



BoP Insights

Inclusive marketing research



*Insights and key lessons
from three pilots for
pro-poor innovation*

THREE PILOTS FOR PRO-POOR
INNOVATION CONSORTIUM

Colophon

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Authors

Wendy van der Klein - BoP Innovation Center
Helene Mancheron - BoP Innovation Center
Sigrid Wertheim-Heck - Fresh Studio
Laurens Collée - BoP Innovation Center

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3P4PPI

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Robert van den Heuvel
Head of New Business Development
Nutrition Improvement Program - DSM

preface

Gaining valuable insights outside

A few months ago I visited Kibera, the largest slum in Nairobi, Kenya. I saw the ubiquitous poverty. And I saw a popcorn machine, mobile banking and a poster announcing the Everton–Arsenal soccer match. The women wore beautiful hairstyles. Such things reflect people's aspirations, thinking and choices. People living in slums allow themselves affordable luxury where possible, but status and dignity play a role too. On average they have \$2 a day to spend, but they sometimes have \$8 to spend, and when they do they visit the hairdresser and treat their children to popcorn. Products should not be designed as 'a product for the poor', but should be attractive and affordable. This also applies to DSM's nutritional products. Instant indulgence and long-term benefits attract people. That's what marketing is all about!

Needs and wants

Marketing, people's aspirations and consumer choices feature in this edition of BoP Insights. To some extent marketing at BoP does not differ from that of industrialised countries. BoP consumers, however, are often unaware that they are potential customers. And they lack information. The 'unmet need' or the 'unmet want' is not always clear to consumers themselves. That's where education and advertising come into play. In BoP business development, education bridges a gap between products and needs; advertising does the same between products and wants. Our BoP business development projects in Kenya and Indonesia combine the two. We plan to innovate using non-linear market approaches, such as viral campaigns on mobile phones, educational games and franchise formulas. This publication features the 4 A's rather than the 4 P's - the marketing mix revisited.

From product to service

This issue of BoP Insights includes examples of investments in capital goods, such as a cold chain, a tractor, or energy and sanitation solutions. This is a challenging next step in BoP business development. Where microcredit helps more basic businesses, such as a shop or vegetable growing, capital goods investments might require other financing modalities. Capital goods generate a myriad of opportunities for BoP business development. The entrepreneur who has a tractor or a small rice thresher can provide services to colleague farmers. It means a shift from being a supplier of products to being a supplier of services. And it means contributing to the professionalization of a sector. DSM has the same experience with NutriRice. DSM NutriRice provides a large part of the required daily intake of micronutrients. The production of NutriRice, however, requires a significant investment in a rice milling facility.

Why?

It is pleasing to read in this edition that Fresh Studio employees lived with the target group – ethnic minorities in Vietnam – for several months. This extends far beyond traditional market research, and even beyond conducting trials. It is the ultimate form of customer immersion that answers the question 'why'? Similarly, at DSM we continuously work on understanding the nutritional, buying and eating habits of consumers. We learned that mothers in Indonesia would rather spend money on a mobile phone than on a third meal for their malnourished children. Why? For status reasons, and the lack of education on nutrition.

This edition of BoP Insights offers a wealth of information on methods and cases coupled with triggering statements. This publication has value for me in that I have discovered that the ideas we are developing, sometimes already exist albeit in another form and in other places. Or that implementation is carried out differently, or that our ideas do not work at all. In all cases it contributes to accelerating our own business development efforts. The perfect benchmark!

▶ Need to know

Introduction

Since 2002 a growing number of companies and NGOs have launched innovative products and services in the Base of the Pyramid (BoP).

The BoP represents the four billion people with an income below USD 4 a day of local purchasing power. Most of them lack proper access to the immediate basic needs of food, water, shelter and clothing – let alone sanitation, education and health care – resulting in life-threatening challenges, such as chronic malnutrition and health issues. People at the BoP predominantly live in the developing and emerging economies of Asia, Africa and Latin America.

Previous publication

Inclusive Innovation

Upcoming publications

Developing BoP Partnerships
Co-creating Inclusive Business
The BoP Innovation Cycle

BoP Insights

BoP insights unravel characteristics of the BoP system and BoP individuals that reveal and give direction to market-based inclusive innovation opportunities.

Understanding the local BoP system and individuals within this system - consumers, producers, entrepreneurs - is fundamental to ensuring the successful development of 'Inclusive Innovations'. These insights guide the development of Inclusive Innovations by understanding daily tensions, coping strategies and the decision-making processes. The objective of gaining BoP Insights is to identify, understand, assess and engage BoP actors in co-creating Inclusive Innovations that create impact in a socio-economic and ecologically sustainable manner. Impact could represent income generation, employment or improved access to basic needs, the aim is to improve the well being of the poor. Led by businesses, inclusive innovations aim to create shared value. Companies acquire access to new markets and create business opportunities at the BoP.

