



# Moving the Goalposts – *Makapad Social Enterprise*



*Team:*

*Marijke Coopmans, Leonie In de Braekt, Julie Bogaert, Agata Lis*

*Timeline:*

*January – June 2010*





## THE PARTNER CHARITY ORGANISATION: MOVING THE GOALPOSTS

- Non-profit organization based in Kilifi province, coast province in Kenya
- Core programme: football for girls, offering young girls opportunities to develop themselves on and off the football field
- Various projects: football & leadership, health project, education support, promotion of economic dependence
- Founded by Sarah Forde in 2002, with 200 girls. Today, it has 3000 members playing football at 25 football fields

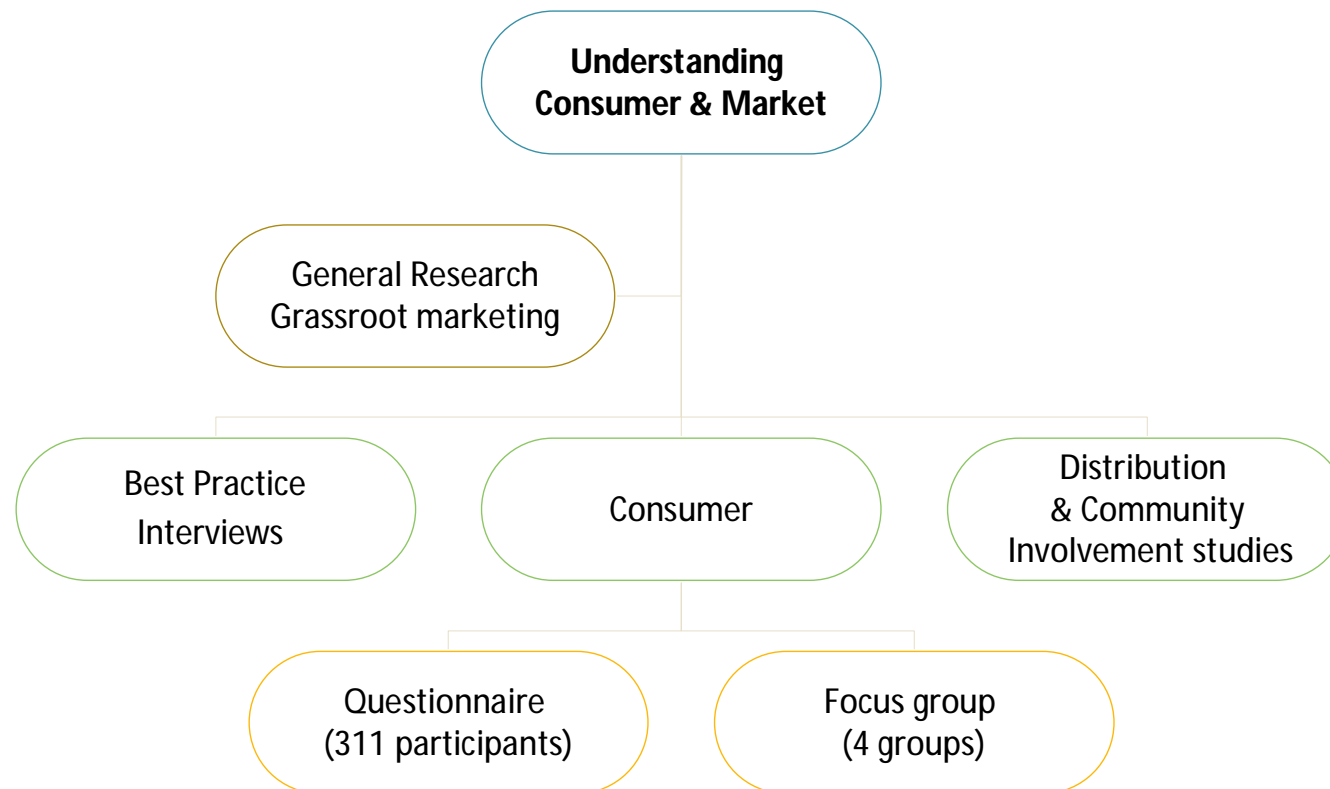
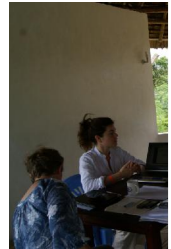
## THE SOCIAL ENTERPRISE PROJECT

### MAKAPAD MARKETING AND DISTRIBUTION PLAN

- Product: Women's hygiene product, made from absorbent filler & papyrus – eco friendly. Solution developed locally (Uganda) by professor Musaazi. Local solution made by local people
- Social enterprise goals:
  - (1) To make affordable sanitary pads available to young girls and women in coast province, Kenya
  - (2) to generate a revenue stream that can support other MTG initiatives (e.g. education & health programmes) increasing MTG self-sufficiency
- Sony graduate's project goals:
  - To propose a marketing and distribution plan for Makapads based on consumer/market understanding



# OVERVIEW OF PROJECT DELIVERABLES



## Concrete deliverables:

- Analysis & conclusion document quantitative study.
- Analysis & conclusions focus groups & usage-based survey
- Consolidation main findings & recommendations based on above studies & additional researches into a **marketing & distribution plan**





## LEARNING / MOTIVATION FROM PROJECT

### BUSINESS INSIGHTS/SKILLS

- Consumer-focussed mindset:  
Working on this project studying the Kenyan market forced us to completely let go of our assumptions on what drives consumers & how the market works – and start from scratch based on the grassroots marketing principle.
- Flexibility & change management  
When discovering that the unexpectedly high production costs did not allow for a low-cost product strategy one of the basic assumptions for the project completely changed: we constantly had to reconsider all of our work and re-evaluate the viable ways ahead – and our deliverables to the client
- People & resource management skills  
We discovered the people on-site working with us on the project were much more experienced than expected and of great value to the successful completion of the project – we could not have delivered these results without them

### PERSONAL LEARNINGS

- Breaking down the silos:  
Working together in a virtual team and across 3 different sister companies & 2 sales companies were significant hurdles but working on this project has shown us these barriers can be overcome if we work together on a greater objective
- Full project management  
Having driven a project from front-to-end, taking full responsibility of everything from the relation with the customer to the set-up of project goals and moving to achieving real deliverables proved a great motivation and learning experience – improving leadership skills, decision-making skills & negotiation skills in particular
- Time management skills  
Working on this project next to our regular jobs has improved personal effectiveness & decision making skills – moreover these time restrictions have forced us to continuously prioritize and to set realistic expectations for the customer and ourselves



