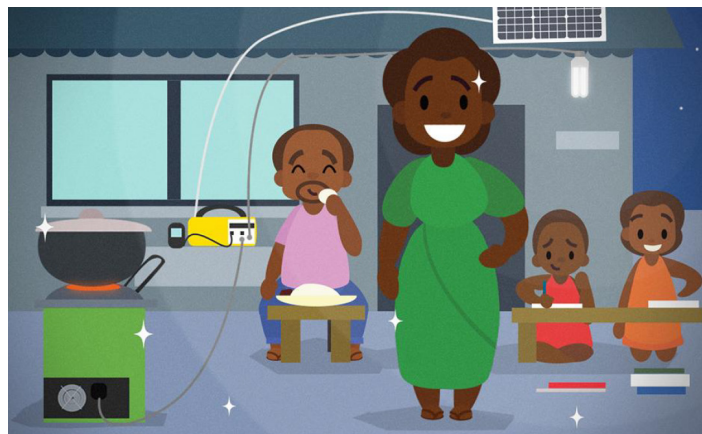
Figure 6.6 Animation made by Raymond for EcoGroup

Trust
A relation of trust has been indicated as something that influences the financial choices of BoP end users (Subrahmanyan & Gomez-Arias, 2008). When this bond is present, BoP end users might buy a product from a friend even though they know that they can buy cheaper elsewhere. Furthermore, due to the growing amount of low quality products that are presented to BoP users, the caution around these kind of products has also been growing. The used character can influence the customers perception of the facts, especially when the customer is able to easily identify himself with the characters and to trust this character (Gray, 2009). Therefore the research has been done mainly to the character. But all the aspects of Storytelling, are beneficial to communicating a strong story that is perceived as reliable by the customers. To do so all these aspects need to fit to the culture and all its details.

It is therefore desired that the designed interaction facilitates this process of growing trust between the identified end user, and EcoGroup, its product and its sales team. To create this bond of trust, a short ranking test has been done. During this test, potential and current end users were asked to rank images and functions of people that could introduce a new product to them.

The outcomes of this test gave multiple insights in the trust from the side of the end user.

The end users identified that they preferred photo material compared to animations (Figure 6.6). It seemed that they are able to identify the person and its aspects better. While in an animation, they find it hard to estimate age. Furthermore, there is a high level of mistrust towards strangers. Community group members are perceived as most trustworthy when telling about a new product they encountered.

Purely from a visual perspective the woman in Figure 6.5, was convincingly chosen as most reliable. End users indicated that this was due to her local and tidy way of dressing, she looks sophisticated, but still fits in their world. Furthermore, her perceived age and facial expression were indicated as crucial factors for choosing this woman. So, even though, they had to choose between strangers, small aspects in appearance can influence their trust in this person till a certain level.

Conclusion

After defining the desired interaction, the main take-aways from this desired interaction for the design of the communication plan and materials are summarized here. This only targets the low income peri-urban end users.

Communication plan

All parts of the ATEAR model need to be addressed within the design of the communication plan to convince end users to buy the EcoStove, and for the end users to actually change her behaviour. This should be an overall consistenst story.

Strangers are mistrusted by the end users. Therefore the design should include a relation between the sales person and the end users.

Communication materials

The communication materials need to form a consistent story together with the narrative of the sales person.

The usage of the EcoStove needs to be explained more extensively and repeatedly to create long term retention of the right usage.

The communication materials need to be trustworthy for the end user.

Design 7

A communication plan combined with communication materials were designed on the base of the insights of the explorations and interactions. This chapter explains the design that is created and the main choices that are made in this process. First, the overall plan is described, then the materials are explained, and lastly, the EcoGroup representative is explained in the way they should present themselves as a sales team.

7.1 Communication plan

The communication plan (Figure 7.2) has been based on EcoGroups' current community group visits and on all the findings explained in previous chapters. Within this paragraph all details of this overall plan are described. First the choice for community groups is discussed, then the overall story within these multiple activities is explained.

Community groups provide high possibilities for the sales of more expensive products. The money saving and even earning activities that are done there, allows these low income women to make a larger purchase once in a while. Furthermore these community groups are regularly set meetings, where women are often eager to learn about new things. So because of the regularity and the together saving methods of these community groups, they have been chosen as the core of the communication plan. Within this, the current interaction in this situation is still not optimal. Currently, EcoGroup visits these community groups with high ranked employees of the organization. Though within this communication plan, a network of sales team members need to perform these tasks. This can save EcoGroup time, and gives them the possibility to upscale and to reach a bigger amount of these end users.

The overall story
All the steps within this communication plan are connected, and all together they form one

ORIENTATION

Goal: to create retention of the right usage of the EcoStove, continue trust bond and to find new customers within this community group.

Attention
Trust

Flyer

1ST VISIT

Goal: to get the end users' attention in the product, and to start the foundation of a relationship of trust.

Attention
Trust

Flyer
Video 1.1 Introducing EcoStove

2ND VISIT

Goal: to let the end users experience the stove and continue growing the relation of trust.

Experience
Trust

Flyer
Video 1.2 Showing usage

Figure 7.2 The communication plan

storyline. This storyline is based on the ATEAR model (Figure 2.5). The extensive version is presented in Appendix E.1. The model is used within the story to convince end users of the product, to make them buy the product, and to retain the product, and its right usage.

The story starts with the intention of grabbing the attention of the end users. In a short video, a current end user of the stove introduces the stove, and explains the main advantages of the stove for her: saving money to pay school fees,

shows the fire the stove provides. Furthermore the video shows the other two values without pointing them out: appearance (the cooking place looks clean and pretty), time saving (by quickly having her tea ready).

Continuously a flyer can be given with possibly some EcoStove stickers or posters. These materials contain quotes and images of multiple end users, and a basic explanation of the stove. After the visit is over, these materials are physical reminders for the end users to think

3RD VISIT

Goal: *Explain the payment methods available for buying the EcoStove, continue growing the relation of trust and offer a small discount.*

Action
Trust

Flyer
Video 1.3 Payment method

INSTALLATION

Goal: *to create retention of the right usage of the EcoStove.*

Retention
Experience
Trust

Video 2 Usage explenation

REVISITING

Goal: *to create retention of the right usage of the EcoStove, continue trust bond and to find new customers within this community group.*

Retention
Trust

Flyer

and talk about the stove.
During the next visit is about the end users experiencing the product. The sales person again shows a video, which is slightly longer this time, that shortly shows the cooking experience of a current end user on the stove. The same character is again used in this video because besides the sales person, also she has built up a connection.

During the third visit, the basics of the payment possibilities via EcoGroup are explained.
A video is shown with an explanation of a payment method. First a sales person explains the possibilities, and then different end users shortly explain their experience with it. Continuously, the visiting sales lady hands out a paper with a short explanation of the payment possibilities, and tells them about a small discount they can receive. At the end of the visits she pulls out application forms to sign up to buy the EcoStove.

Before the next visit the stoves should be delivered and installed in the homes of the ones that bought the stove. Then during the next visit, an extensive explanation video is shown to all the end users. Afterwards, one at a time all the ladies get the opportunity to try out the stove in real.

After this last part of the selling process, the sales person needs to revisit the community group. It is very important that the sales person shows up to the next weeks community group meeting. Here they can discuss how the week went for the end users. These revisits help to create retention between the end user and the product. Once the usage is not going well or something is broken, the sales person know this during the next visit. While otherwise, EcoGroup might never find out. Once the bond between the sales person and all end users is strong, they might also feel comfortable enough to connect to the sales person before the next visit when needed.

The ones that did not buy the stove yet, might become more interested over time, when they see the other use the stove. So even more sales moments might appear.

The time in between meetings, is best to keep as short as possible. So, every once or twice a week is preferable, because way the bond of trust is increased the quickest. The time in between meetings should not take more then 4 weeks, because this influences the trustworthiness of the brand too much.

Communication materials

7.2

After clarifying this overall story, the designed materials and the stories within them are be enlightened. The materials have been designed to tell a story, and to control the story that the sales team is telling. In this way the story and the materials are unified, the materials lead the story of the sales person, and guide this person to focus on the right topics. One of the materials, video 1.1 is explained in detail to elaborate on this underlying story.

In Paragraph 7.1, the general story was explained within the communication from EcoGroup with the low income peri-urban end users. But also a small storyline was first created, before developing the designed materials. When creating these stories, the five stages of a plot were used to structure them and to make sure that all details of the stories were thought trough: the setting (1), the character(s) (2), actions (3), resources (4) and a higher purpose/goal (5) (Burke, 1969; Westerhof, 2018).

The choice to mainly develop video materials was made due to the richness of the stories a video can contain. Besides that, many of the

sales ladies were found to have a smartphone. With the use of a cardboard video projector, the videos are easily transportable and can be shown in any dark area.

For every material made, these details were described before the material was actually developed. Continuously, one video, video 1.1, is described according to these aspects.

Video 1.1.
As previously explained, the goal of this video is to grab the attention of the end users and to start creating trust between the end users and EcoGroup. Within all the aspects described below, these main goals are leading the

Figure 7.3 A screenshot of the video setting and main character.

decisions. Within this story four main values are included in the aspects: appearance, saving money, heat of the fire, and time saving.

Purpose/goal
The purpose of this video was to drag attention, start the creation of a bond of trust between end users and the character (and EcoGroup), and to convey the main four values of the EcoStove: saving money, heat of the fire, saving time and appearance.

Resources
In this storyline, the EcoStove is the resource that provides these values.

Setting
In order to give the end users the possibility to place themselves in the shoes of the character in this video, the setting (Figure 7.3) is kept close to their kind of cooking place. Though the setting was almost similar to cooking places of low income peri-urban end users, it was tidied and cleaned up to show the appearance value.

When cooking on the EcoStove, less ashes fly around the cooking area. Furthermore, the stove looks more neat, and together this explains the slight upgrade of the cooking place. Then, end user is still able to place herself in this area, and can therefore easier place the stove in her own cooking place.

Character
The character that is introducing the EcoStove is chosen mainly on the base of trust and identification. Once a person is able to identify him/herself with the character, by perceiving similarity and liking, this knowledge is more likely to be transported, which can lead to persuasion (Gray, 2009).

Furthermore the bond of trust has been perceived as an important factor in within this interaction (paragraph 6.1/6.2). Besides the trust between the sales person and the end users, this also includes the trust between the character of the story and the end user.

Actions
Figure 7.4 shows a storyboard of video 1.1. In this storyboard you can see the 9 actions that are included in the video.

To start the relationship between the end users and the character of the video, the character first introduces herself and where she lives. Then she places the kettle on the stove to start boiling water.

