

MARKETING TOOLKIT FOR BUSINESSES AND INSTITUTIONS IN THE ENERGY EFFICIENCY SECTOR

A Strategic Planning and Implementation Guide

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Implemented By:





ACRONYMS

B2B	Business-to-Business
B2C	Business-to-Consumer
CEDAT	College of Engineering, Design, Art, and Technology
DMU	Decision-Making Unit
EE	Energy Efficient/Energy Efficiency
IMEU	Inclusive Markets for Energy Efficiency in Uganda
KPI	Key Performance Indicator
PSFU	Private Sector Foundation Uganda
RE	Renewable Energy
RBF	Results-Based Financing
ROI	Return on Investment
SMART	Specific, Measurable, Achievable, Relevant, and Time-bound
STP	Segmentation, Targeting, and Positioning
SWOT	Strengths, Weaknesses, Opportunities, and Threats

The Inclusive Markets for Energy Efficiency in Uganda (IMEU)

It is a four-year project funded by the Embassy of Sweden. The project is implemented by a consortium led by SNV, an international development organisation, with support from Makerere University College of Engineering, Design, Art and Technology (CEDAT) and Private Sector Foundation Uganda (PSFU) as implementing partners. IMEU's overall objective is to develop sustainable, inclusive markets for appropriate energy efficient (EE) products and services for households, businesses, and institutions in agriculture and the built environment to enhance livelihoods and increase the resilience and competitiveness of businesses in Uganda. In 2022, IMEU launched a Market Development Fund to build a sustainable energy efficiency market, enabling business growth and continuing to attract private capital for sustained programme impact. The Fund is administered through catalytic grants, results-based financing and technical assistance. In this booklet, we share the profiles of these partners.



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BACKGROUND OF THIS TOOL KIT

The Marketing Toolkit for companies receiving Results-Based Financing (RBF) Grants from the IMEU project is a milestone in enhancing marketing efforts to accelerate sustainable growth in the Renewable and Efficient Energy (RE/EE) sector. This Toolkit has the potential to benefit similar companies and was created through a collaborative effort involving key stakeholders, such as SNV IMEU Management and the Grantee Companies. In 2023, SNV in Uganda engaged Blue Edge Marketing Associates to provide technical assistance to the grantees supported under the IMEU project. The primary objective of this assignment was to support 12 RBF grantees in developing effective marketing strategies to attract potential customers and achieve their sales targets. Leveraging insights from a rapid marketing needs assessment conducted by the consulting team, a tailored marketing training module was developed and implemented at a training event aimed to align participant RBF grantees' marketing needs with the dynamic industry trends. Following the training, the team conducted one-to-one business mentoring, resulting in practical marketing strategies for each of the RBF Companies. These events have informed the Marketing Toolkit, which serves as a comprehensive guide for RE/EE Businesses to enhance their marketing efforts and accelerate growth, ultimately contributing to the growth and sustainability of the RE/EE sector.

PRODUCER:

Ms. Hilda Karamagi
Blue Edge Marketing, Uganda

EDITORIAL ADVISORS:

Ms. Peace Kansime
IMEU Project Manager

Mr. Ekanath Khatiwada
the IMEU Private Sector
Development Advisor

Ms. Denise Mpanga
SNV Communications Officer

DESIGN PRODUCTION:

Shark Media



INTRODUCTION

User's Guide :

How to use this toolkit

This toolkit is designed to guide you through the process of developing and implementing effective marketing strategies for your Renewable and Efficient Energy (RE/EE) business. Whether you are a seasoned marketer or new to the field, this resource provides practical advice and tools to help you succeed.

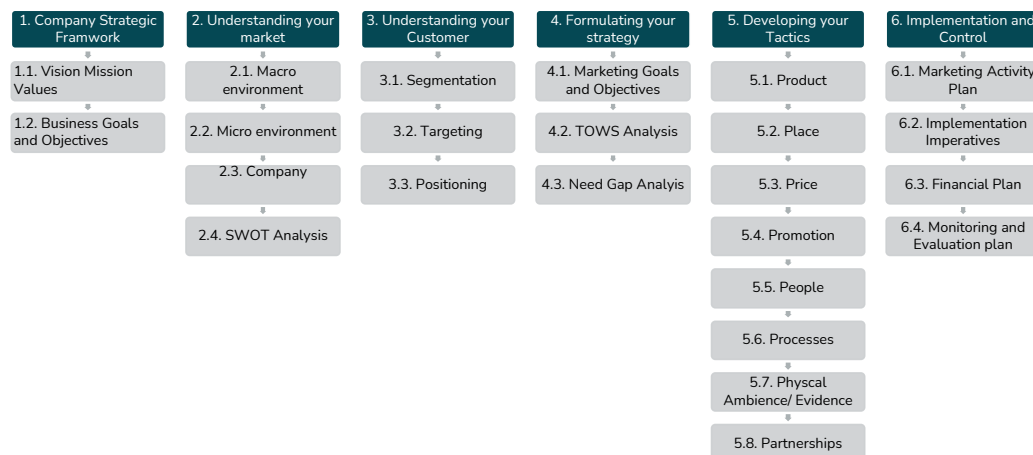
To get the most out of this toolkit:

1. Start with the basics: Begin by reading the overview section to understand the importance of marketing in the RE/EE sector and the fundamentals of marketing strategy.
2. Follow the steps: Each section builds on the previous one, so it is best to go through the toolkit in order. This will help you create a comprehensive marketing strategy that covers all the essential elements.
3. Apply the Concepts: Use the templates, tools, and case studies provided to apply the concepts to your own business. Tailor the strategies to fit your unique products, market, and goals.
4. Review and Revise: Marketing is an ongoing process. Regularly review your marketing strategy and adjust your programs based on the results you achieve and any changes in the market.

