

## DAY FOUR - MORNING AGENDA

### SESSION 7 – SPREADING THE WORD

	<b>TITLE</b>	<b>SUGGESTED TIME</b>
<b>MODULE 1</b>	<b>AWARENESS CAMPAIGNS</b> Marketing and outreach to primary markets	60 minutes
<b>MODULE 2</b>	<b>DEMO OR DIE!</b> Creating “experiential marketing” opportunities for potential clients	30 minutes
<b>MODULE 3</b>	<b>YOUR MARKETING PLAN</b> Development of a first-year marketing plan for the telecenter	60 minutes
<b>MODULE 4</b>	<b>WOMEN AND TELECENTERS</b> Women as keys to the successful telecenter; ensuring gender equity	30 minutes

## DAY FOUR - MORNING

### SESSION 7 - SPREADING THE WORD

#### MODULE 1

## AWARENESS CAMPAIGNS

REQUIRED TIME: 60 MINUTES

### OBJECTIVES

The module will help participants understand the role that marketing plays in telecenter success, and how to market the telecenter to targeted groups.

After completing this module, participants will be able to:

- Define an awareness campaign
- Identify core users within a targeted market
- Plan an awareness campaign to reach a primary market

### BACKGROUND

Marketing, essentially, encompasses all the activities that businesses—including telecenters—undertake to bring in new clients or customers. Activities can include presentations to community groups, offering discounts, advertising, conducting open houses, or simply inviting a friend or associate to stop by for a visit.

### AWARENESS CAMPAIGNS

In our discussions of the Innovation Curve, and of primary and secondary markets, we've identified a group of users ("late adopters") who will in theory become telecenter customers once they are *aware* of the telecenter's services.

In contrast, the *innovators* and *early adopters* will come to the telecenter and use its services as soon as they have *access* to it. An "access campaign" can for this reason be conducted very generally, through advertisements and other means that are not targeted too accurately.

To reach *early-majority* and *late-majority* adopters, we need to mount "awareness campaigns," with the goal of ensuring that our targeted clients understand what ICTs can do for them, and how the telecenter makes this possible.

Awareness campaigns help to bring the telecenter's service to a broader cross-section of the community.

They also help to identify *core users* in specific target organizations who, over time, become the unofficial marketing agents for the telecenter within their sphere of activity or their organization. It is the core users who are the first to communicate by word-of-mouth about the telecenter. They are "digital missionaries" that help to make sense of the services of a telecenter for those who have never heard of, nor used, the service.

An awareness campaign is almost always created with a specific sector or market in mind. Awareness campaigns, then, enable us to reach out to our primary, secondary, and developing markets systematically.

## *ALLOCATING RESOURCES TO CAMPAIGNS*

Awareness campaigns don't have to be expensive. However, they do take time to plan and implement. And the time that you spend involved in an awareness campaign is time when telecenter personnel can't be helping clients, maintaining the computers, or offering training.

This is one of the reasons why core users are so important. Once you have established self-motivated and committed telecenter users within a particular group, these users can bring other people in that group into the telecenter. They may even introduce new users to computers and the Internet!

### **PREPARATION**

Be sure that participants have identified primary and secondary markets, based on their work in Session 4.

In activity 7.1, participants can work in pairs. However each pair should come from the same telecenter working group. (Alternatively, pairs can come from different groups that have a primary market in common.)

### **ACTIVITY 7.1: PLANNING AN AWARENESS CAMPAIGN**

Introduce the role of marketing via discussion.

*Why do we market?*

*How can "marketing" be defined?*

*What kinds of activities can be considered marketing?*

Then review with the group the three marketing campaigns that were introduced in Session 4.

*How do these marketing campaigns correlate to the Innovation Curve?*

Continue your discussion of marketing, guiding discussion to focus on awareness campaigns. Be sure to emphasize that awareness campaigns require resources—in terms of personnel, use of the facility, and other factors even if financing isn't involved.

*In an awareness campaign, what role might a presentation play?*

Then introduce the activity, in which pairs of participants will outline an awareness campaign and slide presentation to reach groups within one of their telecenter's primary markets.

The Awareness Campaign Planner requires them to:

- Choose one of their markets as the focus of the campaign
- Create a six-slide presentation about the telecenter, targeted to that market
- Identify groups within the target market to whom the presentation will be given
- Identify five source of publicity
- Identify five advertising outlets

You may wish to explain the difference between publicity—which is a free resource—and advertising—which usually requires payment.

Publicity can take the form of a public-service announcement on the radio, or a newspaper article about the opening of the telecenter.

Advertising might involve an ad in the newspaper, or printing posters to be placed in local shops.

Be sure to remind participants to build out the circumstances surrounding their presentation. How many people will be in attendance? Will the presentation be given in the telecenter or elsewhere? Will the audience have explored the telecenter already, or will the presentation comprise their introduction to it?