She continues to explain why she has bought the EcoStove. She does so by telling about her money saving and about the positive consequences the savings have for her. In between this explenation, she checks the fire and shows the flame that comes out of the stove. She continuous talking a short bit more about the positive benefits for her and her family of saving money. She explains that she is now able to pay for the school fees of her children. She looks at her youngest child and tells that she hopes to be able to sent this cjhild to school soon too.

After all the explenations she has found her water to be boiling. So she takes the kettle from the fire and tells the viewer that she and her child are going to enjoy their cup of tea now. Then she says bye to the viewer, and the video has ended.

Video development
During the development of all the videos (Appendix E.2), the storyboards were used a leading. But, before the actual filming, the detailed choices were discussed with employees of EcoGroup to ensure its suitability with the end users. For one of the videos a flipboard was developed first. This flipboard was used during contact moments with potential end users to test the story.

When filming the videos, the actress was given space to make slight changes to the pre-formulated sentences to make the phrasing fit better to that of Ugandans.

Flyer development
When using the Storytelling for the development of flyers, it mainly focusses on the visual materials that need to be included. For example the flyers in Appendix E.3 include photos combined with a quote to tell a story from a current user. An overview in this Appendix shows how the five aspects were used to design the two flyers.

Storyboard video 1.1
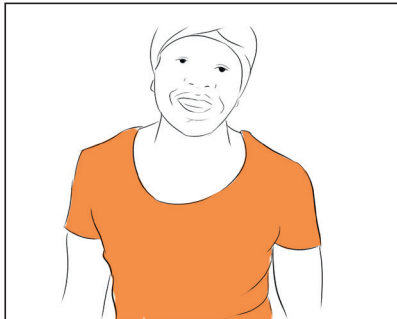
Hi all, I am Resty. Welcome to my home!
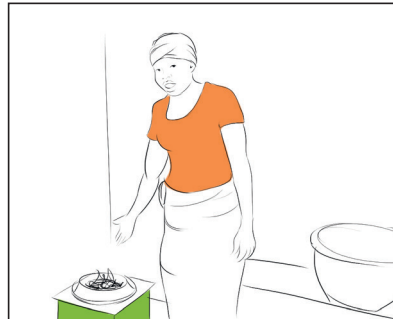
This is where I do my cooking, and this is the EcoStove that I bought last year.
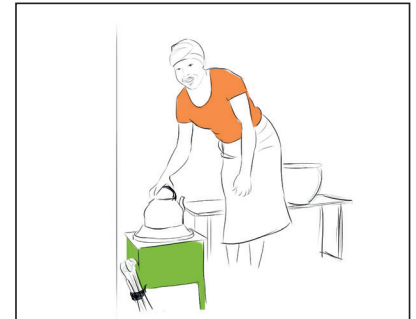
I am just placing my kettle on the fire to heat some water for tea.
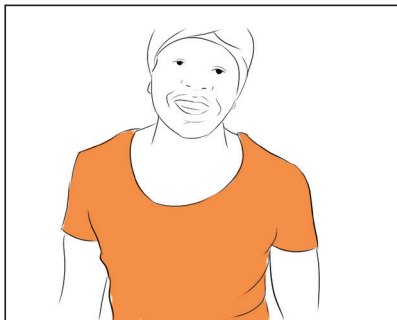
I am so happy with this stove, it saves me a lot of money on my charcoal. I only use charcaol dust now.

And do you see this fire? It is so hot, it cooks my beans in less then 2 hours.

With the saving that I do, I am able to pay for the school fees of my children. Only the youngest of my three children is still at home.

It looks like my water is already boiling.

So we are going to drink some tea. I hope you liked seeing my place. Maybe we will meet again soon.

Bye bye!

Figure 7.4 A storyboard made for the design of video 1.1.

Figure 7.5 One of the sales ladies in the new outfit.

Figure 7.6 One of the sales ladies presenting EcoGroup at a market event.

Sales team   7.3

In order to increase the level of trust between the sales team end potential end users, it is important to think of who is conveying the communication to the community groups. The requirements for recruitment of new sales team members, and of the appearance the sales team are therefore detailed below.

As explained before, it would be best if the sales team is able to do the community visits. This can save EcoGroup's higher ranked employees time and at the same time, the visits can be more consistent and less rushed. Furthermore, the trust exploration (paragraph 6.2) showed that low income end users tent to believe people with similar backgrounds to their owns better the higher ranked people. The recruitment of these sales ladies has three main factors which should be taken into account, also based on this trust exploration.

Recruitment requirements
EcoGroup currently has less then 10 sales team members. When scaling, this amount needs to grow. For the recruitment of new sales member, I advice them to take the following factors into account.

The first factor is that it would be best if the sales person comes from the local area itself a low income peri-urban inhabitant him/herself. Preferably, the new sales team member is a woman for two main reasons. For one thing, it matches EcoGroup's current values. EcoGroup is currently trying to involve low income women in all parts of their value chain, as factory employees, end users, and sales persons. Furthermore, it is preferable for the interaction if the revisiting sales person to the community groups is a women. Also all the community groups chosen are woman groups, and women are more open to share and trust the opinion of another women. Jenkins (1982) explains the difference between conversations of men and conversations of women. He found men's conversations to be typically competitive, while a women's conversation was characterized by cooperation and support (Jenkins, 1982).

During the trust exploration, it was found that women between the age of 25 to 45 years old, are perceived as most credible on explaining their experience with a new product. Furthermore, it was found that end users believe that this person is also an end user herself, and is therefore best to tell about the usage of the stove.

Appearance
Furthermore the appearance of the sales person can help to create a more credible story and can be used to drag attention. Therefore, a new sales outfit (Figure 7.5 and Figure 7.6) has been designed. With the use of a local fabric both goals are achieved. This local fabric fits to the cultural standards of the women in peri-urban areas. These women themselves dress more provincial and connect high values to this. When positioning EcoGroup as an organization that places these values high too, a first connection has been made. This fabric is not only used for the sales team outfit, but also for small details in marketing, like for example the cover of the visitors book. Next to this connection of values, this fabric, and the use of it is unique, it helps for brand identification (Kim, Han, & Park, 2001). The sales outfit is a combination of a headscarf and apron.

The headscarf again matches to these provincial values, because women there often wear local dressing and head scarfs. The apron was chosen because it matches the cooking culture. Many women in Uganda wear an apron when cooking. For EcoGroup it can function both practical and as an eye catcher. An apron from this local striking fabric drags attention. Furthermore, the apron covers the front of the clothing of the sales person, so when showing the usage of the stove, the sales person will not make his/her own clothing dirty. The apron also hides the clothing underneath. Currently, the sales team often wears quite western clothing, this can be slightly hidden under the apron.

Conclusion

This conclusion summarizes the designs of this Case study and the current implementations and the further potential.

Design

This Case study resulted in the design of a communication plan with six phases. It has been designed for the low income peri-urban end users. The communication plan revisits women community groups to convince these women of the stove, and for them to retain the right usage. The re-visits and the topics addressed during these visits are based on the ATEAR model.

All the designed materials match to specific phases of the communication plan and all tell their own story. These stories include the insights of the exploration phase to allow the end users to identify themselves with the stories.

Current implementation and further potential

These designs have partly been introduced in the field. At the end of the Case study they were all together presented at a market event. The main target of this event was to show EcoGroup the complete design at once. Though some parts of the designs have been tested here.

From this moment on, EcoGroup has started using the new sales outfits. Currently, SNV intends to help EcoGroup in using the complete communication plan (including all the materials). Soon I hope to see the realization of my plans in the field so that EcoGroup is able to scale their sales to the low income peri-urban end users.

al homes middle	institutions	d
apes me	Clean cooking	Saving money	Saving time	defores
apes oney	fast cooking	Clean cooking		ar behave	hea
Selling for deforestation (chopped cassation & charcoal)	deforestation	ge

PART III
Advice

The goal of the third part of this report, Advice, is to improve the trainings BoPInc facilitates to create a better implementation of the outcomes by the SMEs. Through this I hope to create better product communication from the SMEs to end users.

IAP Advice 8

To provide BoPInc with advice on the implementation of IAP training outcomes, the design process of the Case study is reflected. Based on the results of this reflection, two canvases are designed, and an explanation is given about the usage of these canvases in projects similar to IAP.

8.1 Case study reflection

During the Case study process, I reflect on the usage of the Cultura and Storytelling theories in practice. Per theory, I look at the design phase in which it has been used, the activities that were conducted with it and the details of the usage. In conclusion, it is explained how these insights are used in the design of the advice for BoPInc.

Cultura Toolkit
The Cultura theory by Hao et al. (2017) is used during the Case study in the Discover, Define and develop phase. Below it is explained per phase how the Cultura knowledge is included.

Discover
Within the discover phase of the Case study, I used many techniques to gather as much information as possible about the current cooking culture. The insights provided me with a complete understanding of the cultural context. The Cultura knowledge was used to set up the research activities.

During IAP trainings, BoPInc facilitates the structuring of the knowledge that SMEs already have. The organizations generally already have a broad understanding of the cultural context, but they are unaware of this.

Define
During the define phase of the Case study, the discovered insights were structured on the Cultura wheel (Figure 3.2, page 29). I conducted an analysis on the wall, where the Cultura wheel was the centre, and insights from one activity at the time were ordered under the different aspects.

During IAP trainings, BoPInc currently structures already available knowledge only on the value proposition canvas, from a user-centered perspective.

Develop
During the development of the stories within the Case study, the completed Cultura wheel was used as a box of inspiration to fill the details of the stories.

During IAP trainings, these insights could be used in multiple next steps, they can help during when improving the current ATEAR

model, or for a better value proposition. But the insights specifically match to the usage of the Storytelling literature, in which these values can be used in a practical implication.

Storytelling
The Storytelling knowledge is used in the Case study in the development phase of the design process. It also influenced the discover phase.

Discover
Because the Storytelling knowledge was reviewed extensively before the start of the Case study, it influenced the discover phase. It provided deeper insights on the aspects of character and setting mainly. This helped to identify story aspects better during the development.

Develop
Within the development phase of the design process, Storytelling is used to structure the insights for a practical matter. For clear product communication, a clear story is needed. During the case one overall story was created and multiple small stories were designed for each communication material.

During the IAP trainings, BoPInc could use this theory to structure insights in a practical way. Using this structure creates a guideline for SMEs to develop communication materials, instead of leaving it to the SME for them to be able to do so.

For a story to persuade usage, and create trust, the details of the story should be culturally relevant. This can be created by first using the Cultura knowledge for the gathering of insights and then by turning the insights into practical stories for both materials and told stories together.

Cultura Canvas

The Cultura Toolkit (Hao et al., 2017) is meant to overcome the boundaries of designing for a different cultural context. With the designed Cultura Canvas, the organization's cultural knowledge can be put on paper and made explicit during the trainings. During the trainings the canvas can be used to make the knowledge more explicit.