By following these steps and using the resources provided, you can create a marketing strategy that effectively drives the growth of your RE/EE business.

THE OVERALL STRATEGIC PLANNING PROCESS

Follow the strategic planning approach, as outlined below



STEP 1: ESTABLISH YOUR COMPANY'S STRATEGIC FRAMEWORK

The first step in your marketing strategy planning process is to align your efforts with your company's strategic framework. This ensures that your marketing activities support the broader business goals and reflect the company's vision, mission, and values.

0.1. The Vision, Mission, and Values of your company.

They guide marketing efforts, ensuring alignment with the company's broader aspirations and principles. They provide context and direction, and help in formulating strategies that resonate with the company's purpose and contribute to the long-term vision. Additionally, they ensure that marketing initiatives uphold the company's values, creating a consistent and authentic brand image. By aligning your marketing strategy with these elements, you therefore create a cohesive approach that drives marketing success and contributes to the overall success of the company.

0.2. The Company Goals and Objectives

Serve as concrete benchmarks that marketing strategies aim to achieve. They are like a roadmap providing clarity on what the company seeks to accomplish in the short and long term. By aligning marketing efforts with the company's goals and objectives, you ensure that every marketing program and tactic contributes meaningfully to the overall success of the business.

STEP 2: UNDERSTANDING YOUR MARKET

Now that you have a clear understanding of your business's strategic framework, it is important to establish an understanding of your market. This is particularly crucial in the RE/EE sector, as the market is constantly evolving with new technologies, regulations, and consumer preferences emerging. By gaining a deep understanding of your market, you can: Identify opportunities, stay ahead of competition, and keep abreast of shifts in regulations, technological advancements, and market trends to ensure your business remains relevant and competitive. To understand your market, you will take a three-pronged approach: Macro analysis, Micro analysis, and Company Analysis. As we delve into each of these levels of market understanding, we will provide a clear narrative explaining the significance and application of the level analysis. We will also introduce the tools used for each level and illustrate their use with practical examples. This structured approach will help you build a comprehensive understanding of the market, thus laying a solid foundation for effective marketing strategies.

2.1. In the Macro Analysis level of understanding your market,

You are essentially taking a bird's-eye view of the external environment that impacts your RE/EE business. You will examine external factors such as **S**ocio-cultural dynamics, **T**echnological advancements, **E**conomic trends, **E**nvironmental concerns, **P**olitical policies, **L**egal considerations, and **E**thical factors, or the STEEPLE analysis as it is called. This broad view helps you anticipate changes that could impact your business, for example new sustainability regulations or shifts in consumer attitudes toward green energy.

For instance, you will look at:

- Social dynamics, including changing consumer attitudes towards sustainability and green energy,
- Technological advancements can create new opportunities or render existing products obsolete,
- Economic trends like inflation rates or consumer spending patterns can also impact your business ,
- Environmental concerns, like the increasing focus on reducing carbon footprints, can drive demand for RE/EE solutions,
- Political policies related to energy, such as government incentives for renewable energy or regulations affecting energy consumption
- Legal considerations, such as compliance with environmental laws, are also important
- Ethical considerations might include your company's commitment to fair labor practices, responsible sourcing of materials, and transparency in business operations.

2.1.1. How to conduct a STEEPLE Analysis

The STEEPLE Analysis tool helps you systematically examine each of the seven external factors. By breaking down each element, you can identify potential opportunities and threats that may impact your business in the short and long term. Here is a brief guideline on how a company can conduct a STEEPLE analysis:

- Set Objectives:** Define what you want to achieve with the STEEPLE analysis. This could be identifying opportunities and threats, understanding the market landscape, or informing strategic planning.
- Gather Information:** Relevant to each of the STEEPLE factors Use a variety of sources such as industry reports, government publications, news articles, and academic journals to ensure a comprehensive view.
- Analyse Each Factor** guided by the illustration in figure 1 below:



Figure 1: S.T.E.E.P.L.E Analysis Framework

Socio-cultural	Technological	Economic	Environmental	Political	Legal	Ethical
<ul style="list-style-type: none"> Examine demographic trends, cultural shifts, consumer behaviour, and social attitudes that might affect your business. 	<ul style="list-style-type: none"> Look at technological advancements, innovation trends, and the rate of technological change in your industry 	<ul style="list-style-type: none"> Consider economic indicators such as inflation, interest rates, economic growth, and unemployment rates that could impact your business 	<ul style="list-style-type: none"> Assess environmental issues, sustainability trends, and ecological concerns relevant to your sector 	<ul style="list-style-type: none"> Evaluate the political landscape, including government policies, political stability, and regulatory changes that might affect your business 	<ul style="list-style-type: none"> Review legal factors such as laws, regulations, and compliance requirements that pertain to your industry. 	<ul style="list-style-type: none"> Consider ethical issues and societal expectations related to business practices, corporate social responsibility, and ethical consumerism

- Identify Opportunities and Threats:
- Prioritise the key threats and opportunities: as illustrated in Table 1:
- Factors that are likely to have a high impact in the near future should be given high priority.

