Theme Guide: Marketing & Communication

June 2020
Theme Guide: Marketing and communication

Marketing communication (MarCom) is a fundamental part of a company’s business operations. MarCom can be described as all the messages and media you deploy to communicate with the market. Marketing communication includes advertising, direct marketing, branding, packaging, your online presence, printed materials, public relations (PR) activities, sales presentations, sponsorships, event appearances, and more. The main purpose of MarCom is to promote specific messaging to key audiences in order for the intended audience to take the desired action that you’re seeking.

Marketing refers to activities a company undertakes to promote the buying or selling of a product or service. All marketing activities and every aspect of marketing fall under the goals of controlling perception, changing behaviour, or both. Without marketing, your business could have ground-breaking, industry-transforming products, and services that satisfy your customers’ needs, but never have the chance to reach your target audience. Once you’ve found a way into your customers’ consciousness, your chances of being able to sell your product, service, or brand to them have significantly improved. What’s more, once you’ve become visible to your audience, word of the quality of your products and services will spread.

Defining communication

Communication in this context can be defined as the process of creating, sending, receiving, and analysing messages to large audiences via audio-visual and written media and content. It is an expansive field that considers not only how and why a message is created, but the medium through which it is sent. These mediums are wide-ranging and include print, digital media, and the internet, social media, radio, and television. It is a critical function for every company, but it can be hard to know where to focus your efforts if you’re operating with a lean team and no dedicated headcount.
Many start-ups work on a limited budget, meaning that they need to find the most cost-effective way to communicate their message and make the biggest impact possible. They need to understand the right communication channels with the right delivery that will help them achieve their business goals. These channels include both social and traditional media. The communication function in a young company needs to align with the core message, the positioning, and the overall trend of the mission of the start-up. Thus, the start-up needs to learn how to crystallise its most important aspects and execute its communication strategy in a systemic approach.

Marketing communication for Decentralised Renewable Energy (DRE) companies

According to Power for All, marketing campaigns are crucial to decentralised renewable energy (DRE) companies for raising awareness about the benefits of DRE. “Above the line” engagement—aka advertising by radio, television, mobile and the internet—is a vital tool in the arsenal of any organisation highlighting new products and services. In the DRE sector, initiatives such as CEED’s 100% Bihar have raised the profile of distributed solutions by gathering support from high-profile Bollywood stars (as well as “The Hulk” from Hollywood fame), while the multi-country Lighting Global education campaigns have led the way in awareness raising through engaging media content: from television adverts to radio, billboards and comic books. Animated videos also provide the perfect opportunity to illustrate to an audience how to use the products and services of a company. SolarAid used an animated video, The solution already exists, to show how Sunny Money helped millions learn about clean distributed energy solutions.

*Figure 2 Integrated marketing strategy*
Yet in un-electrified regions, the lack of access to key information channels presents a complex challenge. Televisions might only be watched on rare occasions, and households may not have access to radio, or print media. “Below the line”—or direct ‘one-to-one’ outreach—has therefore become a vital feature of DRE demand-creation campaigns. From the extensive work of the Lighting Global teams, including direct outreach in over 9,000 villages in India, to targeted actions to engage women’s groups, faith leaders, and communities across Africa, word-of-mouth knowledge sharing has been instrumental in catalysing market growth. And this success has provided important lessons for emerging markets. December saw Sierra Leone incorporate key elements of direct outreach into its new Energy Revolution programme, with solar road-shows and fairs, and the education of young people via the country’s network of Ataya bases (tea shops).

Although awareness is key to achieving clean energy access, so too is building trust. In low-income communities, investment in a solar light or home system, or commitment to sign up to a mini grid, is a significant purchase decision. In the early stage of East Africa’s market growth, the importance of learning about the benefits of DRE through a respected source was a critical lesson for SolarAid in Tanzania. After-sales data showed unparalleled success when a community was told about solar by a teacher, so the organisation began working closely with the education network to reach communities through local schools, leading to over 1.7 million solar light sales in three years, and over $300 million in savings for families living below the poverty line.

Similarly, endorsement of DRE products via trusted agricultural cooperatives and local chieftains has rapidly accelerated the uptake of decentralised technologies. In Rwanda, the imihigo tradition has taken DRE knowledge-sharing one step further. As well as providing a forum for discussion through the country’s indigenous knowledge-sharing system, imihigo (or “goal setting”) has led to individuals and families, as well as community leaders, committing to meeting energy-related development targets. Early research by UCL/BBOXX found that over 40% of solar home system users interviewed had energy targets in their households, with 50% reporting energy targets at the umudugudu (village) level.