Using the Cultura knowledge by Hao et al. (2017), in depth insights of the cultural context of the EcoGroup Case study, were structured and made more explicit. The insights were gathered during many activities and together formed the daily household cooking culture of low income peri-urban end users.

The Cultura Canvas (Figure 8.1) can be used during projects similar to IAP, where BoPInc provides a co-creation trainings to enhance the marketing and distribution of SMEs that target the BoP customer.

Usage of the canvas
The canvas is used in the start of the training, before diving into the end user perspective that BoPInc persists. It consists of three main parts.

First the cultural context that is studied, needs to be described. This defines the cultural context the SME is targeting. For example, for the Case study this was: "cooking culture of low income households in peri-urban areas".

Second, all relevant persons have to be identified. Depending on the needs of the organization that is participating in the training, one or more persona's are elaborated upon. The Persona Canvas described in Paragraph 2.2 (page 21) is used for this.

During the third step in the canvas, the organisation has to answer 8 questions. The questions are used as a trigger for brainstorm. There is no good or bad answer and multiple answers and aspects can be highlighted The questions were created on the base of the 8 aspects of the Cultura wheel. The 8 aspects were turned into questions that trigger the participants a bit more. A sentence is more descriptive and and a question more inviting to anwer.

An example
Appendix F.1 shows the Cultura Canvas, completed for the EcoGroup Case study. The completed canvas is made as an example template to make the use easier.

Cultura Canvas

This canvas will help to define the cultural context in which your product is used. By defining this culture you are not only able to match your product/service better to the end user, but you can also use this insights during the creation of your communication strategy and the design of communication materials.

1. Describe the cultural context in which your product is used.

2. Who is part of this culture?
Complete the Persona Canvas for the main end user(s)

3. Describe the following 8 cultural aspects.
Below 8 questions trigger you to think of 8 aspects of the defined cultural context. Try to brainstorm for each of these questions and to find as many relevant answers as possible.

1) Which materials/products are used in the cultural context?

2) Are the customers part of a community? Are there other communities relevant to the cultural context?

3) How are roles distributed among community members?

4) What rituals can you observe in peoples everyday lives?

5) What rules do people have within their social relationships (either written and unwritten rules)?

6) Are there people within the community who are highly valued and respected (angels). Are there people within the community who are disrepected and disliked (devils)?

7) What short and/or long term goals do people have (individually or as community)?

8) What are the relevant macro developments that can influence this cultural context?

Hao, C., van Boeijen, A., & Jan Stappers, P. (2017). Cultura: A communication toolkit for designers to gain empathic insights across cultural boundaries. Iasdr 2017, 1–14.

Figure 8.1 The Cultura Canvas.

Storytelling Canvas

8.3

The Storytelling theory is used in the Case study to create practical visual communication outcomes. This theory helps to include meaningful insights in the designed materials. The Storytelling Canvas is created so BoPInc can support the SMEs in creating more practical outcomes during the training.

Within the Case study, the insights from the exploration phase are used to create communication materials. These materials are all developed by detailing all five aspects of a plot: "within a specific setting (1), a character (2) carries out actions (3) through the use of resources (4) in order to reach a higher purpose (5)" (Burke, 1969). Therefore, the second canvas, the Storytelling Canvas, is based on these five aspects.

Type of story
After defining the cultural context of the product/service with the Cultura Canvas, the Storytelling Canvas gives the opportunity to use these insights in the development of communication materials. Before starting to complete the five aspects, the organization needs to think of the type of communication material they want to design; a video, poster, flyer, etc. So the first two questions in the canvas set the requirements of the communication material.

Defining the story
Afterwards the Storytelling parts are addressed, and the training participants need to complete these aspects one by one. The order of the five aspects is changed in this canvas due to experiences during the Case study. First the most characterizing parts of the story are defined. The other parts, such as the resources, setting and actions are highly dependent on the purpose and character that are defined for the story.

So, first the character of the story is defined: *"Who is the main character of the story? Which other characters are part of your story?".*

Then the purpose of the story needs to be defined: *"What do you want the main character of the story to achieve?".*

Then, the resources that make this end goal possible have to be defined: *"Which materials are needed for the character to reach this purpose?".* Generally, these resources include the product/service that the organization is developing.

After the resources are set, the setting is defined: *"In what setting does this story take place? What characteristics can you distinguish?".* The details of the setting are big influencers of the reliability perceived by the end users. Therefore is is recommended to use the Cultura insights to fill in this context.

After all this has been described, the last step to answer are the actions that the character will perform within the session: *"Which actions does the main character undertake to reach his/her purpose?".* After describing these actions in words, a storyboard or drawing needs to be created, depending on the type of material that is designed. Through drawing the first design of the communication the SME can leave the session with tangible results. These tangible results are not longer the insights themselves, but a draft design that includes these insights.

An example
Appendix F.2 shows the Storytelling Canvas, similar as for the Cultura Canvas it is completed for the EcoGroup Case study. The completed canvas is made as an example template to make the use easier.

Storytelling Canvas

After completing the Cultura Canvas, this knowledge can be used to design stories for communication materials. Fill in the steps below. Step 1 and 2 help to define the type of communication material you are designing. Step 3, 4, 5, 6, and 7 step help you to define your story. Visualize this story in step 8. Try to create a story your customer can identify him/her self with and use the previously gathered Cultura insights to do so.

1. Purpose of this communication material.

2. Type of communication material.

3. Character(s).
Who is the main character of your story? Which other characters are part of your story?

The following 5 steps are used to define the story within your communication material. For every step, think how it fits in your story.

4. Purpose of the main character.
What do you want the main character to achieve in this story?

5. Resources.
Which materials are needed for the character to reach this purpose?

6. Setting.
In what setting does this story take place? What characteristics can you distinguish?

7. Actions/Interactions.
Which actions does the main character undertake to reach his/her purpose?

8. Visualize your story!
If you are designing a video draw a storyboard here. If you are designing a poster, draw your poster design. Try to include all parts of your story: character, purpose, resources, setting, and actions/interactions.

Figure 8.2 The Storytelling Canvas

Usage of canvases in trainings

8.4

In future projects similar to IAP, it would be best for BoPInc to use the two canvases to structure the broad cultural context insights, and to create more practical outcomes that include these insights. In this paragraph the usage of these tools within trainings is explained, for both a two and a three day training.

The Cultura and Storytelling canvases are meant to be used within short advisory trainings from BoPInc with the goal of improving the organization's product communication, the marketing and distribution. With the use of these canvases more practical outcomes can be developed during the trainings, insights about the cultural context can be structured and included in the development of these outcomes.

Similar to other canvases used by BoPInc in trainings, the canvases are explained in a short presentation. Then with about four to five participants of the training, one canvas can be completed. They receive an A3 print of the canvas, or draw the canvas on a blanc page. By filling out the canvas, the participants discuss every step together.

Two day training
Within a two day training, all the training blocks are shortened, which results in a less in-depth training. Because of a lack of time only one story for a communication material can be designed. The SME now has experienced the usage of the canvas, so they can design other materials by themselves with a similar approach. When needed they can still have phone call support to help them with this.

Two day training
Preferably the regular two day training is extended to a three day training. Within this three day training, the main blocks of the current BoPInc trainings remain, but next to that two new blocks are included. The new blocks are focussed on the cultural context and on the development of practical outcomes. Within the cultural context block, the Cultura Canvas should be used, and within the development of practical outcomes block, the Storytelling Canvas should be used. Multiple stories for communication materials can be designed during this three day session.
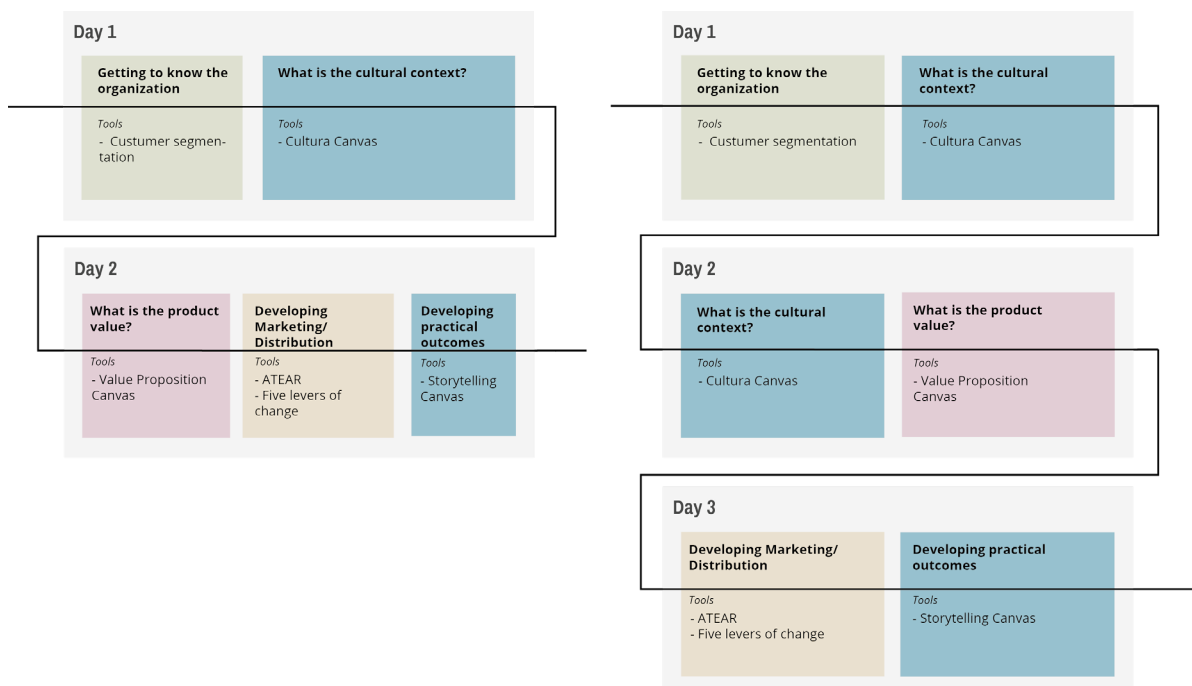

Figure 8.3 An overview of the 2 day training and the 3 day training.

Reflections 9

This chapter offers a view on the results of this Graduation Assignment and what these outcome can potentially contribute to. Furthermore, the limitations and recommendations of this process and design are described. Finally, I reflect on my experiences within this assignment.

9.1 Conclusion and contributions

The purpose of the Graduation Assignment was to create better product communication through improving the advisory support given by BoPInc. The implementation phase within the support was found to be a challenge for SMEs. Evaluation of the current trainings, and outcomes resulted in two potential solution spaces, the inclusion of the Cultural context(1) and the change the abstraction level of the outcomes towards more concrete results (2).