BoP Insights help to understand:

- ▶ lifestyle and daily habits
- ▶ perceived vulnerability and coping strategies
- ▶ preferences, aspirations, desires and motivation
- ▶ capabilities, skills, competences and business smartness
- ▶ the context of use, production, retailing and business modelling
- ▶ the hidden logics behind practices
- ▶ what is inhibiting change and what could enable change

This experience-based review is part of a series of publications. The series covers key challenges and solutions for any organisation that wishes to have impact through inclusive innovation strategies in BoP markets.



Demand oriented

Insights that identify the needs of people living at the BoP, such as access to water or improved nutrition, might not reflect actual demand. It is the difference between 'Could people use the solution?' and 'Are they able and willing to buy the product?' Rather than addressing the basic needs of life, useful insights reflect the consumer's desire to own something.

BoP insights show the aspiration, ability, capability or motivation of individuals for engaging in an inclusive innovation as a producer, retailer or entrepreneur. The focus of consumer, BoP insights is to understand BoP demand by observing and/or listening to people's desires, motivation and aspirations. However, a desire is not the equivalent of demand. Whereas demand is within reach, a desire is an ultimate goal.

► Need to know

Profiling the BoP

Obtaining a deeper understanding of the BoP starts with profiling the BoP target audience. Actually, there is no such thing as THE BoP as reflected by the following five principles:

BoP markets are heterogeneous, they vary from one country and culture to another

The BoP in Africa differs greatly from the BoP in Asia. For example, the poorest minority households in Vietnam have television whereas most BoP households in Africa still lack the absolute primary need of energy. The definition of BoP is also determined by local conditions, such as climate. For rural China, heating in wintertime can be as essential as water in the dry season for rural Africa.

- Identify the local, contextual BoP definition, when working with the BoP in a specific region or country.

People living at the BoP can be addressed in different roles that need to be understood in detail when developing Inclusive Innovation

Companies make clear divisions between producers, traders, retailers and consumers within the value chain. However, the BoP is often simply indicated as BoP, without defining in what specific role they are addressed.

- Define in advance in what role or combination of roles the BoP target audience needs to be understood.

People living at the BoP share the characteristic of lacking proper access to one or more immediate basic needs of food, water, shelter, clothing, sanitation, education and health care

Lacking basic human needs often results in life-threatening challenges. Vulnerability to unmet basic needs may range from one specific area in particular,

to being vulnerable 'on all accounts'. To understand the term better, one should distinguish between 'factual' vulnerability based on socio-economic parameters, such as income level and 'perceived' vulnerability. To what extent and in what way do BoP individuals perceive themselves to be vulnerable?

- Vulnerability in a certain area of unmet basic needs should be determined by both socio-economic indicators and the extent to which people perceive themselves as being vulnerable in that area.

People living at the BoP share the common characteristic of having aspirations, desires and dreams

Whether poor people are able to achieve better lives relates strongly to their aspirations. There is a direct link between aspirations, expectations and achievement. Some poor people are afraid to aspire and as a result are prevented from achieving better lives. Raising aspirations - and even more important raising poor people's expectations for creating better lives - helps to improve their chance of actually increasing their well-being. Interventions that raise expectations have proven to be effective in breaking through the vicious circle of powerlessness. (Sources: wbpi 2011, ESCR 2011).

- The level of aspiration influences the realisation of improved livelihoods. In particular expectations on 'better lives' are a major driver in lifting people out-of-poverty.

Most BoP individuals cannot afford to take large risks to avoid endangering their own lives