Momentum on awareness is certainly rolling, and in more established markets it is already enabling even greater innovation, impact and opportunity. In Bangladesh, energy literacy through the IDCOL program has led innovative breakthroughs—such as the MESOLshare peer-to-peer solar utility model— awareness about solar lights in East Africa has primed the market for solar home system markets and mini grids, and knowledge gathered from micro-hydro programs in Indonesia, Sri Lanka and Nepal is now being used to highlight its potential across Southeast Asia.

Yet with awareness also comes demand that must be met. And while the importance of awareness should not be underestimated, neither should the need for joined up planning to avoid market spoilage and dashed expectations. In Tanzania, increased awareness and demand in 2014-5 led to an influx of low-quality solar lights faster than companies selling quality products were able to finance their extension into new regions. Meanwhile in the mini grid space, the hopes of villagers who have seen the benefits of mini grid systems in neighbouring settlements can be raised, only for them to find that there is no national planning for similar services to be provided to their homes and businesses.

**Traditional marketing vs social media marketing**

Traditional and social media marketing share two common goals. One, to entice customers, and two, to boost brand awareness in the market. Traditional marketing commonly involves advertising through radio, TV, newspaper and magazines. Social media marketing on the other hand is an online marketing method that focuses on gaining traffic through social media channels.
Communication Value

In the marketing process, you must present your goods and services to your potential clients and convince them to purchase. If you want to be a successful marketer, you must possess the best communication skills or traits in the form of team communications, visual and written messages, and personal interaction. If you are running a new business, you need to understand that your potential clients have been buying products and services from your competitors.

Therefore, in order to win their hearts, you have to use communication as a tool to make your services or products shine. Communications and marketing assets created by your organisation must be convincing. Below are the major benefits of communication in marketing that you need to know.

Effective communication:

**Builds and maintains relationships.** If you use the right interpersonal skills when talking to customers and other stakeholders, you will succeed in building long-term relationships. However, you have to nurture all the productive relationships. Therefore, when marketing your goods and services, you have to convince your clients how your goods and services will provide long-term solutions to their needs.

**Facilitates innovation when marketing.** When marketing your company’s goods and services, you must be creative. If you have effective communication skills, you will be able to come up with innovative ideas when interacting with your potential clients.

**Enhances transparency.** If you want to maintain transparency in your organisation, you need to communicate regularly with your employees and customers. Effective communication shows that you understand their needs. Also, it proves that your organisation is ready to provide solutions consistently.

**Overcomes marketing obstacles.** As a marketer, there are challenges that you are likely to encounter. For instance, language and cultural barriers hinder many marketers from expressing their ideas to the clients in an excellent manner. If you understand their culture, needs, and language well, you will be able to establish constructive friendships and connections, which will make the marketing process smooth. Exploration of new markets requires a lot of planning and resources, so make sure that you take the risk after thorough research and careful considerations.

<table>
<thead>
<tr>
<th>Table 1 Traditional market and social media marketing</th>
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<td><strong>Traditional marketing</strong></td>
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<td><strong>Little Interaction</strong></td>
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<tr>
<td>Traditional marketing is a one way street where a</td>
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<td>business is able to broadcast or provide information</td>
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<td>to their target audience about its product or service.</td>
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<td><strong>No Control Over Timing</strong></td>
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<td>Traditional marketing is dependent on promotional</td>
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<td>methods that once executed cannot be updated.</td>
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<td><strong>Higher Costs</strong></td>
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<td>The recurring costs in traditional marketing can</td>
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<td>prove to be a huge investment that may or may not</td>
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Limited Customisation Options
Traditional marketing offers you little help when it comes to customising your campaign and targeting a specific customers

Poor Campaign Measurement
When executing a traditional marketing strategy, it is essential to know how effective it is to ensure you’re not investing in the wrong direction. Unfortunately, results that you get from traditional marketing cannot be measured easily and efficiently

Build Online Community
By sharing content online, you can create a virtual community for your brand or business

Increase Sales
A stronger presence on social media can have a direct impact on the sales of your business

Expert Authority
Sharing information on social media will help establish your business as credible and authoritative

Word of Mouth Marketing
Users who share their experiences with your brand online act as word of mouth advertising

Here are some important tips and considerations that can help your business in overcoming marketing obstacles:

1) **Product testing** - conduct an extensive market survey to determine the feelings of customers on a given product. This will determine the influence of the purchasing decisions of another customer.