Literature was reviewed to find theories that could help address these solution spaces in the trainings. Two theories were found to be promising: the Cultura Toolkit (Hao et al., 2017), and Storytelling. With the BoPInc knowledge, and this literature in my backpack, I travelled to Uganda, to experience the implementation phase myself during a Case study for EcoGroup. Within this Case study I first gathered many insights during an exploration phase and then translated them into a communication plan with contributing communication materials. Through experiencing the implementation phase myself I was able to understand better what challenged the SMEs during this phase. After reflecting on my own design process in the Case study, I found ways of using the Cultura toolkit knowledge, and the Storytelling knowledge to improve the BoPInc trainings. I designed two canvases and I also provided advice on the inclusion of these canvases in trainings.

These two canvases and the advice are promising to help to overcome the challenges with the implementation of training outcomes for the SME's.

The materials which have been the result of this Graduation Assignment are ready to be used, both by BoPInc and by the organization of the Case study, EcoGroup. At the moment, the canvases are ready to be implemented in current advisory support for SMEs within IAP.

One of the organizations has been introduced by the Storytelling Canvas already. Furthermore, within similar short advisory trainings these canvases can be used.

The communication plan and materials that have been designed for EcoGroup have also been presented to SNV. SNV manages the IAP project, and they will support EcoGroup in the utilization of the complete plan. Currently, aspects of the plan are already being used by EcoGroup, but SNV wants to support the organization to include the complete communication plan.

Limitations and recommendations

While reflecting on the outcomes of this Graduation Assignment, it was mainly observed that after designing, both the communication plan and the canvases have not been evaluated yet in practice. Both situations are discussed separately.

Part II Case study
The communication plan was designed based on many field explorations, and even parts of the design was tested in the field. The final design though, has not been tested completely with low income peri-urban end users. Within one event in an urban area in Kampala, the communication materials were used. This showed the potential of the materials, but does not confirm the feasibility of the overall plan. It is recommended that the communication plan is tested with one community group, before it is scaled up throughout the country. During the utilization of the communication plan, it is recommended that EcoGroup tests the responses to the stories with the actual target group before widely expanding and implementing this communication plan.

Part III Advice
The canvases have been designed on experiencing the actual usage of these theories in the field, and therefore it seems to have high potential to succeed in practice. The Cultura knowledge has been used during a creative session with members of EcoGroup and the Storytelling Canvas has been introduced to an SME owner. The owner seemed enthusiastic about the canvas. The SME is part of the IAP project, it has participated in a training session by BoPInc and is currently receiving continuing support via phone calls. Within the rest of the Advisory support of this SME, BoPInc will continue to use the Storytelling Canvas to develop persuasive communication materials. Though this all seems very promising, the actual usage of the canvases has not been tested in practice yet. It is recommended that BoPInc evaluates the first usages of these canvases, and adjusts them when needed.

The current canvases are quite textual compared to the canvases BoPInc normally uses. The design was made in this way to explain every part of the canvases clearly without the need of additional explanation. Though it might be useful to create also a purely visual canvas, similar to the Value Proposition Canvas (Figure 2.3, page 21). During the explanation of the canvas, BoPInc can project the extensive canvas. But during the exercise, BoPInc can provide paper prints of the visual canvas. This more visual design fits more closely to other BoPInc tools, gives the user more space on the paper, and persuades the users to also draw instead of write only.

Though these canvases have been designed for the specific context of the IAP project, they might be applicable to other projects too. I recommend BoPInc to analyse these possibilities and to eventually try it when this seems possible.

9.3 Personal reflection

I started this Graduation Assignment with my personal goals of really immersing myself in a new culture abroad, to be culturally sensitive within that environment, and to experience what it is like to be part of a company. During this project, I was lucky enough to be able to experience this all. Though I slightly overestimated my own ability to include all these extras besides the basic hassle of a Graduation Assignment.

Cultural experience/sensitivity
By living and working in Uganda for 2 months, this has been a great opportunity for me to grow personally and also in work experience. I was able to find confidence in my hands on mentality. During the exploration phase I was able to let go of the well prepared research and to really just explore. I have experienced this before, but this time it really boosted my confidence to be able to do this for almost three weeks. This exploration resulted in so many more insights and outcomes then I expected.

Being cultural sensitive is something I always try to be, and I thought that it would be easy for me also in this new context. Though living and working in this different cultural context for two months brought me to the point where I was torn between my graduation drive of getting things done, and my awareness of how to handle situations with cultural sensitivity. I tried to prevent myself from getting into sensitive situations. Which I managed quite well, but I was not able to prevent all difficult situations.

Company experience
I was very lucky to be able to not only be part of the BoPInc team, where I was fully onboarded within the team. But besides that, I also had the opportunity to experience the way of working at EcoGroup, while being part of their team for two months. Furthermore, I worked closely together with a third company, SNV. With BoPInc being a small to medium Dutch non-profit foundation, SNV being a big non-profit international development organisation, and EcoGroup being a Ugandan SME, I was able to experience many sides of organizations and their way of working.

Enthusiasm
I am a real team player, and therefore I sometimes found it difficult to stay away from all the luring team activities and small team tasks that I was invited to join. These small distractions gave my graduation period a lot more fun, though they also gave me a lot of energy and so it was worthwhile. Sometimes these detours might have slightly worked against the productivity of my own assignment but they gave me a broad view of the company context which was one of my personal goals.

My own high level of enthusiasm about this project and the organizations, sometimes resulted in diving slightly too deep in the exploring and designing phases of this project. Throughout my process my main difficulty was to converge the insights and design directions. This also resulted in the difficulty to structure my final report. I believe that in this report I show that I was finally able to converge my results. This is my main personal learning of this project.

Overall I am very satisfied with all the lessons that I have learned, and the process that I went through. Maybe the process could have been more optimal, but would it then have brought me to where I am now, as a person, and as a designer? I do not believe so.

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Appendix

Creating better product communication by using Storytelling and Cultura

Tessa Fij - April 2019

Table of Contents

B.1. Set up IAP Trainings

Agenda

DAY 1   am
1. Introductions
2. Recap IAP Milestones
3. Segmentation

pm
4. Customer Persona
5. Competitor Mapping
6. Value Proposition

DAY 2   am
7. Review Personas / VP
8. Marketing Strategy

pm
9. Planning - Next Steps / Roles

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Agenda for Today

1. About BoP Innovation Center
2. About Eco Group: product & sales channels
3. Persona: Knowing your customer
4. Value proposition
5. *Additional:* Branding
6. Marketing: ATEAR model
7. Roadmap development
8. *Additional:* Behavior Change Model

innovations against poverty
SNV ▶ BoP INNOVATION CENTER

Setting during ChapChap training

Setting during Innovati training

C.1. Product overview

ECO GROUP LTD PRICE LIST

DESCRIPTION	ELECTRIC/ WITHOUT SOLAR	WHOLESALE
> E-STOVE (EC 10) > One year Manufacturer's Warranty > Solar Panel > Eco Inbuilt Battery > 2 LED Lights > USB Phone Charger > 2 Bags of re-usable stones(2 years)	250,000/-	550,000/-
> SINGLE ECO STOVE (EC12) > One year Manufacturer's Warranty > Solar Panel > Eco Inbuilt Battery > 2 LED Lights > USB Phone Charger > 3 Bags of re-usable stones (2 years)	450,000/-	900,000/-
> DOUBLE ECO STOVE (EC14) > One year Manufacturer's Warranty > Solar Panel > Eco Inbuilt Battery > 2 LED Lights > USB Phone Charger > 5Bags of re-usable stones (2 years)	800,000/-	1,400,000/-
> COMBI OVEN SINGLE > One year Manufacturer's Warranty > Solar Panel > Eco inbuilt Battery > 2 LED Lights > USB Phone Charger > 5 Bags o f re-usable stones (2 years) > 2 TRAYS	1,500,000/-	1,750,000/-
> COMBI OVEN DOUBLE > One year Manufacturer's Warranty > Solar Panel > Eco Inbuilt Battery > 2 LED Lights > USB Phone Charger > 5 Bags of re-usable stones (2 years) > 2 TRAYS	2,500,000/-	3,300,000/-
OVEN DOUBLE 5 TRAYS > One year Manufacturer's Warranty > Solar Panel > Eco Inbuilt Battery > 2 LED Lights > USB Phone Charger > 5Bags of re-usable stones (2 years) > 5 RACKS	3,500,000/-	3,800,000/-
OVEN SINGLE CHARCOAL > One year Manufacturer's Warranty	850,000/-	850,000/-
OVEN DOUBLE CHARCOAL > One year Manufacturer's Warranty	2,000,000/-	2,000,000/-
SINGLE COMMERCIAL SOLAR STOVE (EC35) > One year Manufacturer's Warranty > Solar Panel > Eco Inbuilt Battery > 50 KG Bag re-usable stones (2years)	1,200,000/-	2,800,000/-
DOUBLE COMMERCIAL ELECTRIC STOVE > One year Manufacturer's Warranty > 50KG Bag re-usable stones (2years)	2,100,000/-	2,200,000/-
> DOMESTIC BURNER INBUILT (2 Burners)		4,000,000/-
> DOMESTIC BURNER INBUILT (2 Burners & Oven)		5,300,000/-
> DOMESTIC BURNER INBUILT (3Burners)		5,500,000/-
> DOMESTIC BURNER INBUILT (3 Burners & Oven)		5,800,000/-
> INSTITUTIONAL Customised		ESTIMETED
> INELERATORS Customised		ESTIMETED
> ECO WARMER		ESTIMETED
> BIN ORDER HEATERS		2,200,000/-

Outcome report C.2.

Post-workshop Report on Reaching
the BoP with Eco Group Uganda
26-29 April 2018, Kampala

From strategy to implementation
and reaching milestones

Content

1. Objective of the Workshop
2. Persona: Knowing your Customer
3. Value Proposition
4. Brand Strategy
5. Touchpoints & Customer Journey
6. Marketing: ATEAR Model
7. Planning: What's Next?

1. Objective of this Workshop

Develop a viable marketing & distribution strategy, including a focused communication framework

2. Persona: Knowing your Customer

Personas are fictional characters, which you create based upon your research in order to represent the different user types that might use your service, product, site, or brand in a similar way.

Do you really know her?