- Awareness Campaigns – title
- Awareness Campaign Planner - Instructions
- Presentation Planner - Instructions

Worksheets:

- 7.1A: Awareness Campaign Planner
- 7.1B: Presentation Planner (6 pages)

### *KEY DIALOGUE IDEAS*

- There is a correlation between markets, marketing campaigns, and the theory of the Innovation Curve.
- Awareness campaigns are a systematic, effective way to reach early-majority and late-majority adopters in a target market.
- Awareness campaigns require personal energy and attention.
- A successful awareness campaign will build core users, who will market the telecenter by talking about their experiences and interesting others.

### **RESOURCES**

- *Case studies:* Nakaseke, CyberSonghai, Amic@s, Parceiros do futuro, CDI, Bindura

### *WORKSHOP MATERIALS*

Slides:

## DAY FOUR - MORNING

### SESSION 7 - SPREADING THE WORD

#### MODULE 2

## DEMO OR DIE!

REQUIRED TIME: 30 MINUTES

### OBJECTIVES

After completing this module, participants will be able to:

- Explain the importance of demonstrations in marketing campaigns
- Create an effective demonstration

### BACKGROUND

You may want to ask the participants this question:

*Once you get people to visit the telecenter, what do you do?*

Most people have no idea what a telecenter is. Even in places where telecenters have existed for a long time, people who haven't actually used the service generally won't know how to describe what goes on.

This fact represents both opportunities and challenges. One opportunity stems from the absence of existing stereotypes to overcome. Another (at least in certain cultures) stems from the fact that the telecenter, computers, and the Internet all represent *something new*—and potentially exciting.

However, the challenge stems from the same fact. People are generally unwilling to pay for things they know nothing about.

How to overcome this and other barriers?

There are many ways to market a telecenter. But two avenues stand out as critical to success:

- Word of mouth
- Experiential marketing

Word of mouth, essentially testimonials by telecenter clients, is arguably the most effective and the least expensive way for news to spread about the telecenter.

If participants can create satisfied and happy customers in the early life of their telecenters, those customers will do all the marketing that anyone needs!

But how to overcome that initial challenge—that telecenters are unknown—to create that word-of-mouth “buzz”?

Experiential marketing means giving potential clients an *experience* of the services that you hope to provide.

Experiential marketing is a key means of addressing the barrier of unfamiliarity. When potential clients can have a “hands-on” and practical introduction to the telecenter, they grasp the concept of the telecenter and understand its benefits in concrete terms.

A simple, and direct experiential approach is to demonstrate the way that telecenter technologies can solve problems that are important to potential clients.

This is especially the case in situations where people have very little experience using the technology.

The “demo or die” principle is a longstanding one among telecenter operators.

While it is important for marketing the service, it is almost of equal importance for the staff of the telecenter themselves. They need to continuously develop new skills and improve their mastery of the technologies they are using everyday. In addition, they need to practice thinking about ways to apply the telecenter and its resources to clients’ information needs.

Telecenters are fundamentally about improving people’s skills in using information and network technologies. The telecenter staff has to lead by example, learning new skills and learning to demonstrate the use of technology to solve everyday problems.

## **PREPARATION**

No preparation is necessary for this module.

## **ACTIVITY 7.2: PLANNING A DEMONSTRATION**

In this brief activity, participants are asked to plan demonstrations of specific technologies (e-mail, digital camera, Internet) that they might offer to specific groups visiting their telecenter.

You may decide to have participants work as individuals, in pairs, or in groups. (Bear in mind that you must structure the reporting of results accordingly.)

Discuss the concept of the demonstration and why it is an important marketing tool for telecenters.

Then invite participants to complete worksheet 7.2: Demonstration Planner. There are three scenarios—be sure that each of these is being addressed.

Suggest that they review materials from Session 5, in which they matched target markets with telecenter services. These match ups might form good starting points for demonstrations.

Depending on the working scheme that you choose—individuals, pairs, groups—ask one or two volunteers working with each scenario to present their ideas.

Which technology seems to hold the most immediate apparent benefit for users?

Which technology seems most difficult to grasp through demonstration?

How can the demonstrations be shaped to better meet prospective clients’ needs?

## **KEY DIALOGUE IDEAS**

- Experiential marketing is an effective way to introduce potential clients to the benefits of the telecenter.

- Demonstrations of the benefits of technology in relation to people's needs and interest are essential forms of experiential marketing.