2) **Product offering** - conduct research on ways of offering products to the market. This will enhance the success of your product in the market.

3) **Marketing segmentation** - this will enable you to read the existing marketing structure. This in turn will assist you in defining success of new products in the market.

4) **Customer feedback** - make time to meet and seek feedback from your customers and other respondents to improve on the quality of your products and service to satisfy their consumption.

5) **Harness local market expertise** - moving into a new market requires local knowledge. Seek advice from local experts, who can provide valuable insights which can help you firm up the foundations upon which to enter.

6) **Cultivate partnerships** - local partnerships are a good way to help build your business and develop your reputation. Discussing desired outcomes from the outset will make a big difference in helping your business succeed. For example, rather than seeking to own the entire value chain, d.light has created a cost-effective partnership with Total, French energy group, to stock solar lanterns across thousands of retail outlets across Cameroon, Indonesia, Burkina Faso, Malawi, Niger, Senegal, South Africa, Uganda, Zimbabwe, Kenya and the Republic of the Congo.

7) **Navigate new legislation** - understand laws and licensing regulations in the new territory and how they are applied in practice. Licensing does not come without its challenges and given the nascent state of the mobile-enabled energy sector, replication requires a more hands-on approach from the licensor to transfer knowledge and technical support, and build local business operations. In the case of PEG Ghana licensing the M-KOPA solution, the technology has been made to adapt to this new context (such as flexibility in the backend customer management system) and more robust, while M-KOPA was able to anticipate the right level of training and support for PEG agents.
8) **Cross-border knowledge sharing** - this is vital for any business to succeed. By asking teams to share insights and best practice tips, this will help you to increase productivity and efficiency while also ensuring your business provides the best possible service.

**Branding**

Branding is a vital part of a company. At the most basic level branding includes the messages, words, symbols, colours, typefaces, styles, tones of voice, etc that represent the company, its products and your position in the world as you want them to be understood by those with whom we interact. Including, but not limited to:

- Company name, taglines, boilers (short descriptions), etc
- Mission, vision, values statements
- Employer brand: how the company is perceived as a place to work
- Product naming
- Visual identity: logos, colours, typefaces, formal usage guidelines, etc.

For example, Apple’s branding is all about cutting edge but extremely user-friendly technology. This identity should be a part of every marketing communication your organisation sends out, whether it’s for media outreach, a new advertising plan for a sales promotion, or a personal selling campaign.

In Kenya, M-KOPA partners with national telecom operators, using these relationships to enable cash collection through mobile money platforms. Where these relationships are very strong, such as with Safaricom in Kenya, they can also bring brand and marketing benefits, adding to M-KOPA’s credibility in the marketplace.

**Fenix International** defines itself as a “next-generation energy company with the mission to improve the quality of life of their customers, through inclusive energy and financial services.” Co-branding of the **Fenix systems** with **MTN** proved critical in establishing customer trust and creating pull in unproven market conditions.

Before Fenix launched ReadyPay Solar in 2014, solar was often viewed suspiciously in Uganda due to sub-par quality products and unethical practices by other vendors. In addition to partnering with MTN Uganda for marketing and distribution, co-branding the ReadyPay systems with both MTN and Fenix’s logos and matching the plastic casing with MTN’s brand colour were instrumental in creating early growth.

<table>
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<th>Table 2 Weak and strong marketing messages</th>
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<td><strong>Weak marketing messages</strong></td>
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<tr>
<td>&quot;In today’s highly competitive business world, every company needs our software to run their manufacturing more efficiently.&quot;</td>
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<tr>
<td>&quot;Our world-class engineering team designed our product set to be both usable and flexible.&quot;</td>
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Audiences

Who are you trying to reach? Knowing your audience makes it possible to plan your communication logically. You’ll need different messages for different groups, and you’ll need different channels and methods to reach those groups. Some of your target audiences may include:

- Potential customers
- Investors
- Foundations
- Media
- Renewable energy companies
- Distributors
- Local banks
- Policy-makers
- Renewable energy associations
- General public
- Ministry of Energy

There are many different ways to think about your audience and the ways they could best be contacted. First, there’s the question of what group(s) you’ll focus on. You can group people according to a number of characteristics:

- **Demographics** are simply basic statistical information about people, such as gender, age, ethnic/racial background, income, etc
- **Geography**: you might want to focus on a whole town or region, on one or more neighbourhoods, or on people who live near a particular geographic or man-made feature
- **Employment**: you may be interested in people in a particular line of work, or people who are unemployed
- **Behaviour**: you may be targeting your message to women heads, or unemployed youths
- **Attitudes**: are you trying to change people’s minds, or bring them to the next level of understanding?

