

## Executive Summary

To address the lack of access to affordable purified water in East Africa, Jibu is disrupting the traditional method of filtration, bottling, and distribution. By decentralizing these functions to franchises, Jibu improves the health, financial well-being, and ownership opportunity in East African communities. Jibu Corporate aims to minimize the time to reaching profitability so that it can sustain rapid growth and accelerate its impact. With limited formal training in place, Jibu needs consistent, flexible, and comprehensive materials to train both Franchisees and Sales Agents in the sales and marketing of Jibu water. Competent and empowered employees will reduce the time to profitability, be more satisfied and productive in their time with Jibu, and ultimately increase Jibu's impact in the developing world.

We directed our research to the development of a training suite for all new Franchisees and Sales Agents to address the lack of formal training procedures and knowledge. Our research consisted of 7 weeks of shadowing and familiarizing ourselves with Jibu operations, 15 structured interviews with Franchisees and Sales Agents as well as discussions with Jibu executives and employees about the local context in Rwanda and Uganda. Insight from Jibu employees serves as the basis for our deliverables that will guide new hires through issues surrounding water access, the problems associated with boiling, and the nuances of customer relationship management.

Education and exchange are critical when conducting door-to-door sales in a variety of communities. Sales Agents were most successful when they understood the unique challenges of their customers. Sales Agents and Franchisees unanimously reported that customers would buy Jibu water if the prices were perceived as competitive with boiling. We found that the middle class target market often did not understand the aggregate cost of boiling water; consequently these potential customers failed to accurately weigh the value differential between Jibu water and boiled water.

To address this shortcoming of unsuccessful Sales Agents, we constructed an integrated and standardized Marketing and Sales Training program. This suite of materials is designed to provide Franchisees and Sales Agents with the knowledge, skills, and tools to engage new customers in their community. The Sales Agent Training and Development Guide serves as a reference during training and in the field. It also serves as the basis for the interactive and informational activities throughout the slides that present this base of information in an engaging way. To ensure there is consistency in presentation and execution of this information, the Training Guide expands on elements discussed in each slide. These materials are to be used by both Jibu Corporate for training its new Franchisees as well as by the Franchisees for training their new employees and Sales Agents.

To boost the productivity of current franchises and to ensure consistent knowledge and training across the board we recommend rapid implementation of these materials by Jibu Corporate and franchisees. Further, we recommend that Jibu Corporate hire a Director of Training for all new and existing franchises. This is common practice among franchise networks and will enhance the flexibility and dynamism of the program as new franchises are opened in diverse locations.