## **RESOURCES**

### *WORKSHOP MATERIALS*

Slides:

- Demo or Die! - title
- Demonstration Planner - instructions

Worksheet:

- Demonstration Planner  
(3 pages)

## DAY FOUR - MORNING

### SESSION 7 - SPREADING THE WORD

#### MODULE 3

## YOUR MARKETING PLAN

REQUIRED TIME: 60 MINUTES

### OBJECTIVES

After completing this session, participants will be able to:

- Explain the connection between market-penetration targets and specific telecenter services
- Set market-penetration targets for their primary, secondary, and developing markets

### BACKGROUND

In Session 4, participants in the workshop selected their primary, secondary and developing markets and matched services to these.

In Session 5, they developed lists of the services that they want their telecenter to offer.

Now it is time to set “market-penetration targets” that can serve as specific guides for marketing efforts.

### MARKET PENETRATION AND SERVICES

Market penetration means the degree to which the potential clients in a given target market are using specific telecenter services.

In the health sector in a small town, for example, 50 percent of the doctors or their assistants (nurses, technicians, etc.) might use the telecenter to post questions to a telemedicine Web site.

This rate of penetration might be considered “high impact.”

On the other hand, staff might observe that in the education sector, *no one* is using the telecenter’s digital camera.

This rate of penetration would be considered “low impact.”

In our exercise, we’ll be gauging market penetration along the following scale:

- Saturation
- High impact
- Moderate impact
- Low impact

Reassure participants representing urban schools or large rural areas that they can set market-penetration targets for their *immediate communities*, rather than entire cities or regions.

They are, after all, targeting the doctors, teachers, parents and others who are “within reach” of the telecenter’s services—they aren’t targeting all teachers at large

### SELF-SERVE V. ASSISTED SERVICES

It is very important to differentiate between “self-serve” services, where the customer does things themselves, and those services where someone on the telecenter staff helps the client.

Assisted services—which could include helping someone research an area of interest or delivering training in the use of a word processor—are more expensive to deliver.

If a staff member (say, the telecenter manager, in a small operation) is training a group of four or five people to use a word processor, another member of the staff needs to be on hand to assist other clients who may be using the telecenter.

In addition, the telecenter manager may need to work additional hours to complete other necessary tasks, such as backing up the computers or preparing for the next day's work with teacher and students in the WorLD program.

## PREPARATION

Telecenter working groups should be prepared to draw extensively on the results of activities and discussion in Sessions 4 and 5.

### ACTIVITY 7.3: TARGETING MARKET PENETRATION

Discuss the concept of market penetration with the group. Invite them to estimate the sizes of their primary and secondary markets—how many parents, for example, are in their community? How many NGOs, and how large are they?

Describe the connection of market penetration to specific services—using email, using the Internet, printing documents, and so on. Each one of these services should be considered separately in terms of targets.

Ask groups to review their service mix (Session 5, Module 3: Service Mix), in which their primary, secondary, and developing markets are linked to specific services. Ask them also to review their complete list of services (Session 5, Module 1: The Range of Services).

To complete worksheet 7.3: Market Penetration, telecenter working groups should:

- Review the list of services in the left-hand column. They can eliminate services that aren't relevant to their telecenter, and add services that don't appear on the list
- Add two of their target market sectors to each of the categories in the row across the top of the worksheet
- For each market sector, determine the degree of market penetration that they believe they will achieve by the end of the telecenter's first year of operation
- Repeat the above steps for years 2 and 3 of operation; they may need to add services to the worksheets for those years

Invite each group to report its results. Invite discussion as differences and similarities emerge among the groups.

*Which services promise high participation—Across all sectors? Across all telecenters?*

*Are group's presenting higher penetration in their primary markets than in their secondary and developing markets?*

*Are these projections based on strong awareness campaigns and other outreach efforts? Or on reaching innovators and early adopters through access campaigns?*

- Market Penetration (worksheet template)

Worksheet:

- 7.3: Market Penetration

### **KEY DIALOGUE IDEAS**

- Specific services may be more suitable for some market sectors than for others.
- Estimating market penetration can provide valuable guidelines for marketing campaigns, resource allocation, and other planning, outreach, and implementation processes.

### **RESOURCES**

- *Case studies:* Nakaseke, CyberSonghaï, Amic@s, Parceiros do futuro, CDI, Bindura
- *Little Engines That Did: Case Histories From The Global Telecentre Movement.* IDRC Study/Acacia Initiative. Richard P. Fuchs, Futureworks, Inc., June 1998.
- *If You Have a Lemon, Make Lemonade: A Guide to the Start-up of the African Multipurpose Community Telecentre Pilot Projects.* Richard Fuchs, Futureworks, Inc. Fall, 1997.

### **WORKSHOP MATERIALS**

Slides:

- Your Marketing Plan - title
- Market Penetration Targets

## DAY FOUR - MORNING

### SESSION 7 - SPREADING THE WORD

#### MODULE 4

## WOMEN AND TELECENTERS

REQUIRED TIME: 30 MINUTES

### OBJECTIVES

After completing this module, participants will be able to:

- Explain the reasons why participation by women is a critical factor in the success of the telecenter
- Identify barriers to women's participation
- Outline measures to overcome those barriers

### BACKGROUND

The participation of women is a critical success factor in the establishment of a telecenter. This is true for several reasons.