For example, Solar Sister believes that investing in women is not only the right thing to do – it is the smart thing to do. Solar Sister provides women with training and marketing support like Solar Sister branded ID, flyers, stickers, posters, t-shirts for community launch events as well as to showcase the products at high visibility locations.

Messaging

The success of your company will depend on your ability to clearly express what makes you different from your competitors. Your core message is an uncomplicated way of telling your target audience why you are different. It should explain the unique benefit of your solution and how it will positively impact their lives, in simple terms.

Getting these messages right is of critical importance. It may be a gruelling and time-consuming exercise but it is worth the effort. Core messages will be the backbone of all marketing content created for your business. Once agreed, you can tell a consistent and compelling story via any communications channel, be it a presentation, a press release, a media interview, or a public keynote address.

Start by answering the following questions:
“What do I want my audience to remember? What action do I want them to take once they have heard the message?” Once you have figured that out, begin writing. Be:

- **Authentic**: be consistent with your messaging. This helps build identity, reputation and trust with consumers and stakeholders
- **Relevant**: make sure your messages are timely, informative and actionable
- **Credible**: make sure the content of your message is believable
- **Clear**: avoid technical terms that no one can understand
- **Concise**: one sentence would be ideal
- **Specific**: address a particular concern and audience

Core messages should be short (no more than two to three sentences), generally no more than a sentence or two.

**Images**

Visuals have never been more important, and using photography and video in marketing can be crucial to your brand’s promotions of your products and services. Attractive product photos and compelling videos are always a good investment. Hiring a professional photographer to take these shots can potentially multiply your earnings versus using basic photos you’ve taken yourself. Prosumer tools for more cost efficient, in-house creation of images, videos and other visual content are also readily available.

Why use images in your marketing and communications:

- **Grabs attention**: “A picture is worth 1,000 words”. There’s truth to that when it comes to grabbing attention.
- **Adds context**: visuals help your audience better understand what you’re trying to say. They give context in ways that words can’t.
- **Evolves emotion**: using captivating visuals can drive emotional responses.
- **Easier consumption**: looking at a visual is easier and quicker to consume than paragraphs of text.

**Product and service marketing**

You need to convince your customers and clients that your product or service is all they need. When a value is demonstrated rather than described it immediately becomes more relatable. Your customers need to know more than how things work—they want to understand how that functionality creates a change for them.
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- **Identify your product’s promise to get your prospects’ attention**
  Identify an immediate benefit associated with your product, relate how it affects prospects on a personal and emotional level, and use this to come up with your product’s promise.

- **Highlight what your product does to convince customers they need it**
  Research your customers’ problems, come up with content like headlines and videos that explain how your product can solve them, and feature it on your website.

- **Keep your message consistent so it sticks with your customers**
  Highlight your product’s features and benefits in detail after the headline, and focus on your product’s promise whenever you’re talking about it.

- **Use clear calls to action to encourage clients to buy or try your product**
  Use clear and convincing calls to action, offer trials or previews of your product if applicable, and feature them prominently on your website.

For example, Greenlight Planet’s call to action encourages you to purchase their products.

“We design Sun King™ products to change the lives of the world’s 2 billion off-grid consumers who use dim, dangerous kerosene lamps for light at night. Buy a Sun King™ today and let’s bring honest, affordable energy to homes around the world.”

**Choosing channels and content marketing**

Different media will require different approaches. As you start to work through your approaches you need to ask questions about the timescales and timetables involved. If you have a good idea of who you’re marketing to, deciding exactly how to market becomes a whole lot easier. Decide which marketing channels to use based on the tendencies of your target audience. Knowing which channels they use most will help you get the greatest amount of exposure in the most relevant markets.