When making decisions, various things in life play a role: what you love, your problems, your aspirations in life. The same happens to your customers.
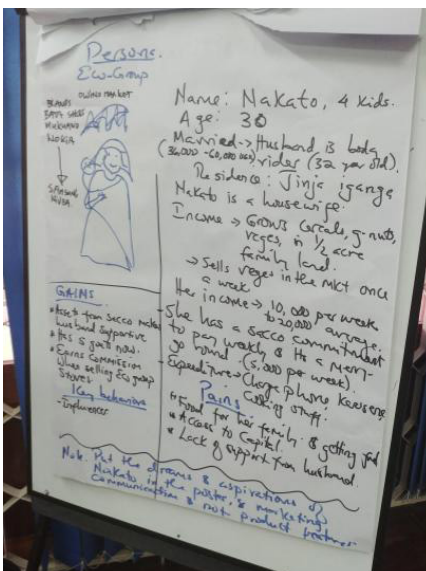
Persona: Nakato

- **Nakato & Family:** She is 30 years and has 4 kids.
- **Husband:** Boda driver, 32 years. Earns 36.000-60.000UGX.
- **Residence:** Jinja Iganga
- **Profession:** Housewife, earns additional income by growing cereals, g-nuts and veggies on ½ an acre family land. Sells her produce at the market, earning 10.000-20.000UGX per week.
- **Social network:** She's part of SACCO group, pays 5.000UGX per week for the merry-go-round.
- **Primary expenditure:** Charging phone, kerosene, cooking needs
- **Pains:**
    - Getting enough food to feed her family
    - The general trouble of a housemother: the big manager!
    - Not able to access savings
    - Lack of support from her husband
- **Gains:**
    - Funds from the SACCO, enabling her to invest in the family. From the last funds, she purchased 5 goats.
    - Possible earnings from selling EcoGroup stoves on commission basis
    - Shopping for clothes at Owino Market!

Key take out: Include the aspirations of Nakato in EcoGroup's communication, not only the pains of her life and the hassle of cooking without stove.

3. Value Proposition

A value proposition is a promise of value to be delivered, communicated, and acknowledged. It is also a belief from the customer about how value (benefit) will be delivered, experienced and acquired.

The goal is to be crystal clear on what value you offer!

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SNV   BoP INNOVATION CENTER

Value Proposition Design

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Value Map

Gain Creators

Products and Services

Pain Relievers

Customer Profile

Gains

Customer Jobs

Pains
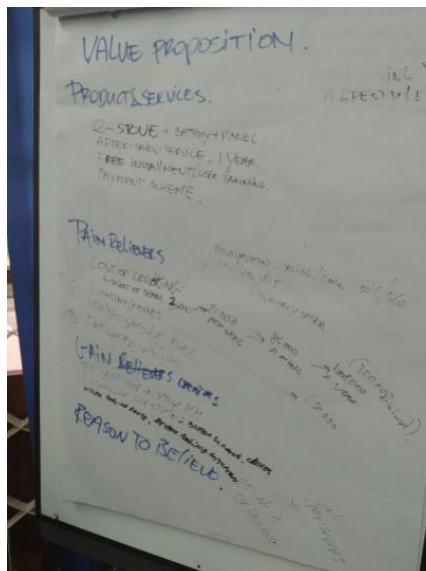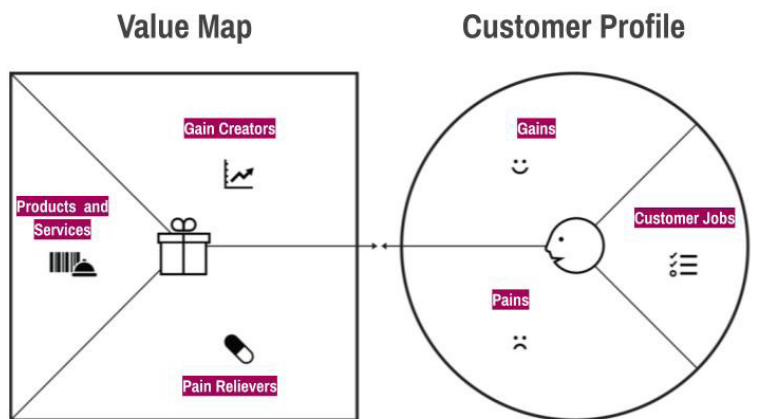
Value Proposition: e-Stove

- **Product/Service:** e-Stove, incl. the rocks, solar panel and battery
  - Free installment & Training
  - Flexible payment scheme
    - Downpayment of $60, plus 4 months $15.
  - After sales service, 1 year warranty
- **Pain Relievers:**
  1. Save money! Reduces the required fuel per meal, plus the costs of charging phones and other electronic devices.
     a. Around 20k per week, 1 million UGX per year!
  2. Saves time! Reduces the time required for preparing meals and the hassle of getting fuel and phones charged.
  3. Safe cooking! Reduces the hazards of smoke and the pain of getting smoke in the eyes.
- **Gain Creators:**
  - It's *the* next step in her household!
  - It improves her life and lifestyle; better health, schools, clothes, home and kitchen.
- **Reason to believe:**
  - Seeing is believing:
    - EcoGroup's ambassadors
    - Testimonials from other users
    - Product demo's

Can there be an emphasize on the gain creators? Excitement and pride?

4. Brand Strategy

The Brand (wo) man summarized your organisational values. **Core values** are the most important values of your organisation and are often based on your product/ service offer. **Aspirational values** are related to to your vision or impact that you strive for. **Brand personality** expresses the type of emotional characteristics of your brand.

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Brand & Slogan

Aspirational value 1   Aspirational value 2

Brand personality

Core value 1   Core value 2

Brand & Slogan

"For a modern woman."   **Eco-Stove**   "My mother's choice: smart life"
"Smart life, timely eating"   **Better home, better life**

Aspirational value   Aspirational value
Better way of living, richer lifestyle   **Increased comfort, easier life**

Traditional mentor   Secure and traditional, like her SACCO. Striving for positive change, together.

Core value   Core value
Save time & money   **Safe & Clean cooking**

5. Touchpoints & Customer journey

In a customer journey, you think through the pathway of a potential new customer and how he interacts with your organisation (and brand). This can help you to define your brand touchpoints: a point of contact between your organisation and customer.

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awareness → consideration → purchase → retention → advocacy
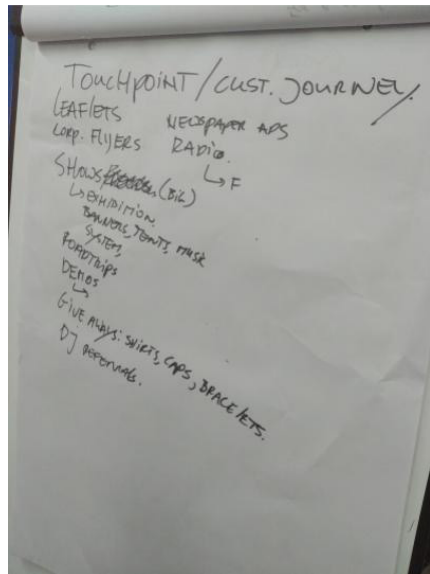
Touchpoints & Customer Journey

- **Promotional materials**
  - Leaflets
  - Flyers
  - Business cards
- **Media materials**
  - Newspaper ads
  - Radio ads
  - Facebook ads
  - Product videos
- **Demo shows**
  - Banners, tents, music
  - Product demo
- **Giveaways**
  - Shirts
  - Caps
  - Bracelets
- **Product**
  - Product box
  - Product manual

In combination with the ATEAR model, fully align on all the materials and build a coherent brand across the touchpoints!

6. Marketing: ATEAR Model

The ATEAR Model covers 5 steps, starting with attracting attention and moving towards the ultimate goal of having regular consumers that buy or use your product or service.

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A T E A R

attention | trust | experience | action | retention
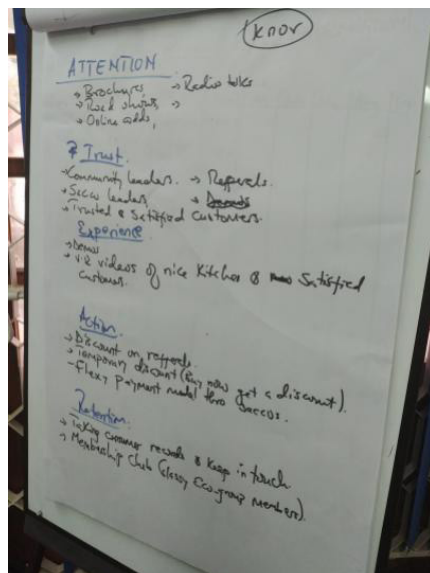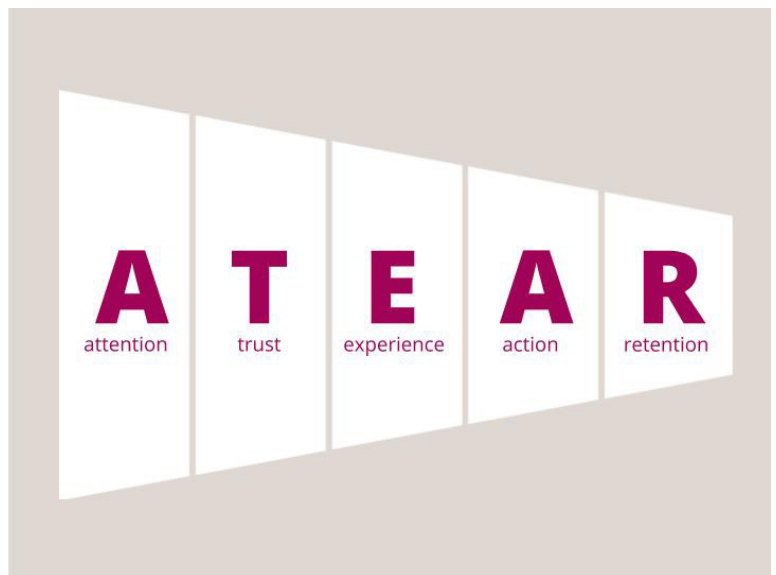
Marketing & ATEAR Model

A	• Road shows • Online ads • Radio ads and talks • Brochures
T	• Community leader endorsement • SACCO Leaders • Referrals from happy customers
E	• Product demos • Videos (Virtual Reality) of product use and happy customers
A	• Discount with referrals • Temporary discounts • Flexible payment models for SACCOs
R	• Keep customer records and stay in touch • Membership Club for EcoGroup customers

Build an integrated campaign that enables your future customers to pass all the steps above and become a loyal (and proud) Eco Group member!