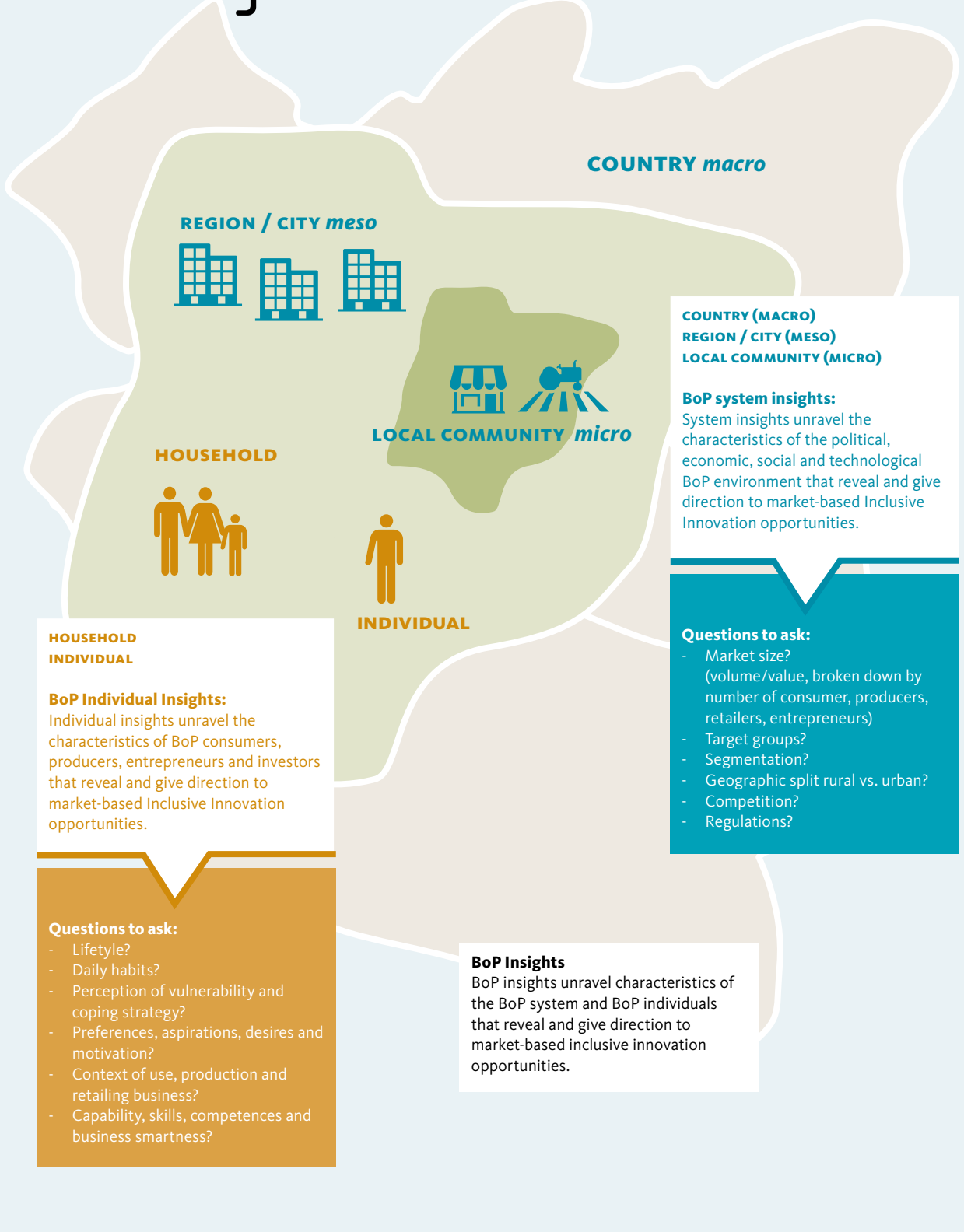
Improving the livelihood of in the BoP often requires a change in current conditions. This consequently implies taking a risk, as the outcome is unknown. When working with people at the BoP it is important to assess to what extent and in what way those people can afford to take risks. Moreover, how do they cope with the risks they face on a daily basis? Often hidden logics exist behind dominant practices.

- Unravelling what is inhibiting change and what the enablers of change are in relation to risk-taking behaviour is vital in being able to raise expectations to improve living conditions.



► Facts

BoP Insights defined



**HOUSEHOLD
INDIVIDUAL**

BoP Individual Insights:
Individual insights unravel the characteristics of BoP consumers, producers, entrepreneurs and investors that reveal and give direction to market-based Inclusive Innovation opportunities.

- Questions to ask:**
- Lifestyle?
 - Daily habits?
 - Perception of vulnerability and coping strategy?
 - Preferences, aspirations, desires and motivation?
 - Context of use, production and retailing business?
 - Capability, skills, competences and business smartness?

BoP Insights
BoP insights unravel characteristics of the BoP system and BoP individuals that reveal and give direction to market-based inclusive innovation opportunities.

**COUNTRY (MACRO)
REGION / CITY (MESO)
LOCAL COMMUNITY (MICRO)**

BoP system insights:
System insights unravel the characteristics of the political, economic, social and technological BoP environment that reveal and give direction to market-based Inclusive Innovation opportunities.

- Questions to ask:**
- Market size?
(volume/value, broken down by number of consumer, producers, retailers, entrepreneurs)
 - Target groups?
 - Segmentation?
 - Geographic split rural vs. urban?
 - Competition?
 - Regulations?

► Motto

The most common mistake among unsuccessful market-based solutions involves confusing what low-income customers or suppliers need with what they want.

Source: Emerging Models for Social Enterprises and Market-Based Solutions to Poverty in 19 Countries - Monitor Group 2011

▶ **Process**

Four phases of inclusive marketing research

SEARCH

Example method - Segmentation

BoP markets around the world represent a combined value of about USD 5 trillion in purchasing power parity estimated by the World Resources Institute and International Finance Corporation.

The BoP market is large in number and not homogeneous. The following segmentation is important:

- ▶ Rural versus urban
- ▶ Men versus women
- ▶ Stable versus unstable income
- ▶ Living by the day/ living by the week

Target group segmentation is useful in documenting your visits and talks with the various target groups that could become potential consumers. Upon returning from the rapid market assessment, segmentation will help you distinguish between different groups.

times. Try to get to the bottom of how things work locally.

