

AgroTrack-Lite: Go-To-Market Strategy

18-Month Plan to 100,000 Farmers

EXECUTIVE SUMMARY

Objective: Onboard 100,000 smallholder farmers to AgroTrack-Lite within 18 months, establishing product-market fit and achieving profitability.

Strategy: Leverage farmer cooperatives as distribution channels, starting with a 100-farmer pilot in Kenya, then scaling through word-of-mouth and strategic partnerships.

Key Metrics:

- Month 3: 100 farmers (pilot)
- Month 6: 2,000 farmers (early growth)
- Month 12: 10,000 farmers (break-even)
- Month 18: 100,000 farmers (scale)

Budget: \$300K (Months 1-18) **Expected Revenue (Month 18):** \$1.32M/year **Break-Even:** Month 16

PHASE 1: PILOT (MONTHS 1-3)

Goal: Validate Product-Market Fit with 100 Farmers

Target Geography:

- **Kisumu County, Kenya**
 - 200,000 smallholder farmers
 - Strong cooperative network
 - Good mobile connectivity
 - Close to urban markets (Kisumu City)

Target Crops: Maize, beans (most common)

Partner Selection:

- **Primary:** Kisumu Maize Farmers Cooperative (500 members)

- **Secondary:** Nyanza Women Farmers Association (300 members)

Acquisition Strategy:

Week 1-2: Partnership Setup

- Approach cooperative leadership
- Present demo to board members
- Sign MOU (Memorandum of Understanding)
- Negotiate: Free for 3 months, then 1.5% fee (vs 2% retail)

Week 3-4: Training & Onboarding

- 2-day workshop at cooperative office
- Train 10 "champions" (tech-savvy farmers)
- Provide printed SMS guides in English + Swahili
- Set up local collection hub

Week 5-12: Active Pilot

- Champions onboard 10 farmers each = 100 total
- Daily phone support (Swahili speaking)
- Weekly in-person check-ins
- Track: Usage, feedback, issues

Success Metrics:

Metric	Target	Stretch
Farmers enrolled	100	150
Active users (1+ tx)	60	80
Transactions	150	300
Retention (use twice)	50%	65%
NPS Score	40	60

Investment:

Costs (Months 1-3):

- Staff: \$15K (1 full-time ops manager)

- Training materials: \$1K
- Collection hub setup: \$2K
- Phone support: \$1K
- Travel/meetings: \$2K
- SMS costs: \$150 (1,000 messages)
- Hedera fees: \$10
- **Total: \$21,160**

Revenue: \$0 (free pilot period)

Key Learnings to Extract:

Product:

- Which features are used most?
- What causes confusion?
- Language/terminology issues?

Operations:

- Optimal collection hub distance?
- Best delivery verification method?
- How to handle disputes?

Economics:

- Actual transaction frequency?
- Average transaction size?
- True cost per transaction?

Marketing:

- What convinced farmers to try it?
 - What objections came up?
 - Who are the best evangelists?
-

PHASE 2: EARLY GROWTH (MONTHS 4-6)

Goal: 2,000 Farmers Through Word-of-Mouth

Geography Expansion:

- **Primary:** Kisumu County (expand to 5 cooperatives)
- **Secondary:** Neighboring counties (Siaya, Homa Bay)

Crops: Add coffee, tea

Acquisition Strategy:

Channel 1: Referrals (70% of growth)

- Incentive: 100 KES (\$0.75) credit per referral
- Mechanic: "Invite friend, both get bonus"
- Target: Each pilot farmer refers 2 friends
- Expected: 100 → 300 via referrals

Channel 2: Cooperative Expansion (25% of growth)

- Leverage success story from pilot
- Present to 10 new cooperatives
- Sign 4 additional partners
- Each brings 200-400 farmers
- Expected: +1,000 farmers

Channel 3: Local Marketing (5% of growth)

- Posters at agricultural supply shops
- Radio ads on local stations (Swahili)
- Demo days at weekly markets
- Expected: +100 farmers

Operations Scaling:

Team Additions:

- Month 4: Customer success agent (Swahili)

- Month 5: Marketing coordinator
- Month 6: Technical support (part-time)

Infrastructure:

- Set up 3 additional collection hubs
- Partner with 2 local logistics companies
- Integrate M-Pesa for cash-out

Success Metrics:

Metric	Target
Total farmers	2,000
Monthly active	1,200
Transactions/month	2,500
Retention rate	65%
CAC (avg)	\$3
LTV	\$28.80

Investment:

Costs (Months 4-6):