First and foremost, in most cultures women have more well developed *informal networks* of communications than men. And as participants learned earlier in this session, *word-of-mouth* marketing of a telecenter is the most effective (and cost-effective) means of outreach in many sectors.

Given these superior informal communications networks, if your telecenter provides useful services, both staff and clients who are women will have more opportunity and motivation to tell others. And the people they tell may pass the word along, even before they have investigated the telecenter for themselves.

Because women are more likely to be the principal caregivers in their families, and more likely to be more involved in volunteer organizations, and more likely to take responsibility for health care, they also have many potential "hooks" on which to hang valuable knowledge resources.

These information-needs lead them to focus much more quickly on the ways that technology and the telecenter can affect their lives and the lives of others, rather than on the operation of the technology itself.

In this model, then, having *clients* who are women is important for the success of the telecenter.

But it's also important to have women involved as *staff* for the telecenter. Why is this?

Women tend to be able to communicate better, in general, and when they have understood the value of technology, they may often be better able to help others understand this value as well.

### *BARRIERS TO PARTICIPATION BY WOMEN*

In many countries, there are cultural and practical barriers that may limit participation by women in valuable activities.

These of course vary among cultures and countries—and the response of individual women to these barriers also varies.

However, it's important to spend time with participants at least identifying the barriers that they feel are operating in their societies.

School heads and teachers from WorLD schools in Zimbabwe brainstormed the following list of barriers to women's participation:

- **Culture and time constraints**  
Society gives women too many responsibilities and keeps them at home
- **Religious beliefs**
- **Family codes**  
Husbands and fathers will not allow 'their' women to visit such centers. (Maybe because most of the community programmes are in the evening.)
- **Lack of peer support**  
E.g., At a certain school, women were supposed to be trained by a woman but they refused and a male IT teacher had to be called in. "Women have a tendency of pulling each other down." This is evidenced in politics where more women vote and yet more men win the elections.  
  
There was different view from Mr. C\_\_\_\_\_ of W\_\_\_\_\_, who said his wife has had a different experience at the schools she heads. She gets more support from women.
- **Financial**  
Women are not the income earners in a household and sometimes they don't have access to the money that comes into the house. Some of them may just not have money.
- **Attitude**  
They give up easily – and lack of determination? *There was a great deal of dissent from the women on this opinion.*
- **Male domination in decisions**

- **Transportation**
- **Poor educational background because of culture**

This is by no means a definitive list. It's an example of some of the factors that were deemed important by this group of participants. Clearly, even within the group, there was a degree of disagreement about the situation—and even disagreement about the social behavior of women in general.

### OVERCOMING BARRIERS

Whatever the barriers are, women will find a way to overcome them—especially when telecenters make special efforts to accommodate women's interests and needs.

*What advantages does a school-based telecenter have in reaching out to women?*

School-based telecenters, essentially, belong already to the community—they aren't established purely for profit. In addition, schools have field or playgrounds and other facilities that can let visiting mothers feel comfortable bringing children with them.

*What other ways can telecenters reach out to women?*

Depending on the circumstances, a telecenter might regularly schedule a "half-off night" for women, or offer special courses, such as woman-only computer training sessions, or "family-centered research skills for women."

## PREPARATION

No preparation is necessary for this module.

If there is extra time (primarily required to cover the reporting of results), you may wish to invite participants to work in groups to complete worksheet 7.4: Obstacles and Opportunities.

## ACTIVITY 7.4: REACHING OUT TO WOMEN

First, introduce the slide, "On Women and Telecenters."

What do participants think about this statement? Does it change their thinking to learn that the speaker, Rich Fuchs, is one of the foremost authorities on the establishment of telecenters in developing countries?

Continue discussion about the potential role of women in telecenters, both as staff and as clients.

Invite the whole group to consider obstacles to participation by women, and then specific opportunities to enhance that participation.

### KEY DIALOGUE IDEAS

- Women's participation is critical to the success of the telecenter
- Women form stronger information communication networks
- Women are well-positioned to understand the value of information in their own lives and the lives of others

- Telecenters should take specific steps to reach out to women

## RESOURCES

- *If You Have a Lemon, Make Lemonade: A Guide to the Start-up of the African Multipurpose Community Telecentre Pilot Projects.* Richard Fuchs, Futureworks Inc. Fall, 1997.

### WORKSHOP MATERIALS

Slides:

- Women and Telecenters - title
- On Women and Telecenters
- Obstacles and Opportunities

Worksheet (to be used at facilitator's discretion):

- 7.4: Obstacles and Opportunities