Table 1: STEEPLE Trends Prioritisation Tool

What is the potential impact	H-M-L-U
Implication – Time frame	<ul style="list-style-type: none"> 0 – 6 months 6 – 12 months 12 – 24 months 24+ months
Implication – Our works	<ul style="list-style-type: none"> Increasing Unchanged Decreasing Unknown
Relative Importance	<ul style="list-style-type: none"> Critical Important Un-important Unknown

2.1.2. Example of STEEPLE Analysis in action:

Let us say you are a solar panel manufacturer in Uganda. A STEEPLE analysis might reveal the following:

- Social-Cultural:** Public awareness about the benefits of renewable energy is on the rise.
- Technological:** Advances in solar panel efficiency are making them more affordable
- Economic:** There is a growing middle class with increasing disposable income to invest in RE solutions.
- Environmental:** There is a national push towards reducing reliance on non-renewable energy sources.
- Political:** The government is offering tax incentives for businesses that install solar panels.
- Legal:** New regulations require businesses to reduce their carbon emissions.
- Ethical:** There is a growing demand for ethically produced products, with consumers and businesses alike preferring to engage with companies that demonstrate a commitment to ethical practices, such as fair labor conditions and responsible sourcing of materials.

By understanding these factors, you can tailor your marketing strategies to capitalise on the opportunities and mitigate the potential threats, thus ensuring your RE/EE business remains competitive and relevant in the evolving market landscape.

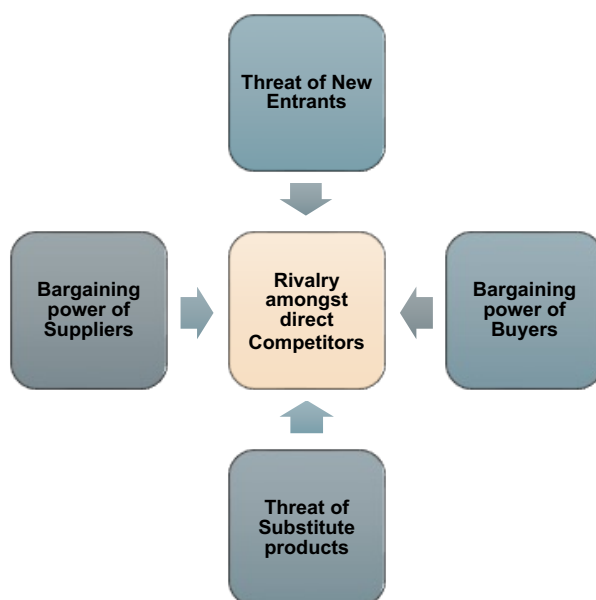
2.2. In the MICRO Analysis level of understanding your market:

Next, zoom in on the industry specifics with a Micro Analysis. Here, you delve into the competitive landscape using tools like Porter's Five Forces to assess the intensity of competition, the threat of new entrants, the bargaining power of suppliers and customers, and the threat of substitute products. This helps you understand the dynamics within the RE/EE market, guiding your strategic positioning.

For example, in the RE/EE sector, you might Analyse how the availability of alternative energy sources affects your market position.

2.2.1. Tool: Porter's Five Forces Analysis

Figure 2: Porter's Five Forces Model



Threat of New Entrants

Evaluates how easy or difficult it is for new competitors to enter the market. Factors like capital requirements, access to distribution channels, and regulatory barriers are considered.

Bargaining Power of Suppliers

Assesses the influence that suppliers have on the prices and quality of materials or services. A high concentration of suppliers or lack of substitute inputs increases their power.

Bargaining Power of Buyers

Looks at the power customers have to negotiate prices and terms. This is higher when there are few buyers or when switching costs are low.

Threat of Substitute Products

Examines the availability and attractiveness of alternative products or services. A high threat of substitutes can limit your ability to raise prices.

Rivalry Among Existing Competitors

Analyses the intensity of competition within the industry. Factors like the number of competitors, rate of industry growth, and product differentiation play a role.

2.2.2. Example of the Porter's Five Forces Analysis:

For a company specialising in solar energy solutions in Uganda, a Micro Analysis might reveal:

- a. Threat of new entrants: Moderate, due to significant initial investment and regulatory approvals required.
- b. Bargaining power of suppliers: Low, as there are multiple suppliers of solar panels and related components.
- c. Bargaining power of buyers: High, as customers can choose from various solar energy providers.
- d. Threat of substitute products: Moderate, with alternatives like hydroelectric and biomass energy available.
- e. Rivalry among existing competitors: High, with several companies offering similar solar energy solutions.

2.3. The Company Analysis Stage of understanding your market

Finally, conduct a Company Analysis to evaluate your company strengths and weaknesses. This internal examination involves analysing your resources, capabilities, and overall business model to identify areas for growth and improvement. Strengths and Weaknesses can be described as follows:

- Strengths: Identify the internal attributes and resources that support a successful outcome. This could include a strong brand reputation, proprietary technology, or strategic partnerships.
- Weaknesses: Recognise the internal factors that detract from your ability to achieve your objectives. Examples might be limited financial resources, outdated production facilities, or skills gaps in your workforce.

2.3.1. How to conduct your Company Analysis

- a. You will examine your financial health, operational efficiency, product offerings, customer relationships, and innovation capabilities. In the RE/EE sector, this might mean assessing your technological expertise in renewable energy solutions, your ability to scale production, or your customer service quality.
- b. List your findings as either Strengths and Weaknesses.
- c. Prioritise your Strengths and weaknesses aiming for 5 – 8 items each. The Tool in Table 2 below will guide the Prioritisation process:

Table 2: Strengths and Weaknesses Prioritisation Tools

Function	Performance					Importance		
	Major Strength	Minor Strength	Neutral	Minor Weakness	Major Weakness	High	Medium	Low
Marketing & Sales								
Customer service								
Finance								
Manufacturing								
Organisation & HR								

Only those themes falling under Major Strengths, Major Weakness, and with High Importance should feature as Prioritised Strengths and Weaknesses.

2.3.2. Examples of Strengths and Weaknesses

For a company that manufactures wind turbines in Uganda, a Company Analysis might reveal:

- Strengths: Innovative turbine design, strong relationships with local suppliers, and a dedicated customer support team.
- Weaknesses: Limited access to capital for expansion, dependence on imported components, and lack of brand awareness in international markets.