- Staff: \$30K (4 people)
- Referral incentives: \$4K
- Marketing: \$6K
- Operations: \$5K
- SMS costs: \$2K
- Hedera fees: \$50
- **Total: \$47,050**

Revenue: \$5K (2,500 tx/month × \$2 avg fee × 1 month after free period)

Cumulative Loss: -\$63K

PHASE 3: VALIDATED GROWTH (MONTHS 7-12)

Goal: 10,000 Farmers, Achieve Unit Economics

Geography:

- **Saturate Kenya:** 8 counties
- **Test Uganda:** Kampala region (500 farmers)

Crops: All major cash crops

Acquisition Strategy:

Channel 1: Scaled Referrals (40%)

- Increase incentive: 200 KES per referral
- Gamification: Leaderboards, top referrer prizes
- Target: 5,000 farmers via referrals

Channel 2: NGO Partnerships (30%)

- Partner with: FAO, World Food Programme, One Acre Fund
- They onboard farmers in their programs
- We provide the marketplace technology
- Target: 3,000 farmers via NGO channels

Channel 3: Radio + SMS Campaigns (20%)

- Weekly radio show in 3 languages
- SMS campaigns to mobile money users
- Target: 2,000 farmers

Channel 4: Agricultural Input Suppliers (10%)

- Partner with seed/fertilizer companies
- They refer farmers (QR code on packaging)
- Target: 1,000 farmers

Operations Scaling:

Team (9 people by Month 12):

- 1 Operations Manager
- 3 Customer Success Agents (regional)
- 2 Marketing/Partnerships
- 2 Engineering (you + 1 hire)
- 1 Finance/Admin

Infrastructure:

- 15 collection hubs across Kenya + Uganda
- API for third-party integrations
- USSD interface (menu-based, no typing)
- Dashboard for cooperative admins

Success Metrics:

Metric	Month 12 Target
Total farmers	10,000
Monthly active	7,000
Transactions/month	10,000
Avg transaction	\$50
Revenue/month	\$10K
CAC	\$5
LTV:CAC	5.76:1

Investment:

Costs (Months 7-12):

- Staff: \$90K
- Marketing: \$30K
- Operations: \$25K
- SMS: \$10K
- Infrastructure: \$15K
- **Total: \$170K**

Revenue: \$50K (10K tx/month × \$1 fee × 5 months)

Cumulative Loss: -\$183K

Key Milestone: Unit economics validated (LTV > 3x CAC)

PHASE 4: ACCELERATION (MONTHS 13-18)

Goal: 100,000 Farmers, Achieve Profitability

Geography:

- Kenya: Nationwide (all 47 counties)
- Uganda: Expand to 5 regions
- Tanzania: Launch in 3 regions

Crops: Full portfolio + livestock (chickens, dairy)

Acquisition Strategy:

Channel 1: Mass Marketing (40%)

- National radio campaigns
- TV commercials (affordable rates in East Africa)
- Billboard advertising at major markets
- Target: 40,000 farmers

Channel 2: Government Partnerships (30%)

- Ministry of Agriculture endorsement
- Integration with government extension services
- Target: 30,000 farmers

Channel 3: Network Effects (20%)

- Organic growth from existing users
- Marketplace liquidity attracts both sides
- Target: 20,000 farmers

Channel 4: B2B Partnerships (10%)

- Supermarket chains (Nakumatt, Tusky's)

- Food processors (Del Monte, Kakuzi)
- Exporters
- Target: 10,000 farmers

Operations:

Team (20+ people):

- Country managers (Kenya, Uganda, Tanzania)
- Regional operations teams
- Scaled customer success
- Product & engineering team (5 people)

Infrastructure:

- 100+ collection hubs
- Real-time pricing algorithm
- Weather integration
- Credit scoring module

Success Metrics:

Metric	Month 18 Target
Total farmers	100,000
Monthly active	70,000
Transactions/month	100,000
Revenue/month	\$110K
Gross margin	65%
Monthly profit	+\$10K

Investment:

Costs (Months 13-18):

- Staff: \$180K
- Marketing: \$80K
- Operations: \$60K

- Infrastructure: \$30K

- **Total: \$350K**

Revenue: \$550K ($100K \text{ tx/month} \times \$1 \text{ avg} \times 5.5 \text{ months}$)

Cumulative: Break-even at Month 16, +\$17K profit by Month 18

CUSTOMER ACQUISITION CHANNELS (Detailed)

Channel 1: Farmer Cooperatives

Why It Works:

- Built-in trust (cooperative vouches for us)
- Aggregated training (reach many farmers at once)
- Existing collection infrastructure
- Established payment systems

How to Execute:

1. Identify cooperatives (agricultural extension offices have lists)
2. Attend monthly meetings, present demo
3. Offer pilot: Free for 3 months
4. Train "champion farmers" as evangelists
5. Provide co-branded materials

Economics:

- CAC: \$2/farmer (relationship-based)
- Conversion rate: 60% (high trust)
- Retention: 75% (community pressure)

Scale Potential: 10,000 cooperatives in Kenya alone

Channel 2: Word-of-Mouth / Referrals

Why It Works:

- Farmers trust other farmers
- No skepticism of technology
- Viral coefficient potential: 0.5-0.8
- Low cost

How to Execute:

1. Incentive: 100-200 KES credit per referral
2. Mechanic: Referee also gets credit (both win)
3. Gamification: Leaderboards, badges, prizes
4. Make sharing easy: "Send this message to invite"

Economics:

- CAC: \$1.50/farmer (referral credit cost)
- Conversion rate: 40%
- Retention: 70%

Scale Potential: Limited by network saturation

Channel 3: NGO Partnerships

Target NGOs:

- **One Acre Fund** (1M farmers in East Africa)
- **Heifer International**
- **World Food Programme**
- **FAO (Food & Agriculture Organization)**
- **USAID Feed the Future**

Value Proposition to NGOs:

- We provide free marketplace technology
- Improves their program outcomes (farmer income)
- Data sharing (anonymized insights)

- Co-branding opportunity

How to Execute:

1. Identify NGOs with farmer programs
2. Approach partnerships team
3. Pilot with 100-500 of their farmers
4. Prove impact (income increase)
5. Scale across their network

Economics:

- CAC: \$4/farmer (partnership overhead)
- Conversion rate: 50% (NGO endorsement)
- Retention: 80% (strong support)

Scale Potential: Millions of farmers

Channel 4: Radio Advertising

Why It Works:

- 85% of rural Kenyans listen to radio daily
- Local language programming
- Trusted medium in rural areas
- Affordable (\$500-2K per month per station)

How to Execute:

1. Identify top agricultural radio shows
2. Buy weekly 60-second spots
3. Create compelling script (testimonial style)
4. Provide clear call-to-action: "Text [keyword]"
5. Track with unique codes per station

Sample Script (60 seconds):

[Sound of farm ambience]

FARMER 1: "Nilikuwa napoteza 70% ya mazao yangu."
(I used to lose 70% of my crops.)

FARMER 2: "Sasa? Ninapata bei ya soko moja kwa moja."
(Now? I get market price directly.)

NARRATOR: "AgroTrack. Marketplace ya wakulima, kwa SMS tu."
(AgroTrack. Farmer marketplace, via SMS only.)

FARMER 1: "Tuma SMS: 'Mahindi 200kg Kisumu'"
(Send SMS: 'Maize 200kg Kisumu')

NARRATOR: "Unapata bei. Escrow ya blockchain. Malipo guaranteed."
(You get price. Blockchain escrow. Guaranteed payment.)

"Anza leo. Tuma SMS kwa: [NUMBER]"
(Start today. Text: [NUMBER])

Economics:

- Cost: \$2K/month per station
- Reach: 50,000 farmers/month
- Response rate: 2%
- CAC: \$8/farmer

Scale Potential: Regional, not national

Channel 5: Agricultural Input Suppliers

Partners:

- Seed companies (Kenya Seed, Monsanto)
- Fertilizer distributors
- Agricultural equipment retailers

How to Execute:

1. QR code or SMS keyword on packaging

2. "Register for free market access"
3. Revenue share: They get 0.5% of farmer's sales
4. Win-win: They sell more inputs, we get farmers

Economics:

- CAC: \$3/farmer (revenue share cost)
- Conversion rate: 30%
- Retention: 65%

Scale Potential: Millions (every farmer buys inputs)

MARKETING MATERIALS NEEDED

For Farmers:

SMS Guide (Printed Card):

AgroTrack - Uza Mazao Yako! 🌾

1. TENGENEZA ORODHA

Tuma: "Mahindi 200kg Kisumu"

2. POKEA BEI

"35 KES/kg. Jumla: 7,000 KES"

3. KUBALI

"YES [OTP number]"

4. PELEKA MAZAO

Kwenye collection hub

5. PATA PESA

M-Pesa moja kwa moja!