For example in Nigeria, the Lumos solution is marketed, distributed and sold by MTN Nigeria as the MTN mobile electricity service. MTN’s understanding of the local market is instrumental to better address and communicate with customers, while their existing customer base of 60 million subscribers offers a head start and fast access to the Nigerian market.

**How to determine your communication/tactics**

Communication channels and tools that are feasible will be a compromise between what is desirable and what is practical given the available resources. You need to decide how the information will be shared and communicated:

- Consider your brand’s communication in its entirety, don’t just concentrate on paid marketing
- Invest time in getting the objective for communication right, and make sure all partners are clear what it is
- Ensure that your budget matches your ambition, and vice versa
- Demand that your communication and marketing strategy has an idea at its heart (and not just a marketing idea). The only safeguard in ensuring that consumers will pay attention in their time-starved world is to provide them with an idea they can’t resist.
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- Question your assumptions about the media world. That landscape is changing in some fast and fundamental ways
- Make sure each channel that you use has a clear role to play and fits with the other media that are used. You are aiming for the whole to be greater than the sum of parts
- Don’t give up on effectiveness! Embrace economics, construct some tests and controls
- Decide whether you want the leadership of communication strategy to sit with client or agency
- Decide whether you want all-agency collaboration or a single point of leadership
- If you want a creative to lead then decide which agency that should be (it doesn’t have to be the marketing agency)

Broadcast

Radio is still the world’s most popular mass medium, reaching billions of people each year. It is said to be the most reliable and affordable medium of exchanging information and knowledge in many communities where access to electricity, internet, and television is not all possible in Africa and Asia. It also offers an opportunity for small communities whose voices are not heard on wider mediums.

Consistency is key when combining TV and digital campaigns. When a viewer sees a TV spot and searches the brand name, the website that comes up should have the same look, feel, and messaging as what they just saw in the commercial. TV and video is a huge driver to the web, so do not treat those new customers differently.

Print

Compared to television advertising, print advertising is relatively cheap. Local newspapers will appeal to regional businesses, while multinationals will look for the ‘wow factor’ that a national newspaper or magazine can offer. Magazines provide even greater value-added with enhanced quality through glossy photographs and quality paper, appealing to high end and fashionable organisations.

Digital

Social media: as social media usage worldwide continues to grow, so does the importance of incorporating social channels into the marketing plan for your start-up. Whether you’re creating and scheduling posts across channels, posting directly, or creating ads, social media can quickly and cost effectively communicate with your existing fans, friends, and customers. It can also help expand your reach and encourage more people to check out your website, store, or products. Each social media channel serves different personalities and audiences. And those audiences engage with each channel differently. Therefore, it’s up to you to determine what works best for your start-up.

Facebook and Instagram: Facebook and Instagram each have more than a billion users worldwide, which means you’ve got a huge collection of potential customers at your fingertips.

Twitter provides several advertising options that help you raise awareness of your start-up, drive people to your website, attract new followers, and more.

LinkedIn gives start-ups the opportunity to connect with (and promote themselves to) other like-minded professionals.

Email marketing is an effective way to build a relationship with your audience and keep them engaged over time.
Websites are versatile marketing tools that work around the clock to help you communicate with your audience and grow your business.

Op-eds and blogs are becoming the main source of timely information for many consumers. They can also be used to share perspectives on new products and innovations entering the marketplace. Blogging is an effective way to boost online visibility and build brand trust.

Newsletter marketing involves sending out informational newsletters to interested parties. Email is cheaper and faster and produces data that can be more easily studied to create more relevant newsletters. Newsletters contain a range of content that is not exclusively related to shopping. You can include everything from industry news to interesting statistics, and "how-to" articles in a given issue of a newsletter.

Search marketing, also known as search engine marketing or SEM, is a type of online marketing strategy that promotes websites by increasing their rankings and visibility on search engines like Google, Yahoo, or Bing. This may also be referred to as search engine optimisation (SEO). Search marketing employs both paid and unpaid (organic) tactics to help Internet users find the right website among millions. For paid methods such as paid search engine advertising and Pay-per-click, they are often used when the company needs to quickly increase awareness of the target audience or when there is a strong competition.

A podcast is a pre-recorded audio program, published on the website and available for download on personal computers or mobile devices to listen when the listener wishes. Podcasting allows brands to communicate to a captive audience. With lifestyle on-the-go, the power to have the podcast on demand allows companies and brands to tell their story anywhere at any time, which helps to establish authority in your industry and create advocates for the brand along the way.