Planning IAP project next 6 months (Apr - Sept) Action/deliverable	Responsibility	Deadline	Apr				May				Jun				Jul				Aug			
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Marketing Strategy & Agencies																						
Update call: where are we now?	All	4-May					■															
Report on Marketing Strategy by BoPInc	Nick	4-May-2018					■															
Review Marketing Strategy with comments and feedback	Rose	11-May-2018						■														
Finalise Marketing Strategy list of materials required, incl. a briefing in case a marketing agency will be involved	Nick	18-May-2018							■													
Identify Marketing Agencies and share with both BoPInc and all SMEs.	Moses	4-May-2018					■															
Involve Marketing Agency, share briefing	Moses/Rose	25-May-2018								■												
Based on the Marketing Agency's involvement, we will detail the planning post-May	All	25-May-2018								■												
Marketing Agency will be selected and work on initial concepts	All	22-Jun-2018									■	■	■									
Prepare Market Launch	All	29-Jun-2018												■								
Actual Market Launch, incl. printing and production of all materials	All	27-Jul													■	■	■					
Product Development & Consumer Research																						
Prepare production site and order required stock	Rose	27-Apr-2018	■	■	■	■																
Increase production volume and prepare for actual production	Rose	27-Apr-2018																				
Identify additional distributors and marketing staff	Rose	4-May-2018					■															

Cultura wheel C.3.

Clothing

Apron

Once someone visits, you should always provide food

Lid

Banana leaves

Charcoal stove

Fuel - firewood or charcoal

Pan

fellowhip women

Age indicates knowledge

Fire lighters

Saving together

Knowing the rules

Firewood stove

Plates

The material world

Community groups

Men work

Family

Meet once a week

Men are financial decision-makers

Socio-cultural Values

Mothers union

Women and girls run the cooking

Church/mosque...

Taking care of each other

Devision of roles

Community

Macro developments

Rituals in everyday lives

Visiting market

Deforestation

Cooking food

White saviourism

Increasing population

Buying charcoal

Eat together once

Clean cooking

Farming

Goals of end users

Angel vs. Devil

Weekly visits to community groups

Unemployment

Taking care of children

Head of community (A)

Animations (D)

Bigger house

Improving livelihood

Head of church (A)

Stranger (D)

Breading chickens

Ugandan Dishes

Dish description	Cooking time	Cooking method
Sauces		
Beans Stew made from beans and is used as a sauce	1hr 40m	Boiling
Gnut Roasted and grinded groundnuts made into a sauce	30m	Boiling and simmering
Starch		
Matoke Green bananas steamed and mashed	2hr	Steaming
Posho Maize (corn) meal cooked to a thick consistency	45m	Boiling and simmering
Pilao Fried onion and vegetables boiled together with rice	50m	Boiling or steaming

Cooking stoves Uganda
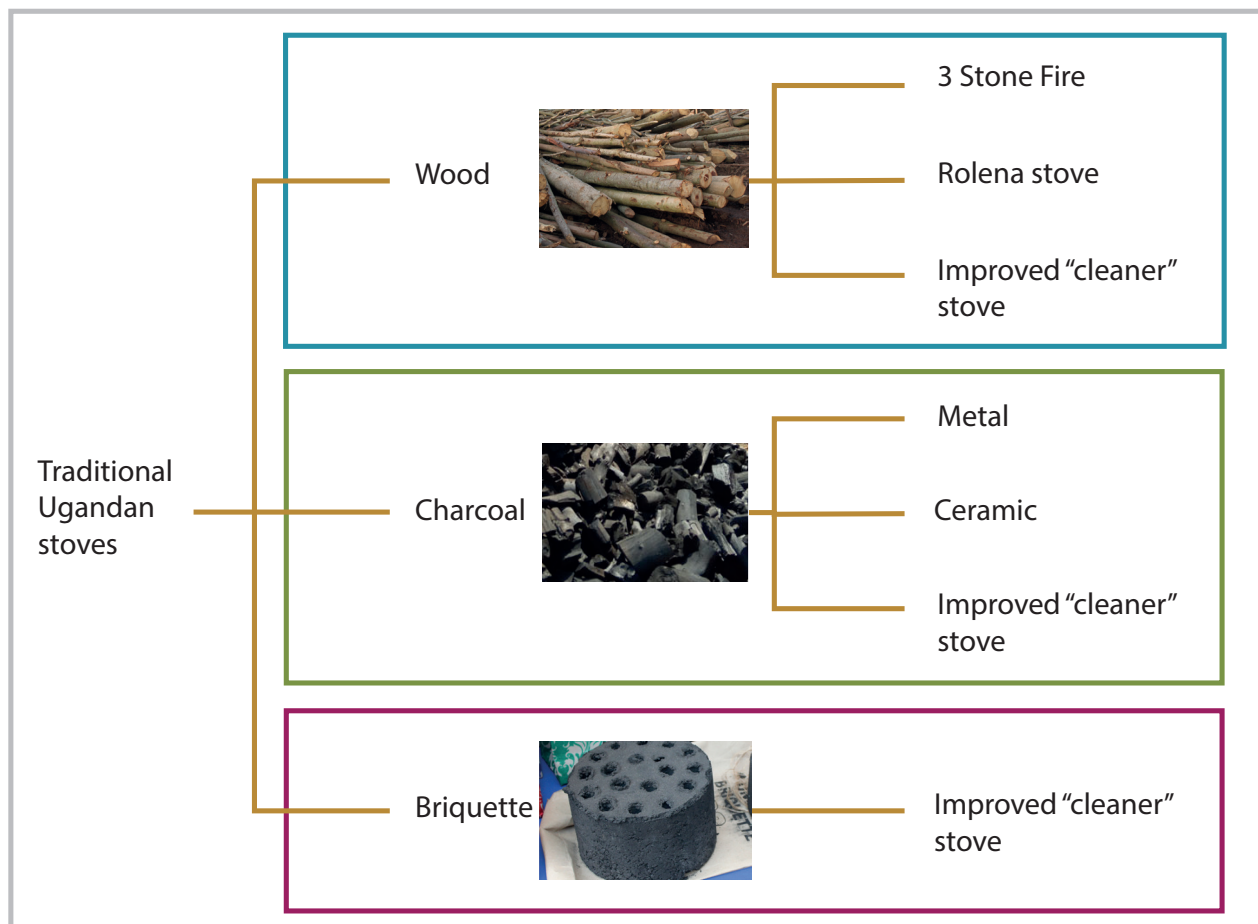
Current EcoStove users

C.4. Desired EcoStove usage

Lighting EcoStove

Place big lava rocks

Place wood sticks on lava rocks and carefully add charcoal

Add charcoal and on top of that lava rocks

Light matches and wood sticks

Connect stove to battery, turn on fan

Wait..

Start cooking

Timeline   *10 min*

Increasing fire

Decrease dimmer

Add charcoal dust

Increase dimmer continue cooking

Increase dimmer

Remove pan

Place pan back on the stove

Continue cooking

5 min   *1 min*

Decreasing fire

Decrease dimmer

Continue cooking

1 min

Prepare stove for new usage

Unplug the stove from the battery

Take of pan and pan holder

Clean the inside cone with your hand to remove ash

Empty the drawer from ash

Recharge battery

Shuffle the cooled down rocks

Take out all the lava rocks

Pull ring to remove ash

Start using stove again

15 min
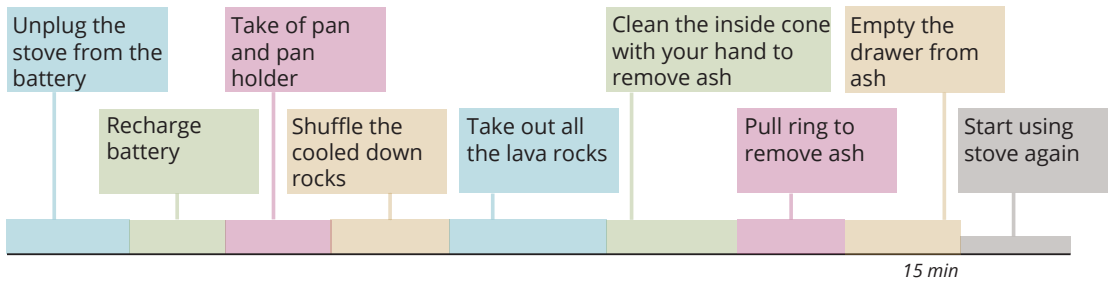
Charcoal stove usage C.5.

Lighting charcoal stove

| Place the first layer of charcoal | Carefully build charcoal over it, while air can still go around the charcoal | | | Wait.. | Shuffle charcoal and start cooking |

Light matches and wood sticks

Timeline   *20 min*

Increasing fire

Shuffle the rocks	Wait..

Add new charcoal

Shuffle charcoal and continue cooking

Timeline   *5 min*

Decreasing fire

Shuffle the rocks	Continue cooking

Add ash on top of burning charcoal

Timeline   *2 min*

25
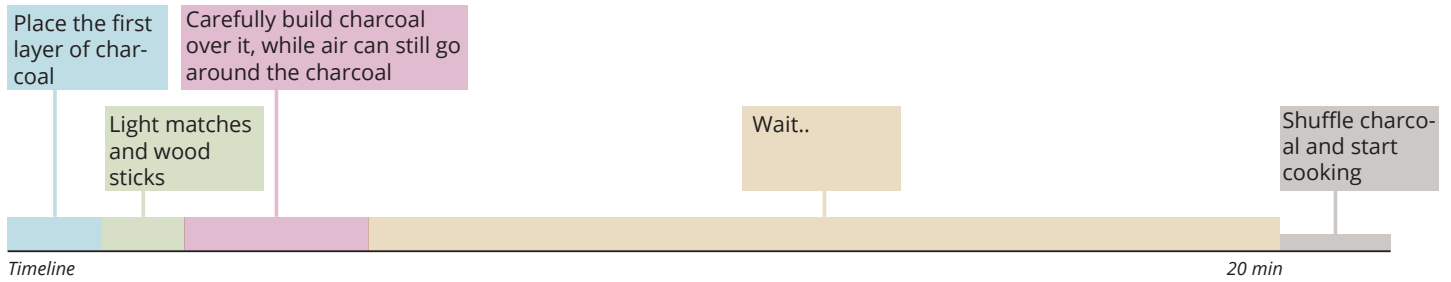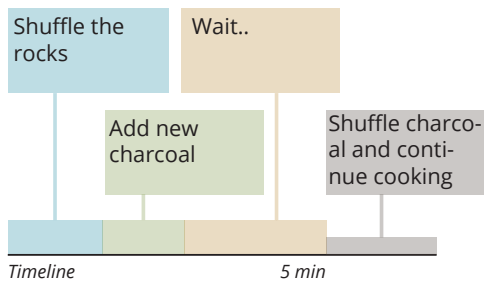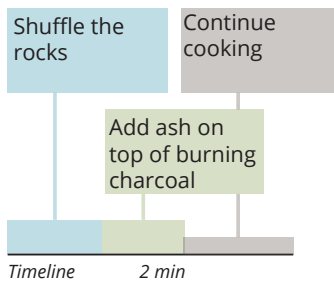
D.1. ATEAR Model

	Attention	Trust	Experience	Action	Retention
Currently	Recognizable green stoves Roadshows Community events Banners Tents Flyers Shirts Tv/ Radio	Community leader endorsement Revisiting communiy groups, sell at the 3rd visit Important politician	Product Demo's Product booklet (shows all the available stoves) Video's of the product usages	Buy now, because we are only here today Fexible payment method End of the years sale	Product manual sticker Customer database (Eco-Group tries to stay in touch)
Pro's	EcoGroup actively tries to get the attention of their customers	The revisits really work for building a relation of trust	Always do product demo's		Sticker makes it impossible to lose manual
Con's	Not from the customer perspective	Not in physical materials	Only when real stove is present	No real action moments included currently	Manual not accurate No visuals, only English text

Presentation analysis D.2.