Example method - Community visits

allow yourself to meet potential consumers, producers, entrepreneurs and investors in their natural environment. By following, observing and working with people during their daily activities, you will gain insight first-hand. For example, when conducting food research, go shopping with people at the market and prepare the food together afterwards. Such 'Deep Dives' – immersing yourself in the local context by being physically present - provides insight into their behaviour and the decision-making processes. When you undertake a visit, spend at least two to four days in the community. Work alongside the people you are researching. And most important of all, observe as opposed to interpreting what you see, hear and feel.

the home of the potential end user. This enables early-stage validation of the assumptions of the product or service. During the user test, the facilitator explains the use of the product/service and observes the way it is used and writes down the comments that are made.

User problems can therefore be identified and corrected an early stage. Innovation is about trial and error. While pilot projects can be organised on a small scale and in a limited period of time, preparation and monitoring require greater attention.

COMMERCIAL PILOT

Example method – LIVE piloting

means putting the product or service up for sale in a shop, stall, and community as soon as possible. A commercial trial gives you direct response to your product proposition, use, price and promotion. The results tell you whether or not a market exists for the proposition at hand. Prototyping the product in a real context is the fastest way to gain insight and make improvements based on what you have learned from it. In addition, as BoP entrepreneurs and processors cannot afford to take risks by involving these BoP actors in the commercial trial it can remove this risk. And even more important from an ethical perspective, if a service is implemented and fails it can harm the livelihoods of people living at the BoP. There are examples of communities who were motivated to change their cultivation practices. When it failed, the local community suffered.

UNDERSTAND

Example method - Deep dialogue

is vital when entering a BoP market, as it supports the first contact with your target group. This activity helps 'get the ball rolling' as the interviews and contacts you make are bound to spread and grow. Deep dialogues with experts help you collect a large amount of information in a short period of time. It ensures that you incorporate existing knowledge and avoids having to reinvent the wheel.

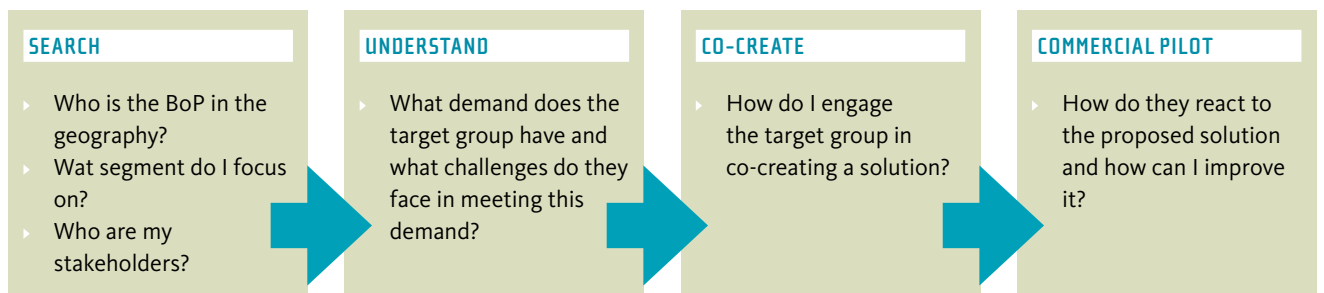
Ask the people you interview why -why –why – why –why and do so at least five

CO-CREATE

Example method - Co-create

Marketing and consumer research is usually driven by a top-down approach. This precludes BoP communities from participating in the development of inclusive innovations. Researchers therefore not only forego a lot of innovation potential, but they also neglect a huge resource asset and mobilisation power. Ideally, the target audience should be involved in the marketing research team right from the start.

Example method- User testing implies placing (a prototype) of the product in



Pilot based insights



Medical test kit to check for substandard medicines for the African market

Oscar Mutinda, former research manager at Research Solutions Africa conducted the market feasibility study for the medical test kit.

Suppliers of medicines acknowledge the danger of substandard drugs while some admit selling them at the same time.



Biogas socket to produce energy from biogas digesters in Rwanda - Emma/ TU Delft students

Anne Jansen carried out her graduation project of Delft University of Technology for TNO. She researched the development of a redesign proposal and research protocols for the biogas socket in Rwanda.

Owning a Biogas Socket will increase a families' status. A family would proudly present their light to neighbours when visiting in the evening.



Cold storage to realize prolonged shelf life of vegetables in Vietnam

Sigrid Wertheim-Heck is Marketing Director FRESH Studio Innovations Asia Ltd, one of the implementing partners of the cold storage pilot in Vietnam.

Prolonged shelf life is a rather new concept in Vietnam and particularly to BoP producers that are used to the practice of harvesting, selling and consuming within the turn of a day. Shelf life is generally perceived as the negative opposite of freshness.

▶ Process

Challenges for inclusive marketing research

BoP markets differ in terms of cultural and geographical setting, the available capabilities and needs. However, there are several challenges facing product and service development which most BoP markets have in common.

In addressing these markets, conventional product development and innovation strategies are largely incompatible with the conditions and constraints existing at the BoP. There is a need to enhance the capacity of market-oriented alliances in order to tailor innovative products and services to unusual markets. To create market-based Inclusive Innovations, there must be a balance between the 4 A's: affordability, accessibility, availability and awareness.