By conducting a thorough Company Analysis, your business can identify strategic priorities, allocate resources effectively, and develop a competitive advantage that aligns with your strengths and market opportunities.

2.4. Conduct a S.W.O.T Analysis

The SWOT Analysis is a critical tool for strategic planning, providing a comprehensive overview of your business's current position and future potential. Having assessed your internal strengths and weaknesses, you can leverage your advantages and address areas for improvement. Similarly, having examined your external opportunities and threats, you can develop strategies to capitalise on favourable market conditions and mitigate potential risks. In order to populate the SWOT Analysis, you will reference the outputs from the MACRO , MICRO and Company Analysis levels conducted earlier as follows:

2.4.1. SWOT Analysis example:

For a Ugandan RE/EE company that specialises in solar energy solutions, a Prioritised SWOT Analysis might reveal:

Table 3: SWOT Analysis Example

Strength	Weaknesses
<ul style="list-style-type: none"> Strong brand reputation in the local market Exclusive access to advanced solar panel technology 	<ul style="list-style-type: none"> Limited distribution network Dependence on imported components
Opportunities	Threats
<ul style="list-style-type: none"> Growing demand for renewable energy in East Africa Potential partnerships with NGOs for rural electrification projects 	<ul style="list-style-type: none"> Increasing competition from international solar companies Fluctuations in global prices of solar panel components

Company position (Example):

Our company holds a strong position in the local market, reinforced by our reputable brand and exclusive access to advanced solar panel technology. These strengths position us well to capitalise on the growing demand for renewable energy in East Africa. However, our limited distribution network and dependence on imported components pose challenges that we must address to fully leverage these market opportunities.

The imminent threat of increasing competition from international solar companies, coupled with fluctuations in global prices of solar panel components, emphasises the urgency for us to expand our distribution network and explore local sourcing options. Additionally, the potential for partnerships with NGOs for rural electrification projects presents a strategic opportunity to extend our reach and impact in underserved areas.

STEP 3: UNDERSTANDING YOUR CUSTOMER

After gaining a comprehensive understanding of your market, the next crucial step in your marketing strategic planning process is Understanding Your Customer. This involves recognising the distinctions between Business-to-Consumer (B2C) and Business-to-Business (B2B) markets.

The approach used to establish understanding of your customer is the STP (Segmentation, Targeting, and Positioning), an approach that will enable you identify and profile your targeted segments, an establish their needs so that you can effectively tailor your marketing efforts to both types (B2C and B2B) of customers.

The approach will be applied as follows:

3.1. Segmentation

Based on the insights gained from the initial market analysis, you will divide the market into distinct segments of consumers who have similar needs, behaviours, or characteristics.

3.1.1. How to Conduct Segmentation:

Use insights from your market analysis and market research data to create distinct segments as follows:

- In B2C, these segmentation criteria would be based on: geographic, demographic, psychographic, and behavioural criteria
- In B2B, segments could be based on industry, company size, or decision-making unit (DMU) roles e.g., technical experts, financial approvers, end-users.

3.1.2. Tool: Market Segmentation Analysis

- Geographic: Divide the market based on location, such as urban vs. rural areas.
- Demographic: Group consumers based on demographic factors like age, income, or education level.
- Psychographic: Segment the market based on lifestyle, values, or attitudes toward sustainability.
- Behavioural: Divide consumers based on their behaviour, such as usage patterns or brand loyalty.

3.1.3. Segmentation Examples:

For a solar panel company in Uganda, you might segment the market into rural households seeking off-grid energy solutions, OR urban businesses looking to reduce their carbon footprint, OR environmentally conscious individuals interested in sustainable living.

3.2. Targeting

Now that you have identified several possible segments in your sector, you need to select one or two you can target that will benefit most from your RE/EE solutions. Whether it is households looking to reduce energy bills, businesses aiming to improve sustainability practices, or communities seeking overall energy efficiency, it is crucial to understand their unique needs and motivations. By doing so, you can tailor your marketing programs to address their concerns, aspirations, and values.

3.2.1. How to conduct Targeting:

- Analyse each segment's attractiveness and your company's ability to serve it effectively.
- Consider factors such as market size, growth potential, competition, and alignment with your business strengths.
- Choose the segment(s) that offer the best opportunity for success and align with your overall business goals as guided by Table 4.

3.2.2. Tool to conduct Target Market Analysis

Table 4: Segmentation Analysis Tool

Segmentation Criteria		RE Segment 1		RE Segment 2		RE Segment 3		RE Segment 4	
Criteria	Weighting	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score	Score	Weighted Score
Market Size									
Growth potential									
Segment profitability									
Competitiveness									
Mission comparability									
TOTAL									

a. Under Segmentation criteria are the following measures of attractiveness of a segment:

- Segment attractiveness: Assess the size, growth potential, and profitability of each segment.
- Competitive landscape: Evaluate the level of competition within each segment.
- Company fit: Determine how well your company's mission/ strengths align with the needs of the segment.
- For B2B DMU role attractiveness, consider factors like influence on the purchasing decision and alignment with your product benefits.

b. Rate you Segment Criteria

- Apply a weighting score reflecting the level of importance of that criteria to your Industry.
- The Total weighting score should be 1.

c. Rate each segment

- Apply a rating for each segment against the criteria in the first column
- The rating should range from 1 – 5 [1: low attraction, 3: medium attraction, and 5: high attraction]
- The second column for each segment rating should reflect the weighted score i.e., the Segment score multiplied by the Criteria weighting.

d. Selection of the most attractive target segments

- Total the second column weighted ratings for each segment
- The segments with the highest scores reflect the most attractive segments
- Your subjective and intuitive perspective can now be applied to confirm your targeted segments

Examples of Target Segment Classifications

B2C	B2B
<ul style="list-style-type: none"> Homeowners in regions with high sunlight exposure for solar panel installations. Eco-conscious homeowners in urban areas. 	<ul style="list-style-type: none"> Industries with high energy consumption Rural households with limited access to grid electricity Financial approvers and sustainability officers within the DMU of manufacturing companies.