The different events: UN Day Uganda (1), Community visit Kisoro (2), Community visit Blessed Bakers (3), Road show (4), Community event (5), Uganda Clean Cooking Innovation Summit 2018 (6), Main shop Kampala (7), Dependance shop (8).

Products

	1	2	3	4	5	6	7	8
1 pit round stove								1
1 pit stove	3	1		4	5	1	+/- 30	6
2 pit stove	2			2	1	1	+/- 10	5
1 pit charcoal stove	3			1	1		5	
Oven	1			1	1		3	
Chicken breader					1			
Solar small		1					+/- 10	
Solar medium	2			2	1		+/- 10	3
Solar large	1			1	1			1
Battery	3	1		2	2	1	+/- 10	4
Lamps	7	2		2	5	2	+/- 20	
Charge cables	2	1		1	1		+/- 10	
Bag of Rocks	8	2		8	10	5	+/- 50	
Water filters							2	

Communication materials

	1	2	3	4	5	6	7	8
Tent					1			
Banner	1			1	1			
Product Book	1	1		1	1	1	3	
Flyers	X			X	X	X	X	
Pan	1			1	1		2	
Flag					1			
Road Sign							1	
Visitor book	1			1	1	1	1	
Street banner							1	
Demo	X			X	X		X	X
Employees	4	3	1	2	2	1	+/- 5	1
T-shirts							2-3	
Time there	6-8 h	30 min	1 h	6-8 h	6-8 h	3 days	6 days a week	6 days a week

Narrative

	1	2	3	4	5	6	7	8
Main ATEAR focus	A	A / T	T	A	A / E	A	A / E	A / E
Goal of communi-cation	Building donor network	Sell stoves	Create trust, and teach them to build small businesses	Grow network, sell stoves	Grow community network, sell stoves	Grow donor network, learn new things	Sell stoves	Sell stoves
1st Communi-cated value	Cooking on Rocks	Cooking on Rocks	-	Cooking on Rocks	Cooking on Rocks	Cooking on Rocks	Cooking on Rocks	-
2nd communi-cated value	Fights defores-tation	Health clean cooking	-	Healthy clean cooking	Healthy clean cooking	Fights deforestation	Healthy clean cooking	-
3rd communi-cated value	Healthy and clean	Money/ time saving	-	Money/ time saving	Money/ time saving	Healthy clean cooking	Money/ time saving	-
4rd communi-cated value	Money/ time saving	Extra solar attributes		Fights deforestation	Extra solar attributes	-	Fights deforestation	-
Main value communica ted through marketing materials	Stoves available in every size	Stoves available in every size	-	Stoves available in every size	Stoves available in every size	Stoves available in every size	Stoves available in every size	-

Current community group visits

	Search for community leaders	Call/ meet with community leaders	Previous encounter with Brand	1st visit: Stove Explenation/ Demo	After talk about EcoGroup
ATEAR	At	At/T	At	At/E	-
Persons involved	Diana/ Rose/ Rebecca	Diana/ Rose/ Rebecca	Sales team	Diana/ Rose/ Rebecca	Within community
Materials	Business cards	Phone	Banners, Roadshows, other users, community events	Stove, Rocks, Flyers, Visitor book	Flyers
Time	Multiple months	Multiple months	First glance	1 – 2 hours (first time is the longest	-
What is good?			The green color of the stove, stands out	The DEMO that they always do	
What is not that good?	Takes a lot of time and effort	Takes a lot of time and effort	Inconsistency in logo/name/ branding	Only Diana, Rose or Rebecca does this	Flyers are not relevant for the women

	2nd visit: diff products,poss shop start	3rd visit: explenation of pay method	Delivery and usage expl demo of stove	Community leader calls at disfunctioning
ATEAR	T/At/E	T/Ac	T/E/R	R/T
Persons involved	Diana/ Rose/ Rebecca	Diana/ Rose/ Rebecca	Diana/ Rose/ Rebecca (Maureen)	Diana/ Rose
Materials	Product Book, flyers, possibly multiple stoves	Subscription paper, agreement paper	Product manual sticker	Flyer/stove with the phone number
			First glance	
Time	1 hour	1-2 hours	1 hour per person	5 min
What is good?		They adjust the payment method	Demo, Usage manual cant be thrown away	
What is not that good?	They show all stoves, not only the relevant ones	Only in talk, nothing physical to explain pay method	Usage manual is only text, not up to date, and only in English	User might already be used at old habits again

D.4. Communication of competitors

Communication materials

The main communicated values within all the marketing materials presented at the Ugandan Clean Cooking Innovation Summit 2018, from this 15 companies are: Energy saving and the benefits for environment, different available sizes, and saving money.

13. Geni Green Solutions Ltd
14. Adapt Plus Ltd
15. Bold Energy

Competitors
1. EcoGroup Ltd
2. WesGas
3. Fundi Facilities Management
4. BBS Energy
5. Fowe Stoves
6. Best of Waste Ltd
7. AES
8. B.M. Energy
9. Ebenezer Energy Saving Stoves ltd
10. Potential energy
11. Cook & Save
12. Green-Fit

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Saving money		X	X	X				X		X		X		X	X
Saving time		X								X					
Energy saving			X	X		X	X	X	X	X	X		X		X
Environment (deforestation)			X	X	X			X	X	X	X		X	X	X
Health	X					X		X		X				X	
Safety		X						X		X					
Clean		X						X						X	X
Different sizes	X			X	X	X	X	X	X		X	X			
Sustainability							X			X		X	X	X	X
Solar												X			X
Usage aspects										X	X			X	
Temporary discount							X				X				
Job creation for women and youth				X									X		
Stoves / Fuel	S	S/F	F	S	S	S/F	S	S	S	S	S/F	S	S	S/F	S
Cooks on : Charcoal/Firewood/Gas/Volcanic rocks/Briquette/Ethanol/Solar	V/C/S	G	B	C/F	C/F	B	C	C/F	V/C/S	C/F	F/B	C/S	C/F	E	C/S

Communication plan E.1.

	ORIENTATION	1ST VISIT	2ND VISIT	3RD VISIT	INSTALMENT	REVISITING
TIME	2 weeks - 4 months	1 hour	1 hour	1 hour	1.5 hours	every 2 months once
TIME IN BETWEEN	4 weeks max	4 weeks max			2 weeks	
CUSTOMER JOURNEY	ORIENTATION	1ST VISIT	2ND VISIT	3RD VISIT	INSTALMENT	REVISITING
COMMUNITY GROUP VS INDIVIUAL	Head of community	Community group	Community group	Community group	Individual group member	Community group

Line of Interaction

FRONT STAGE

EMPLOYEE ACTIONS	Calling/ visiting community group	Visit community group, play video, answer questions	Explaining usage, showing usage	Explaining payment method, Action deal	Instal stove, explain them one more time, and let them try the usage	Further usage explenation, quick firts maintenance flyers
MARKETING MATERIALS	flyers	Flyers, video 1, cardboard video box	flyers, video 2, cardboard video box	flyers	Flyers, stove, posters, stickers	Video 2, flyers, cardboard video box

Line of visibility

BACKSTAGE

ACTIONS	Deliver sales lady all needed marketing materials			Arrange payment method	Deliver sales lady all needed Stove materials	Providing sales lady with maintenance tools
GOAL	Get in touch with Community Groups	Build up a connection, attract	Build up a connection	Sell the stoves	Instal stove and explain usage	Retention of product

Line of internal interaction

SUPPORT PROCESSES	Network building, growing brand knowledge	Continuously improve marketing materials	Continuously improve usage explenation			Teach sales lady to do quick maintenance

E.2. Videos

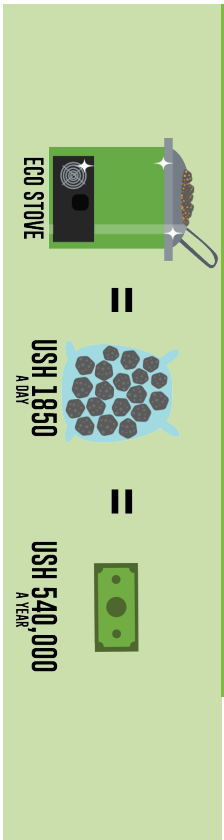|	Video 1.2 Showing usage	Video 1.3 Explaining payment method	Video 2. Usage explenation
1. Setting	- slightly cleaner place to cook - but realistic to end users	- EcoGroup shop	- EcoGroup shop
2. Character	- low income end users, easily able for community group women to identify with her (same as in the previous video) - local clothing	- member of the sales team - sales outfit - other end users	- member of the sales team (same as in the previous video) - sales outfit
3. Resources	- the EcoStove, lava rocks - food (rice) - pan with lid	- visuals	- the EcoStove, lava rocks - food (beans) - pan - charcoal dust, fire sticks
4. Actions	- show every step of using the stove (this is not the same as lighting it) - highlight the increasing flame with the dimmer - film from multiple per-spective to create a real experience later on - breaks (to invite them to discuss whats next)	- explain the payment options short and clear - after explenation let current users tell about their experiences (very brief) - introduce small discount	- first show preperation of the stove for usage - then show lighting the stove - and show continuous usage while preparing beans. - mainly highlighted identi-fied challenging changes (paragraph 5.4)
5. Purpose	- let women of community group experience the usage of the stove - let them actively participate by discussing what the character is going to do next	- let the community group women understand the payment options - convince them to buy the stove, now	- persuade end users in using the correct usage of the stove.

Flyers E.3.

	Flyer 1. Low income peri-urban end user	Flyer 5. Low income peri-urban cook
1. Setting	- slightly cleaner place to cook - but realistic to end users	- market place - chaotic but with food ready
2. Character	- Low income end users, easily able for end user to identify with her - local clothing	- low income end user - local clothing - similar to other women that cook and sell their food
3. Resources	- the EcoStove - food (local food like sweet pumpkin) - pan with lid	- the EcoStove - food (different local dishes, big amounts, ready to be served) - pans
4. Actions	- showing the food that she prepared on the stove - smiling - preparing food	- cooking (to better show her function in the setting) - smiling
5. Purpose	- convince end users of that the stove is clean, the heat is good enough to cook typical Ugandan dishes, saving money	- convince women that prepare food to sell that this stove is also a good opportunity for them.