The 4 A's of marketing at the BoP

In the article 'Bottom of the Pyramid as a Source of Breakthrough Innovations' (written by Prof. Prahalad in 2009 and published in 2012 in the Journal of Product Innovation Management), C.K. Prahalad underlines the importance of focusing on four prerequisites that create specific challenges serving the poor. The 4 A's underline the complexity of the BoP and difficulties in addressing them. They are comparable to Porter's traditional marketing mix of the 4 P's. The main difference is that the 4 A's are consumer-driven whereas the 4 P's

reflect a company perspective. In today's BoP approaches individuals at the BoP are included in projects as entrepreneurs, producers and consumers. Therefore we propose to apply the following definitions to the 4 A's, building on Prahalad's work in this area.

Affordability

BoP actors cannot afford luxury and manage their daily lives with a limited amount of resources that force them to make choices and to smartly balance their investments. The affordability factor needs to be considered in the perception of the BoP actor, meaning that because of the perceived benefit of a solution, they may be able to invest more than usual and make a trade-off with another investment.

Example: Poor farmers will invest in more expensive hybrid seeds if it is proven that the seeds increase yields.

Example: Out of 40 Vietnamese women only one was interested in investing in an avocado business. She sold her golden necklace to acquire start-up capital. She now owns a truck and has her own distribution centre.

Acceptability

To assess acceptability of an innovation it is vital to understand the current behaviour and magnitude of changes that will/can be accepted in order to enjoy the benefits of a solution. For instance, since people are not familiar with old technologies, they tend to readily adopt the new technology (mobile phone). Innovation/solution: In addition, it is necessary to understand other factors such as culture and beliefs.

Example: Attempts to promote solar cookers in rural areas of developing countries have in general been unsuccessful. Reasons for low acceptability are that such cooking has to be done outside when traditionally it is done in doors and people have to stand while cooking whereas they are used to be seated.

Availability/ accessibility

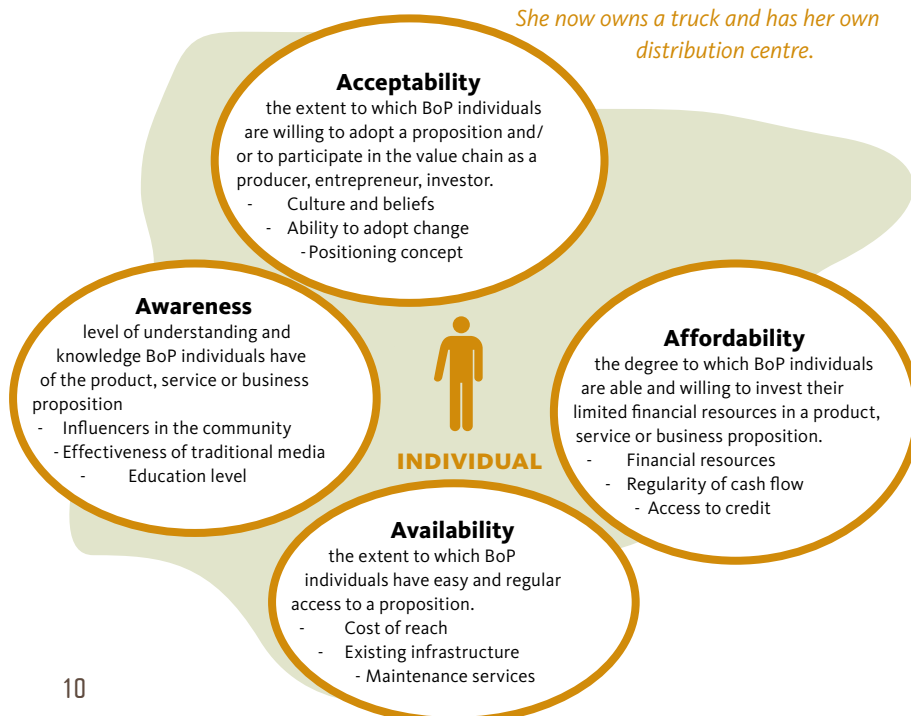
To build a loyal customer and producer base at the BoP, there must be an uninterrupted supply and uptake of products and services. This is a challenging endeavour in markets lacking an established logistics infrastructure.

Example: In Kenya, Mpesa (mobile banking) has developed a Mpesa-branded kiosk in BoP markets (slums and villages) that are managed by a person from the community.

Awareness

Just as any product or service in any market, BoP actors must be made aware of what is available and on offer, how to use it and how to benefit from it with minimum risks. Creating awareness is complicated by the fact that many people at the BoP live in media-dark zones, are illiterate, and/or belong to minority language groups. In the BoP, word of mouth (what is said by the people they know and trust), and hierarchies (perceived position in the community) play an essential role in awareness raising when traditional media (TV, radio and the Internet) are less prevalent, hence less relevant.

Example: In Kenya some doctors say: 'Managou (a vegetable) is good for children'. This is the way mothers become aware of the importance of giving their children vegetables to eat.