3.2.3. Profiling the targeted segments

After identifying your target segments engagement dynamics, the next step is to profile your targeted customers.

This involves creating a detailed description of your target customer, including demographic, psychographic, and behavioural characteristics. In B2B contexts, profiling also includes understanding the roles and responsibilities within the DMU.

How to Create Customer Profiles:

- Gather data from market research, customer surveys, and sales interactions to build comprehensive profiles.
- Use these profiles to understand the characteristics, behaviours, and preferences of your target customers.

Guiding approach for Customer profiling:

- B2C Profile: Includes age, income, lifestyle, values, energy consumption habits, and environmental attitudes.
- B2B Profile: Covers industry, company size, key decision-makers, influencers, and users within the DMU, as well as their priorities and concerns.

Examples:

- B2C: A profile for a target customer might be a middle-aged homeowner in an urban area, with a moderate income, who is environmentally conscious and looking to reduce energy bills.
- B2B: A profile for a target business customer might be a small to medium-sized manufacturing company, with a sustainability officer as the key decision-maker, looking to implement energy-efficient solutions to meet sustainability targets.

3.2.4. Conduct a Customer Needs Analysis

Now that you have profiled your target customer, you need to understand their needs. This will involve identifying and understanding the specific requirements, pain points, and motivations of your targeted customers. This step is crucial for aligning your RE/EE solutions with customer expectations and demands.

How to Conduct Needs Analysis:

Utilise customer feedback, market research, and direct interactions to identify and Prioritise the needs of your target customers. Consider both functional requirements and emotional drivers that influence purchasing decisions.

Tool: Customer Needs Assessment

- B2C Needs Analysis: Focuses on individual consumer needs such as cost savings, reliability, and environmental impact.
- B2B Needs Analysis: Addresses organisational needs like operational efficiency, compliance with sustainability regulations, and return on investment.

Examples

- B2C: The needs analysis might reveal that homeowners are looking for affordable, easy-to-install solar panels that can reduce their electricity bills and have a positive environmental impact.
- B2B: For businesses, the needs analysis might show a demand for scalable, energy-efficient solutions that can be integrated into existing systems and provide a clear ROI.

By profiling your targeted customers and conducting a needs analysis, you can gain a deep understanding of their expectations and preferences. This insight allows you to tailor your marketing messages, product features, and overall strategy to effectively meet the demands of your target audience in the RE/EE sector.

3.3. Positioning

Now that you have identified and understood your one, or two three segments that you purpose to target with your RE/EE solutions, you will develop a clear positioning statement that defines how you want your RE/EE solutions to be perceived by these targeted segments.

This requires crafting a unique value proposition that resonates with the targeted segment needs or roles within the DMU, differentiating your RE/EE solutions from competitors

A positioning statement is a concise description of your target market, the unique value your product or service provides, and how it differs from competitors. It serves as a guiding principle for all your marketing communications.

3.3.1. How to Conduct Positioning:

- Highlight the unique benefits of your RE/EE solutions for the chosen target segment.
- Ensure that your positioning is differentiated from competitors and aligns with the values and needs of your target audience.
- Use this positioning as the foundation for all your marketing messages and activities.

3.3.2. Examples of Positioning Statements

B2C	B2B
<ul style="list-style-type: none"> For the targeted rural households, the solar panel company might position its products as “Affordable, reliable, and sustainable solar energy solutions that empower rural communities to light up their homes and improve their quality of life.” 	<ul style="list-style-type: none"> Positioning energy-efficient solutions as a way for businesses to achieve sustainability goals and reduce operational costs, appealing to both sustainability officers and financial approvers in the DMU Positioning solar solutions for businesses as a cost-effective way to achieve corporate sustainability goals and enhance brand reputation

By applying the STP approach with both B2C and B2B perspectives, you can effectively reach and engage different customer segments with tailored marketing strategies that resonate with their specific needs and preferences in the RE/EE sector.

With a clear understanding of the market and a well-defined STP strategy, you can now develop a targeted marketing strategy that effectively reaches and resonates with your chosen segments.

STEP 4: FORMULATING THE STRATEGY

The process of formulating marketing strategies for the Renewable and Efficient Energy (RE/EE) sector involves a deep analysis of the insights gathered from understanding your market, your consumer, and your company as defined in STEPS 2 AND 3 of this Toolkit. You will follow the following approach:

4.1. Setting Marketing Objectives

Begin by defining clear marketing objectives that are aligned with your overall business goals. These objectives should be SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) and cover key areas such as market position, sales growth, brand profitability, brand equity, and customer engagement. These are articulated further.

4.1.1. Market Position Objectives

Market position objectives focus on establishing or improving the company’s standing in the RE/EE market. This could involve becoming a market leader, securing a certain market share, or positioning the brand as a top choice for a specific segment.

Example: A solar panel company might set an objective to become the leading provider of residential solar solutions in Uganda within the next three years, aiming to capture 25% of the market share.

4.1.2. Sales Growth Objectives

Sales growth objectives focus on increasing revenue from the sale of RE/EE products or services. This can be achieved through expanding market reach, increasing sales volume, or introducing new products.

Example: A wind energy solutions company might aim to increase its sales by 30% in the next year.

4.1.3. Profitability Objective

Profitability objectives focus on achieving a desired level of profit or return on investment (ROI) from marketing activities. This includes ensuring that the revenue generated from marketing efforts exceeds the costs associated with those efforts.