Experiential

An event roadshow series consists of events (usually day or half-day events) in multiple towns with the goal of reaching the target audience in different locations. The value of a roadshow is that it provides in-person conversations between your customers and prospects with your sales, marketing, and product teams in a smaller setting.

Grassroots promotion combines some of the different promotional approaches in a focused, creative, and low-cost way that is often local or community based. It can be particularly useful for start-up ventures. A grassroots promotion model tested by SolarAid in Senegal saw that offering access to solar products in a try-before-you-buy approach doubled subsequent purchase rates.

Media Relations

Build relationships with journalists and keep them up to date with relevant information, without bombarding them. These relationships don’t always have to lead to coverage. Taking time to build good relationships with interested journalists will help to make sure your organisation receives good quality, positive coverage in the longer term.

- Good media relations should be part of your wider communications strategy and reinforce your key messages
- How do you think people perceive your company? Think about both internally and externally
- What messages does your organisation currently give out? Are they consistent?
- Think about all the communication channels you use, your branding, the way your staff talks about your organisation, and the media
How would you like people to perceive your organisation? What are your key messages? What are your unique selling points, i.e. those things that are particular to your company and make it worthy of people’s attention?

Who would you like to reach with these messages and why?

Steps

1. **Target the media** - find stories and angles to tell people about your company. These need to be newsworthy and interesting for the media you are targeting, interesting for those reading, listening or watching it, and appropriate for the audiences you are trying to target.

2. **Research media contacts** - read/watch/listen to media. Find out who the relevant journalists are. See how they report, what they cover. Find out current topics and styles.

3. **Write a press release** - a press release (PR) is sent out in advance of whatever activity or information you want in the media, as it is advising reporters of what will happen. This gives them enough time to get it on their radar, and get their editors interested. The first paragraph of a PR should include what, where, when, and who – make sure a journalist doesn’t need to read any further to know the essence of the story.

4. **Email your media contact list** - email the release to your media list. The timing of when you send it will vary. Copy the press release into the body of the email, BCC reporters, and hit send.

5. **Following-up** - after sending the release, call key media contacts and follow up with them. Ask if they received the release and offer to re-send it to them so that it is at the top of their inbox. Offer them interviews, and answer any questions.

Monitoring and evaluation

It’s always important to measure your results to understand whether you achieved your objectives. If you don’t measure the impact of your marketing communications efforts, you’ll have no idea whether what you are doing is effective or not. Measuring your impact is particularly useful when thinking about the distribution and breadth of work. For example, did your output (e.g. a report or product) reach the target audience?

Examples of what this looks like:

- Tracking the overall reach of an output (e.g. sales reach, unique website visits, downloads, social media engagements, etc)
- Measuring the popularity of different outputs (e.g. which output gets the most downloads, or which page has the highest average time spent on it?)
- Monitoring where website visitors are based, their gender, age, etc
- Providing internal benchmarking
- Understanding what type of output works for different audiences

**Key question to ask:**
Are we reaching the intended audience(s)?

**Key follow-up questions to ask:**

- What was the reach of the outputs?
- Is your audience growing?
- Where are they based?
- How are they interacting with the output(s)?
● Was your output shared by audiences or reproduced in any way?

Example tools to gather data:

● Websites: Google Analytics
● Media: Meltwater, Mention, Cision
● Social media: Twitter analytics, Facebook analytics, Hashtracking
● Events: Eventbrite, Event Smart, Eventzilla
● Newsletters: MailChimp, SendinBlue
● Videos: YouTube analytics, Vimeo analytics
References and further reading

How to educate last mile consumers in India about new technologies [https://www.powerforall.org/news-media/interviews/conversation-praveen-kumar](https://www.powerforall.org/news-media/interviews/conversation-praveen-kumar)

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The Ultimate Startup Marketing Strategy For Incredible Growth [https://www.ventureharbour.com/ultimate-startup-marketing-strategy/](https://www.ventureharbour.com/ultimate-startup-marketing-strategy/)


Climate Outreach – 7 Key Principles for Visual Climate Change Communication [https://climateoutreach.org/resources/visual-climate-change-communication/](https://climateoutreach.org/resources/visual-climate-change-communication/)

Useful contacts

Power for All
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Please contact your Client Relationship Manager if you want help with introductions to specific individuals within these institutions.