▶ Lessons learned

Lessons from Two Pro-Poor Innovation Pilot Projects
An innovation learning environment for the benefit of and with the BoP

Pilot 01

Key lessons Medical test kit for the African market

Learning question: How can I ensure user field testing is carried out efficiently and appropriately, to ensure the desired reliable results?

Laboratory workers in the Netherlands tested the Ubora Wa Dawa (medical test kit), based on a precision user protocol. The product proved to work according to the agreed standards and was ready for field-testing.

A group of pharmacists in Kenya was invited to take part in product testing, as pharmacists are the targeted end-users of the medical test kit. With clear instructions, they went on to apply the medical test kit. Surprisingly, the results turned out to be poor. After analysis it became clear that various things went wrong during testing: pipetting was not

carried out properly and there was a lack of precision in various steps of the protocol. The assumption was that the average local pharmacist would have the required laboratory competences. However, this was not the case. The pharmacists simply lacked day-to-day experience in using certain types of equipment and their educational levels varied.

The main challenge is identifying possible gaps between lab testing and field-testing, to enable field-testing to be performed more efficiently, thus ensuring valid results.

Lessons learned:

If use of the product is complex ensure that you already involve one or two end-users at a very early stage, to help design the product, develop a field-testing approach and a user protocol.

Understanding the technical capacity and educational levels of targeted end-users is crucial.

Be sensitive to the cultural aspects involved in understanding and receiving instructions.

Partners:
DSM, ICCO, EPN, BoPInc and local partners

Pilot 03

Key lessons Biogas socket in Rwanda and Bangladesh

Learning question: How can I ensure I develop a product that matches use in the local context?

The biogas socket pilot project involves developing an electricity socket that will allow people that have biogas digesters to produce electricity in their own homes and charge their mobile phones.

In Rwanda, a user test was conducted to gain an overall picture of all the actions involved in using the product to improve the product manual. A team of students from Delft University of Technology developed a user test form, incorporating the objectives, outcomes, test plan, materials needed and main observation criteria. A working prototype was brought to Rwanda and the students stayed in a village for a period of time.

A small number of families were visited and interviews conducted to gain a better understanding of the family composition, their earning activities, the household equipment, and the lighting, cooking and electricity situation. At the same time they created the relationship to facilitate the user test. The next day the non-working prototype was installed, and the students explained how it should be used. The students provided their observations and user feedback on the form. One of the insights: 'If the bucket (prototype) is placed in the middle of the room, the mobile phone will be hanging in the air,' provided useful information for further developing the prototype. The limitations of the user test approach were that a non-working prototype was used, which did not have real functionality. It influenced the user's interpretation

and behaviour. And the observers only obtained the men's point of view because they were in charge and the women were not allowed to take part.

Lessons learned:

Try to carry out a user test with a working prototype to test behaviour relating to real functionality, and avoid misinterpretation.

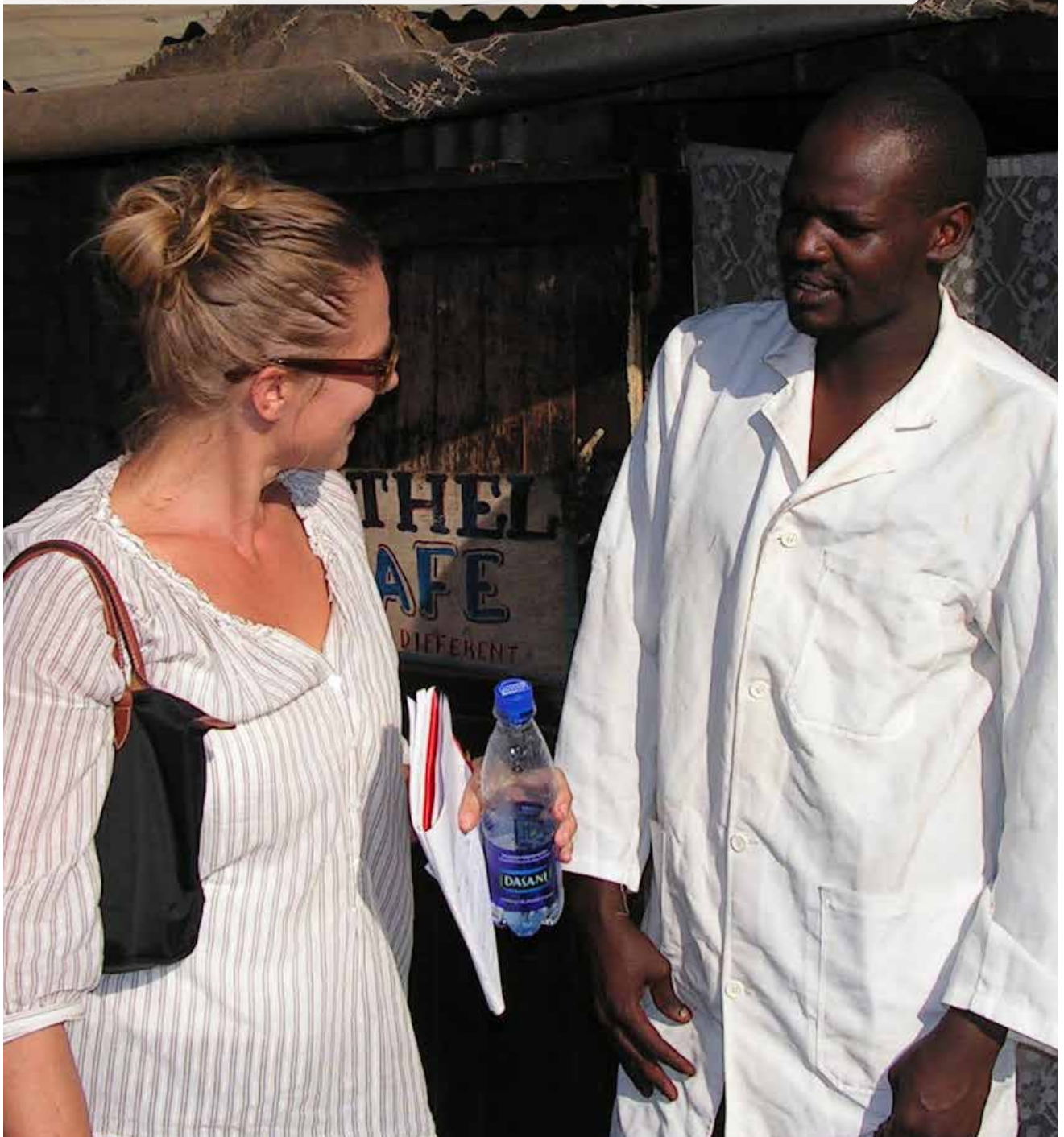
In some cultures, if you want to involve women in user testing make sure they have approval from their husband and try to ensure that only men, or only women are in the room.