Example: Our objective is to achieve a 20% increase in gross profit within the next fiscal year.

4.1.4. Brand Equity Objectives

Brand equity objectives aim to build and enhance the value of the brand in the minds of consumers. This includes increasing brand awareness, improving brand reputation, and driving brand loyalty.

Example: An energy-efficient lighting company might aim to increase its brand awareness by 40% among environmentally conscious consumers and become Recognised as a top eco-friendly lighting brand.

4.1.5. Customer Engagement Objectives

Customer engagement objectives aim to enhance the interaction and relationship between the company and its customers. This includes increasing customer satisfaction, improving customer retention rates, and encouraging repeat purchases.

Example: A solar energy company might set an objective to improve its customer satisfaction score by 20% and increase repeat business by 15%.

By setting clear and measurable marketing objectives in these key areas, RE/EE companies can focus their marketing efforts on achieving specific outcomes that contribute to the overall success of the business in the renewable and efficient energy market.

4.2. Formulating the Strategies

Leverage the insights from the SWOT, Porter's Five Forces, Company and Target Customer need Analyses to identify strategic directions.

4.2.1. SWOT Analysis to formulate Marketing Strategies.

Use the SWOT Matrix, a business planning tool to develop strategies that leverage your strengths, address weaknesses, capitalise on opportunities, and defend against threats.

- It is an extension of the SWOT Analysis, focusing on developing strategies based on the SWOT matrix.
- It consists of four quadrants: Strengths-Opportunities (SO), Weaknesses-Opportunities (WO), Strengths-Threats (ST), and Weaknesses-Threats (WT), as illustrated in Table 5.

SWOT Analysis Tool

Table 5: SWOT Analysis Tool

	STRENGTHS [S] List 5 - 8	WEAKNESSES [W] List 5 - 8
Opportunities [O] List 5 - 8	Fortify Strengths to increase opportunities [SO]	Build competencies to leverage opportunities [WO]
Threats [T] List 5 -	Use strengths to minimise threats [ST]	Competencies to neutralise threats [WT]

How to Use the SWOT Matrix, with Examples:

- **SO, Strategies:** Leverage your strengths to take advantage of opportunities. For example, if your RE/EE company has strong technological capabilities (strength) and there's a growing demand for renewable energy solutions (opportunity), you might focus on developing innovative products to meet this demand.
- **WO Strategies:** Overcome weaknesses by exploiting opportunities. If your company has limited brand awareness (weakness) but there is a government incentive for renewable energy adoption (opportunity), you could use this incentive to promote your brand and increase visibility.
- **ST Strategies:** Use your strengths to mitigate threats. If your company excels in customer service (strength) and a new competitor enters the market (threat), you can emphasise your superior service to retain and attract customers.
- **WT Strategies:** Address weaknesses and avoid threats. If your company has a weak distribution network (weakness) and there are regulatory challenges in the market (threat), you might focus on strengthening your distribution channels to ensure compliance and reduce risk.

4.2.2. Formulating strategies from a target customer/consumer need-gap analysis

Involves identifying the discrepancies between what your target audience currently experiences and what they desire or require. By addressing these gaps, you can develop strategies that better meet the needs of your customers, leading to increased satisfaction and loyalty. Here is how to approach this process:

a. Identify the gaps

- List the preferred customer attributes with insights from the Customer Need-gap analysis in section 3.2.3 of this Toolkit.
- As illustrated in the Table 6, you will rate between 1 – 5 the performance of each key RE/EE player against the customer attributes [1:Lowest performance and 5:highest performance]
- Identify any gaps where your offerings fall short of meeting these needs. These gaps could be related to product features, pricing, availability, customer service, or any other aspect of your business.

Table 6: Customer Need–Gap Analysis Tool

	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Your Company
Attribute 1					
Attribute 2					
Attribute 3					
Attribute 4 Etc.					

b. Develop Strategies to address the gaps

For each identified gap, brainstorm strategies that match the preferred attributes of your target customers, and also fill the identified gaps in the market, addressing the unmet or underserved needs of your target segments.

These strategies could involve:

- **Product development:** Enhancing existing products or developing new ones to include features or benefits that customers are seeking.
- **Pricing adjustments:** Revising pricing strategies to make your products more accessible or competitive.
- **Distribution changes:** Expanding distribution channels or improving availability to make it easier for customers to access your products.
- **Customer service Improvements:** Enhancing customer support services to provide a better experience and address customer concerns more effectively.
- **Marketing communications:** Tailoring your marketing messages to highlight how your products address specific customer needs.

Example: If the analysis reveals a preference for eco-friendly and cost-effective solar solutions, develop a strategy to offer affordable solar panels with a strong environmental focus.

c. Prioritise and Implement Strategies

Once you have a list of potential strategies from the SWOT and Need Gap analysis, Prioritise them based on their potential impact, feasibility, and alignment with your overall business objectives. You can use a tool like a Strategy Prioritisation Matrix, as illustrated in Table 7.

Table 7: Strategy Prioritisation Matrix in action

Strategy	Potential Impact (High/Medium/Low)	Feasibility (High/Medium/Low)	Alignment with Objectives (High/Medium/Low)	Priority (High/Medium/Low)
Expand distribution network	High	Medium	High	High
Introduce affordable solar panels	High	High	Medium	High
Strengthen online presence	Medium	High	High	Medium
Develop partnerships with NGOs	Medium	Medium	High	Medium
Invest in technology innovation	High	Low	High	Medium

In this matrix, each potential strategy is evaluated based on its potential impact, feasibility, and alignment with the overall business objectives. Strategies are then Prioritised as high, medium, or low, guiding the allocation of resources and the order of implementation. This tool helps ensure that the most impactful and feasible strategies are implemented first, maximising the effectiveness of your marketing efforts.

