

## Executive Summary for ILUMÉXICO

### **Opportunity**

Approximately three million Mexican people live without electricity. ILUMÉXICO sells solar home systems to rural, off-grid Mexican communities and offers after-sale services and maintenance. As ILUMÉXICO grows, it has the opportunity to expand its client base through the acquisition of new customers and the expansion of their products, thereby increasing its social and economic impact.

### **Research Activities**

We conducted a total of 50 semi-structured interviews, in Campeche, Mexico. A total of 32 individuals were interviewed regarding their satisfaction with their solar home system. The objective was to discern the similarities and differences in beneficiary experience between government program recipients and ILUMÉXICO clients. Eighteen individuals were interviewed regarding a solar cooler prototype designed by a team of Santa Clara University engineering students.

### **Key Findings**

First, we found that while everyone was satisfied with their solar light, ILUMÉXICO's customers reported greater satisfaction due to after-sale services and company-customer relationships. Furthermore, since government program recipients are not included in ILUMÉXICO's network, there is potential for ILUMÉXICO to expand their client base to reach government program recipients. Lastly, all individuals interviewed provided positive feedback on the design of the solar cooler and said they would use and buy the product, indicating ILUMÉXICO has a strong market opportunity in Campeche.

### **Deliverables**

We present three deliverables that aim to help ILUMÉXICO continue expanding. The *Comparative Study Report* outlines an argument for why the social enterprise model is likely to result in greater, long-term customer satisfaction and positive impact than the traditional government aid model. The *Referral Program Proposal* introduces ILUMÉXICO's opportunity to increase its client base through a referral program that integrates government recipients into the ILUMÉXICO network. The *Solar Cooler Report*, through the analysis of collected data, presents the potential economic, social, and health impacts the solar cooler could have on customers.

### **Recommendations**

In order to foster continued growth and greater impact on rural communities, we recommend that ILUMÉXICO conduct more focused research on the following two areas: 1) the expansion of their client base through a referral program and 2) the testing of customer experience with the solar cooler by means of pilot programs. We also recommend that ILUMÉXICO persuade the government to provide funding in order for ILUMÉXICO to use its social enterprise model to reach more customers.