Partners:
TNO, SNV, local partners, BoPInc

► Challenges

Traditional marketing tools used to gain insight cannot simply be copy-pasted into a BoP context.

Helene Mancheron, marketing expert BoPInc.



Yes and no. “It really depends on the type of tools you want to apply to a local BoP context,” says Sigrid Wertheim-Heck, Marketing Director at Fresh Studio, who continued as reported in her own words below.



In general, I would say traditional tools for gaining insights can be applicable to the BoP. However, there often are limitations, such as low education levels and illiteracy. It is important to be conscious of the type of tool you choose. To avoid bias in your research you have to be aware of the benefits and pitfalls of your approach. For example, when carrying out a simple survey interviewing BoP consumers at a local marketplace, you may be faced with the following limitations:

- ▶ Different ways of phrasing questions trigger different answers.
- ▶ The question is incorrectly understood because of cultural or educational differences.
- ▶ When applying a Likert Scale in questionnaires, all items seem equally important.
- ▶ The truth is hidden because of shame and you receive a socially correct answer.

Fresh Studio case stories

Although economic reform significantly contributed to reduce poverty in Vietnam, the scale and level of ethnic minority poverty remains a matter of national concern. Ethnic minorities are concentrated in areas offering limited access to infrastructure, health-care and educational facilities. Moc Chau is

located about 1,050 m above sea level in Northwest Vietnam. According to the Vietnam poverty baseline, Thai minorities have a poverty headcount of over 62% (source: Brooks World Poverty Institute). Yet, the area is fertile and the climate ideally suited to grow vegetables for the Hanoi urban market during the hot summer months. Fresh Studio helps farmers in Moc Chau to connect to high value urban markets.

Working with these farmers shows how entrepreneurial they are, saving money despite their low income. They sacrifice their own living standards in order to allow their children to study. Rather not eating for a day than not being able to send their children to school. The cultural system of inherited indebtedness requires children to take care of their parents.



For example is Mr Khuong, a farmer in Chieng Di, who bought a small tractor (at around VND 20 mln) to plough his land, enabling him to prepare the land faster while achieving better quality. Because the tractor saves Mr. Khuong time, he provides his services to other farmers at VND 5,000 for every 1,000 square metres of land prepared and also works elsewhere to earn additional income.

Key challenges in gaining local insights

Low involvement of the BoP

Traditionally, companies attempt to access BoP communities through approaching them as unilateral, in the role of end-consumer. However to successfully reach out to BoP communities, looking at the living conditions from an outside perspective only is not enough. Observed

vulnerability might differ from the actual vulnerability.

For example, meals of poor urban dwellers in Hanoi often lack essential nutrients and mainly consist of plain rice. Regular meals are also skipped. Improving their daily food situation requires an understanding of the underlying mechanisms. Urban dwellers sometimes actively ‘choose’ to be food-vulnerable. They prefer to allocate their limited resources to things to which they believe they are more vulnerable. Given the choice, people are more likely to spend money on a friend’s wedding rather than on a meal.