4.3. Defining your Marketing Mix/ Tactics – the 8Ps

Now that you have your Prioritised strategies (5 – 8), you will leverage another Tool – the 8Ps of Marketing to formulate the marketing mix/ programs that will deliver the identified strategies.

The 8Ps of marketing are an expanded framework that includes Product, Price, Place, Promotion, People, Process, Physical Evidence, and Partnerships. This framework helps businesses develop a comprehensive marketing strategy that addresses all aspects of their offering. Here is a breakdown of the 8Ps:

4.3.1. Product

The product element refers to the goods or services you offer to meet customer needs. In the RE/EE sector, this could include renewable energy technologies, energy-efficient appliances, or consulting services.

Example: A company might develop a new line of solar panels with improved efficiency and durability to meet the demand for high-quality renewable energy solutions.

4.3.2 Price

Price involves setting a cost for your product that reflects its value, is competitive in the market, and aligns with your target customers' willingness to pay.

Example: An energy-efficient lighting company might adopt a value-based pricing strategy, setting prices that highlight the long-term cost savings and environmental benefits of their products.

4.3.3 Place

Place refers to how and where your products are distributed and made available to customers. This includes both physical locations and online channels.

Example: A wind turbine manufacturer might expand its distribution network to include online retailers, making it easier for customers in remote areas to access their products.

4.3.4 Promotion

Promotion encompasses the communication strategies used to market your product, including advertising, public relations, social media, and sales promotions.

Example: A solar energy company might launch a social media campaign to raise awareness about the environmental and economic benefits of switching to solar power.

4.3.5 People

People refers to the individuals involved in your business, from employees to trade agents, to customer service representatives. Their skills, attitudes, and interactions with customers can significantly impact the customer experience.

Example: A geothermal energy company might invest in training programs to ensure that their sales and installation teams are knowledgeable and capable of providing excellent service.

4.3.6. Process

Process involves the systems and procedures used to deliver your product or service. Efficient and customer-friendly processes can enhance customer satisfaction and loyalty.

Example: An energy audit service might streamline its assessment process to provide faster and more accurate recommendations for energy efficiency improvements.

4.3.7. Physical Evidence

Physical evidence refers to the tangible elements that support the intangible aspects of your service. This can include brochures, case studies, the appearance of your facilities – on and offline.

Example: A renewable energy consulting firm might create detailed case studies showcasing successful projects to provide credibility and demonstrate their expertise.

4.3.8. Partnerships

Partnerships involve collaborating with other businesses or organisations to enhance your offerings or reach new markets.

Example: A solar panel company might partner with a home construction company to offer integrated solar solutions in new housing developments.

SECTION 5: DOCUMENTING YOUR STRATEGY

Documenting the marketing strategy is important because it: provides clarity, guides decision-making, facilitates communication, and sets a benchmark for measuring the effectiveness of marketing initiatives and allows for adjustments to improve performance.

The purpose of a marketing strategy document is to outline a comprehensive plan that details how a business will achieve its marketing objectives and ultimately its overall business goals. This document serves as a roadmap for all marketing activities, ensuring that they are aligned with the company's vision and target audience's needs.

Your marketing Strategy will comprise the following content:

Executive Summary

Guideline: Provide a brief overview of the main goals and strategies outlined in the document.

Source: Summarise key points from the subsequent sections.

Example narrative:

"This marketing strategy aims to position our company as a leader in the renewable energy sector in Uganda, focusing on solar energy solutions for urban homeowners. Key strategies include targeted digital marketing campaigns, partnerships with local communities, and an expanded product line to meet diverse customer needs."

Market Summary

Guideline: Present a summary of the market analysis, including key findings from the Macro, Micro, and Company Analyses.

Source: Insights from the "Understanding Your Market" section.

Example narrative: "Our market analysis indicates a growing demand for renewable energy solutions among urban homeowners in Uganda, driven by increasing electricity costs and a desire for sustainable living. The competitive landscape is moderately intense, with few major players dominating the market."

Company Summary

Guideline: Provide a brief overview of your company, including its history, core products or services, target markets, and key achievements. This section sets the context for the marketing strategy by highlighting the company's strengths and market position.

Source: Insights from Understanding Your Customer and SWOT Analysis sections of this Toolkit.

Example narrative: "Our company, SolarTech Innovations, was founded in 2010 with a mission to provide sustainable and affordable energy solutions to communities in East Africa. We specialise in high-efficiency solar panels and have successfully installed over 10,000 units across the region. With a strong focus on innovation and

customer service, we have become a trusted name in the renewable energy sector, known for our commitment to quality and sustainability.”

Target Customer Summary

Guideline: Describe the target customer segments, their characteristics, and needs.

Source: Insights from the “Understanding Your Customer” section of this Toolkit.

Example narrative: “We are targeting middle-income urban homeowners aged 30-50 who are environmentally conscious and looking for reliable and cost-effective solar energy solutions. Our research shows that these customers Prioritise energy efficiency, ease of installation, and after-sales support.”

Marketing Objectives

Guideline: List the specific, measurable marketing objectives that the strategy aims to achieve.

Source: Formulated objectives from the “Formulating Marketing Strategies” section.

Example narrative: “Our primary objectives are to increase brand awareness among our target audience by 30% within 12 months and to achieve a 20% growth in sales of solar panel installations in the next fiscal year.”

Marketing Strategies

Guideline: Outline the key marketing strategies based on the SWOT analysis and customer need-gap analysis.

Source: Strategies formulated from the SWOT analysis and the customer need-gap analysis.