Flyer 1. Low income peri-urban end user

Resty: "When cooking on this stove, I save 70% of the charcoal I would use on my charcoal stove"

ECO STOVE

USH 1850
A DAY

=

USH 540,000
A YEAR

=

CHARCOAL STOVE

USH 4000
A DAY

USH 1,460,000
A YEAR

CONTACT:
Customer care: +256 200 905501
Tel. number: +256 702 920729, +256 776 920729
Location: Wakaliga Road, after Lubiri S.S., Kampala
Web: www.eco-stove.org   **Email:** info@ecostove.org

eco stove

Saves up to 70% on fuel

Mainly burns on rocks

Very hot fire

Quick to light

Less hassle to buy charcoal

Looks smart

Clean cooking

Extra solar features

Safe

Margeret: "With this Eco-Stove, cooking my beans takes me only 2 hours!"

The stove is included with a solar panel, lamps, phone charger and a battery with radio!

Margaret: *"With this Eco-Stove, cooking my beans takes me only 2 hours!"*

Saves up to 70% on fuel

Cooks on re-usable rocks

Very hot fire

Quick to light

Less hassle to buy charcoal

Looks smart

Clean cooking

Lots of extra solar features

"Experience this new way of cooking"

CONTACT:
Tel. number: +256 702 920729, +256 776 920729
Location: Wakaliga Road, after Lubiri S.S., Kampala

eco stove

Anita: *"The saving due to the Eco-Stove helps me to pay for the schoolfees of my grandchildren!"*

Saves up to 70% on fuel

Cooks on re-usable rocks

Very hot fire

Quick to light

Less hassle to buy charcoal

Looks smart

Clean cooking

Lots of extra solar features

"Experience this new cooking innovation"

CONTACT:
Tel. number: +256 702 920729, +256 776 920729
Location: Wakaliga Road, after Lubiri S.S., Kampala

eco stove

Resty: *"My food is cooked perfectly in half of the time that I cooked it before, and it is so delicious!"*

Saves up to 70% on fuel

Cooks on re-usable rocks

Very hot fire

Quick to light

Less hassle to buy charcoal

Looks smart

Clean cooking

Lots of extra solar features

"Rocking the cooking experience"

CONTACT:
Tel. number: +256 702 920729, +256 776 920729
Location: Wakaliga Road, after Lubiri S.S., Kampala

eco stove

Nakato: *"I save 12.000 UGX a day on my charcoal expenses, because of the EcoStove!"*

Saves up to 70% on fuel

Cooks on re-usable rocks

Very hot fire

Quick to light

Less hassle to buy charcoal

Looks smart

Clean cooking

Lots of extra solar features

"Rocking the cooking experience"

CONTACT:
Tel. number: +256 702 920729, +256 776 920729
Location: Wakaliga Road, after Lubiri S.S., Kampala

eco stove

Flyer 2, Fyer 3, Flyer 4, Flyer 5 Low income peri urban end users

Flyer 6 Donors
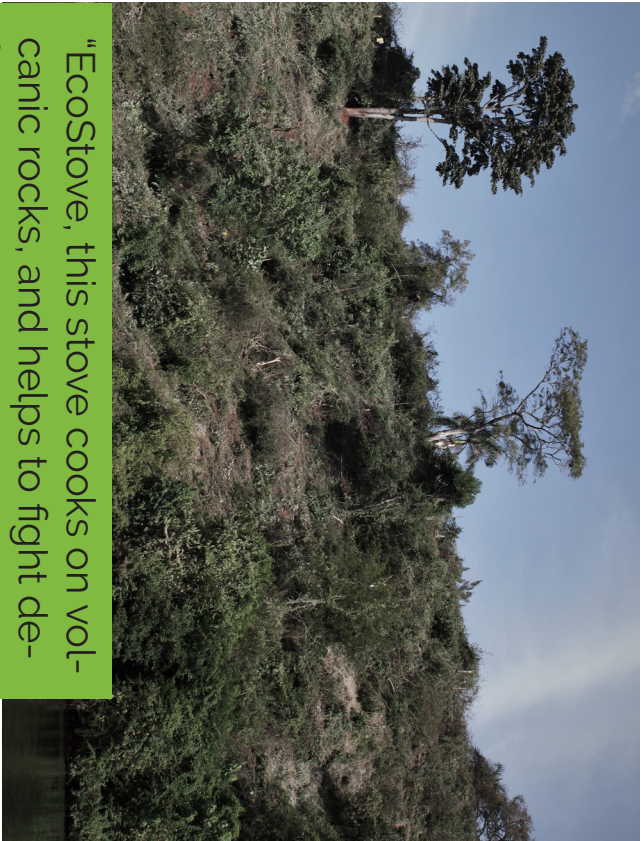
"EcoStove, this stove cooks on volcanic rocks, and helps to fight deforestation as well as poverty!"

VISION: We want to change the cooking behaviour of all Ugandans in order to safe the environment, and increase peoples lifelyhoods.

MISSION: Provide every household around Uganda with this clean cooking solution.

WHAT DO WE DO?
- produce clean cooking stoves
- market and distribute these cooking stoves
- research and design
- provide jobs for women and youth
- empower women to earn money with the use of this stove

CONTACT:
Customer care: +256 200 905501
Tel. number: +256 702 920729, +256 776 920729
Location: Wakaliga Road, after Lubiri S.S, Kampala
Web: www.eco-stove.org   **Email:** info@ecostove.org
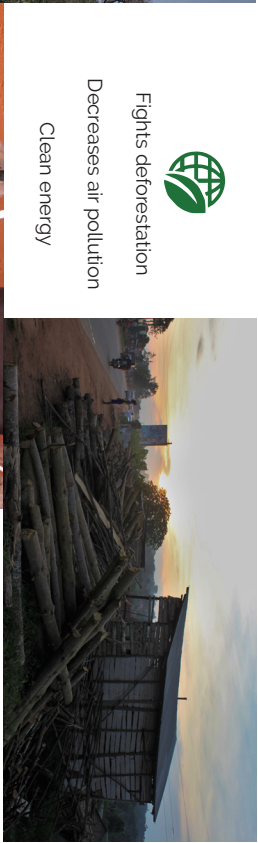
Fights deforestation

Decreases air pollution

Clean energy

Decreases inhouse air pollution

Saves money over time

Provides electricity

Gives guidence to low income users on having a business

Provides jobs for women and youth

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS:

With the EcoStove we touch upon at least 9 of the 17 Sustainable Development Goals of the United Nations. This means that next to our clean cooking stove, we also take time to be consious about our overall impact.

For example our women groups around Kisoro, earn money by cracking the volcanic rocks, we have women working in our factory on the development of the stoves, and women selling the stoves.

Posters E.4.

eco stove

Cook your food and tea in half the time with the extreme heath of the EcoStove!

Tel: +256 200 905501 / +256 702 920729

The EcoStove saves 70% of the charcoal and/or firewood that people normally use to cook. With that we try to save the forests of Uganda.

Tel: +256 200 905501 / +256 702 920729

TODAY WE COOK FOR YOU!

Come to try out a small portion of food cooked by us, for you. Taste and experience the greatness of the EcoStove!

Tel: +256 200 905501 / +256 702 920729

F.1. Example of a completed Cultura Canvas

Cultura Canvas

This canvas will help to define the cultural context in which your product is used. By defining this culture you are not only able to match your product/service better to the end user, but you can also use this insights during the creation of your communication strategy and the design of communication materials.

1. Describe the cultural context in which your product is used.

Cooking Culture of low income Ugandan households

2. Who is part of this culture?
Complete the Persona Canvas for the main end user(s)

mother / father
Children eaters
family neighbours

Hao, C., van Boeijen, A., & Jan Stappers, P. (2017). Cultura: A communication toolkit for designers to gain empathic insights across cultural boundaries. Iasdr 2017, 1–14.

3. Describe the following 8 cultural aspects.
Below 8 questions trigger you to think of 8 aspects of the defined cultural context. Try to brainstorm for each of these questions and to find as many relevant answers as possible.

1) Which materials/products are used in the cultural context?

kettle   food — what kind? Where does it come from?

firesticks   lid   fuel — charcoal — firewood

2) Are the customers part of a community? Are there other communities relevant to the cultural context?

Community   work   religious groups
groups   meet once a week   groups
save together   family neighbours

3) How are roles distributed among community members?

Community   man   woman
group?   +girls = cooking
has One   A
need of group   financial decision maker

4) What rituals can you observe in peoples everyday lives?

eat only
1/2 times
a day

work   children to school

grocery shopping (at market)

5) What rules do people have within their social relationships (either written and unwritten rules)?

Always provide visitors with some food

Age indicates knowledge

elderly → highly respected & believed

6) Are there people within the community who are highly valued and respected (angels). Are there people within the community who are disrespected and disliked (devils)?

head of community (group)   "∪" = strangers
                              ":∩" =
Priest : Animations

7) What short and/or long term goals do people have (individually or as community)?

Get a better house

Provide children of a future

8) What are the relevant macro developments that can influence this cultural context?

Deforestation increasing population

Clean cooking innovation

Example of a completed Storytelling Canvas

F.2.

Storytelling Canvas

After completing the Cultura Canvas, this knowledge can be used to design stories for communication materials. Fill in the steps below. Step 1 and 2 help to define the type of communication material you are designing. Step 3, 4, 5, 6, and 7 step help you to define your story. Visualize this story in step 8. Try to create a story your customer can identify him/her self with and use the previously gathered Cultura insights to do so.

1. Purpose of this communication material.

explaining usage of the stove & make users adopt this usage.

2. Type of communication material.

Video (2)

The following 5 steps are used to define the story within your communication material. For every step, think how it fits in your story.

3. Character(s).
Who is the main character of your story? Which other characters are part of your story?

Sales lady

4. Purpose of the main character.
What do you want the main character to achieve in this story?

Prepare lunch (beans) & explain full usage of the stove.

5. Resources.
Which materials are needed for the character to reach this purpose?

Ecostove food solar Pan for food solar outfit

6. Setting.
In what setting does this story take place?

near the shop ← Quiet with Compary in the background

7. Actions/Interactions.
Which actions does the main character undertake to reach his/her purpose?

explaining usage putting beans on fan

8. Visualize your story!
If you are designing a video draw a storyboard here. If you are designing a poster, draw your poster design. Try to include all parts of your story: character, purpose, resources, setting, and actions/interactions.