Lack of understanding of methodological approach, processes and tools

Generally, conventional market research agencies do not have access to the BoP. Less standard approaches might be required, for which other partners like NGOs, local agencies and universities should be considered.

An intensive but insightful research method for the BoP population is the more anthropological approach of ‘living with’ them. This enables the researcher to become intimately familiar with a group of individuals and their practices in their own environment.

Fresh Studio worked with poor Thai ethnic minorities in the remote area of North Vietnam in 2007 and 2008. The aim was to assess the opportunities for counter-seasonal vegetable production, testing both the agronomic potential of vegetable varieties and local farmer potential for growing and trading vegetables. To obtain in-depth insight into the everyday challenges facing the local population, their choices and coping strategies, dreams and ambitions, Fresh Studio placed a ‘permanent’ staff member in the local minority community. Living and working together established a level of trust that proved essential in inspiring ethnic minority farmers to take limited risks while bringing about behavioural change.

▶ What's next

Do



Danish Learning Lab Market Creation Toolbox

The Danish BoP Learning Lab developed the Market Creation Toolbox to assist companies in developing business models that are tailored and suited for these markets. Highly specialized information and knowledge - deep consumer and customer insights - is needed to be successful.



HCD Toolkit

To help international staff and volunteers understand a community's needs in new ways, find innovative solutions to meet those needs, and deliver solutions with financial sustainability in mind, IDEO developed the HCD Toolkit. The free kit walks users through the human-centered design process and supports them in activities such as building listening skills, running workshops, and implementing ideas.

Subscribe to the BoP Innovation Center newsletter

www.bopinc.org

Watch

The Double Bottom Line

The story of two companies that are changing the world and working for profit at the same time. A short documentary about social enterprise and marketing to the bottom of the pyramid.

www.vimeo.com/14684662

Market Research - Insights from Madagascar

An energy kiosk project in Madagascar illustrates the Endeava approach to research-based inclusive business.

www.endeva.org/applying/activities/

Follow

Who? @IDEO

A global design firm aiming to create impact through design.

Why? IDEO stimulates creative innovation in the private and public sector. Based on the principles of human-centered design, IDEO co-created a toolbox to help organizations gain consumer insights.

Who? @Ashoka

A global network of social entrepreneurs and innovators

Why? Ashoka supports and promotes social entrepreneurs to achieve social change at the level of the individual, the group and the sector.

Who? 3P4PPI partners

- @ICCOtweet
- @DSM
- @TNO_nieuws
- @SNVworld
- @MinBuZa_news
- @LEIWageningenUR
- @BoPInc

Previous Publication

- 1 Inclusive Innovation
A Shared value at the Base of the Pyramid

Next Publications

- 2 Developing BoP Partnerships
On finding and connecting with the right partners for an inclusive innovation
- 3 Co-creating Inclusive Business
On the process of including the BoP in your business model
- 4 The BoP Innovation Cycle
A specific approach to develop innovations at the Base of the Pyramid



Read

Forbes

The New Rules of BoP Marketing

by Samar Srivastava (*Forbes India*, January 2012)

How PepsiCo India's new chairman Manu Anand is tearing down existing rules to create an exciting new business model to serve bottom-of-the-pyramid consumers.

[Read more on the website of Forbesindia](#)



Boiling Point Journal: Marketing to the base of the pyramid, by HEDON

Household Energy Network (November 2010)

Marketing issue of a quarterly published, peer reviewed practitioners publication about household energy in the context of poverty.

www.hedon.info

THE WALL STREET JOURNAL.

Marketing at the Base of the Pyramid

by Erik Simanis

When selling to poor consumers, companies need to begin by doing something basic: They need to create the market.

[Read more on the website of The Wall Street Journal](#)



Going to Market in Developing Economies: The Consumer Insight Advantage

Developing markets represent the future for many businesses. Brazil, Russia, India, China, and Indonesia make up 60 percent

of the world's population and account for 40 percent of global GDP growth. But companies cannot treat these markets as fledgling versions of the developed economies that have been their mainstay. They must rethink how they go to market in these places, which frequently do not have a state-of-the-art marketing, distribution, or retailing infrastructure. This article is the first in a series on how consumer-facing companies can succeed in developing markets through excellence in consumer insight, channel management, and in-store execution.

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Harvard Business Review

The Globe: Segmenting the Base of the Pyramid

by V. Kasturi Rangan, Michael Chu, and Djordjija Petkoski (*Harvard Business Review*, June 2011)

Six ways to improve understanding of consumers in emerging markets

by Ashok Sethi (published in *Research World* March/April 2011)

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Promise and Progress: market-based solutions to poverty in Africa

by Michael Kubzansky, Anulie Cooper & Victoria Barbary (*Monitor*, May 2011)

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Bottom of the Pyramid as a Source of Breakthrough Innovations

by C. K. Prahalad (*Journal of Product Innovation Management* 2012)

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BoP Insights

Contact Information

Postal address

BoP Innovation Center
P.O. Box 19219
3501 DE Utrecht

Telephone

+31 (0)30 230 5915

Email

info@bopinc.org

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