Example narrative: “To leverage our strong brand reputation and address the growing demand for renewable energy, we will launch a targeted digital marketing campaign focusing on the environmental benefits of our solar panels. We will also introduce a new line of affordable solar panels to fill the gap in the market for budget-conscious consumers.”

Marketing Tactics (8Ps)

Guideline: Detail how each of the 8Ps will be applied in the marketing strategy.

Source: Application of the 8Ps from the “Formulating Strategies from the 8Ps” section.

Example narrative:

- **Product:** “We will expand our product range to include both premium and affordable solar panels to cater to different segments of our target market.”
- **Price:** “Our pricing strategy will be competitive, with financing options to make our products more accessible.”
- **Place:** “We will enhance our online presence and establish partnerships with local retailers to improve product availability.”
- **Promotion:** “Our promotional efforts will focus on digital marketing, community outreach programs, and customer referral incentives.”

- People: “We will train our sales and customer service teams to provide exceptional service and in-depth product knowledge.”
- Process: “We will streamline our installation process to ensure a hassle-free experience for our customers.”
- Physical Evidence: “We will provide comprehensive warranties and showcase customer testimonials to build trust and credibility.”
- Partnerships: “We will collaborate with local community organisations to promote the adoption of solar energy in urban areas.”

Implementation Plan

Guideline: Outline the specific actions, timelines, and responsibilities for executing the marketing strategy.

Source: Detailed plans based on the strategies outlined in the “Marketing Strategies” section.

Example narrative: “In Q1, we will launch our digital marketing campaign, targeting social media platforms popular among our target audience. By Q2, we aim to establish partnerships with at least three local retailers. Our sales team will receive training on the new product line by the end of Q1.”

Monitoring and Evaluation

Guideline: Define the metrics and key performance indicators (KPIs) for measuring the success of the marketing strategy.

Source: Metrics and KPIs identified in the “Formulating Marketing Strategies” section.

Example narrative: “We will track website traffic, conversion rates, and customer satisfaction scores monthly. A quarterly review will assess the effectiveness of our marketing campaigns and product sales performance.”

Budget

Guideline: Provide a detailed budget that allocates resources to each aspect of the marketing strategy.

Source: Financial resources allocated based on the strategies and tactics outlined in the document.

Example narrative: “The total budget for the marketing strategy is 5% of the forecasted budget for this year. This will be allocated to Research and Development, Media Advertising, Creative development, Product development, and Training and Partnerships”.

Appendices

Guideline: Include any additional information, such as market research data, customer personas, or detailed timelines, that supports the marketing strategy.

Source: Supplementary materials that provide further context or evidence for the strategies outlined in the document.

Example Narrative: “Appendix A: Customer Persona Profiles; Appendix B: Detailed Implementation Timeline; Appendix C: Market Research Summary.”

By following this template and providing detailed narratives for each section, you can create a comprehensive marketing strategy document that guides your RE/EE business towards achieving its marketing and business objectives.

STEP 6: IMPLEMENTING YOUR STRATEGY

6.1. Develop the Implementation Plan for Your Marketing Strategy

The implementation plan is a crucial component of your marketing strategy, as it outlines the specific steps, timelines, and resources needed to execute your marketing activities successfully.

6.2. Creating a Marketing Calendar

To ensure a structured and consistent approach to your marketing efforts, you will create a detailed marketing calendar. This calendar will outline all the key marketing activities planned for the year, including digital marketing campaigns, product launches, promotional events, and content publishing schedules. Each activity will be assigned a specific timeframe and will be synchronised with relevant seasonal trends, industry events, and business milestones to maximise impact.

6.3. Budget for Marketing

Effective budgeting is essential for the efficient allocation of resources to your marketing activities. You will develop a detailed marketing budget that aligns with your overall business and marketing objectives. The budget will be distributed across various marketing channels and initiatives, ensuring that sufficient funds are allocated to high-priority programs. You will also set aside a contingency fund to address any unforeseen opportunities or challenges that may arise.

6.4. Monitoring and Evaluation

To track the success of our marketing efforts and ensure continuous improvement, you will establish a monitoring and evaluation framework. Key performance indicators (KPIs) will be identified for each marketing activity, such as lead generation, customer satisfaction, and brand awareness scores, to mention a few. Regular monitoring will allow us to assess the effectiveness of our marketing strategies and make data-driven adjustments as needed. You will conduct periodic reviews to analyse the results, identify areas for improvement, and refine your marketing plan to better align with our target audience's needs and preferences.

By following this narrative and guideline, you can develop a comprehensive implementation plan that ensures the successful execution of our marketing strategy, maximises the return on our marketing investments, and drives the growth of your Renewable and Efficient Energy business.

HANDY PROCESS TIPS

1. Be Inclusive and collaborative	6. Prioritise. Prioritise. Prioritise.
2. Stay current	7. Act on the Information
3. Use reliable sources	8. Document and Communicate
4. Think Globally. Act Locally	9. Invest in continuous improvement
5. Integrate with Other Tools	

In closing, we hope this Marketing Toolkit serves as a valuable resource to guide your journey in the Renewable and Efficient Energy sector. As you navigate the complexities of marketing in this dynamic industry, remember that the key to success lies in understanding your market, connecting with your customers, and aligning your strategies with your company's vision and goals. We wish you all the best in your marketing endeavours and look forward to seeing your business thrive and contribute to a sustainable future.

Prepared by:



Inclusive Markets for Energy Efficiency in Uganda

SNV in Uganda Country Office
Plot 36, Luthuli Rise, Bugolobi
P.O. Box 8339, Kampala, Uganda
Tel: +256 (0) 414 563 200
+256 (0) 312 260 058
Email: imeu@snv.org
www.imeu.ug
www.snvworld.org/country/uganda