Maswali? Piga: [PHONE]

Poster (For Cooperative Offices):

- Large QR code

- Before/After farmer testimonial
 - Key benefits (40% more income, guaranteed payment)
 - Simple SMS flow diagram
-

For Cooperatives:

Partnership Deck (5 slides):

1. The problem your farmers face
2. How AgroTrack solves it
3. Case study from pilot
4. Revenue opportunity for cooperative
5. Next steps

One-Pager:

- Benefits to cooperative
 - Benefits to members
 - Pricing (free trial, then 1.5%)
 - Support provided
 - Contact info
-

For NGOs:

Impact Report Template:

- Farmer income increase (before/after)
 - Transaction volume and frequency
 - Market price vs middleman price comparison
 - Testimonials
 - Geographic coverage
-

PRICING STRATEGY

Farmer-Facing:

Phase 1 (Months 1-6): Free

- No transaction fees
- Build trust and network effects
- Focus on product-market fit

Phase 2 (Months 7-12): 2% Transaction Fee

- Applied to buyer payment
- Clearly communicated upfront
- Example: \$50 sale = \$1 fee

Phase 3 (Months 13+): Tiered Pricing

- Basic: 2% (default)
- Premium: \$5/month (0% fees + features)
- Enterprise (cooperatives): 1.5% (bulk discount)

Buyer-Facing:

Free access to marketplace

- No listing fees
- No monthly subscriptions
- Revenue comes from farmer side

KEY PARTNERSHIPS TO PURSUE

Priority 1: Cooperatives

Target: 50 cooperatives by Month 12

Top Cooperatives in Kenya:

1. New Kenya Planters Cooperative Union
2. Kenya Farmers Association (KFA)
3. Kenya National Federation of Agricultural Producers

4. County-level dairy cooperatives

5. Coffee and tea cooperatives

Approach:

- Attend annual general meetings
 - Present at cooperative training events
 - Partner with Cooperative Bank of Kenya
-

Priority 2: Mobile Network Operators

Target: Safaricom, Airtel Kenya

Value Proposition:

- Increase SMS usage (revenue for them)
- Enable M-Pesa transactions
- Corporate social responsibility angle

Ask:

- Bulk SMS rates (50% discount)
 - Co-marketing opportunities
 - Featured in M-Pesa merchant directory
-

Priority 3: Government

Ministry of Agriculture

- Endorsement at county level
- Integration with extension services
- Access to farmer registration data

Ministry of ICT

- Support for digital agriculture initiatives
- Potential grant funding

- Regulatory guidance
-

Priority 4: NGOs & Development Agencies

One Acre Fund

- 1M farmers across East Africa
- Strong tech adoption culture
- Existing mobile money integration

Heifer International

- Focus on smallholder farmers
- Livestock + crops
- Strong cooperative partnerships

USAID Feed the Future

- \$1B+ annual budget for agriculture
 - Open to technology partnerships
 - Can provide grant funding
-

COMPETITIVE RESPONSE STRATEGY

If Twiga Foods enters SMS market:

Our Advantages:

- First-mover (6-12 month head start)
- Cooperative partnerships (distribution lock-in)
- Multi-agent AI (technical moat)
- Hedera cost structure (profitability at lower fees)

Response:

- Double down on cooperative exclusives
- Launch premium features (weather, credit)

- Emphasize decentralization/transparency
-

If a telco builds in-house:

Our Advantages:

- Agricultural domain expertise
- Already validated product-market fit
- Farmer relationships and trust
- Blockchain transparency (vs black box)

Response:

- White-label offer to telcos
 - Integrate as partner, not competitor
 - Focus on value-add (AI, risk, market data)
-

SUCCESS METRICS DASHBOARD

Track Weekly:

Metric	Week 1	Week 4	Week 8	Week 12
Farmers onboarded	10	50	150	300
Active users	5	30	100	200
Transactions	15	100	400	1,000
Revenue	\$0	\$0	\$0	\$200
NPS score	-	40	55	65

Track Monthly:

- Customer Acquisition Cost (CAC)
- Customer Lifetime Value (LTV)
- Monthly Active Users (MAU)
- Transaction volume and value
- Retention cohorts

- Net Promoter Score (NPS)
 - Churn rate
 - Referral rate
-

BUDGET SUMMARY (18 Months)

Phase	Duration	Investment	Revenue	Net
Phase 1: Pilot	M1-3	\$21K	\$0	-\$21K
Phase 2: Early	M4-6	\$47K	\$5K	-\$42K
Phase 3: Growth	M7-12	\$170K	\$50K	-\$120K
Phase 4: Scale	M13-18	\$350K	\$550K	+\$200K
TOTAL	18 months	\$588K	\$605K	+\$17K

Funding Requirement: \$250K seed (covers M1-12 + buffer)

Break-Even: Month 16

ROI: Positive by Month 18, path to \$7M+ ARR by Year 3

RISK MITIGATION

Risk 1: Slow Farmer Adoption

Mitigation:

- Start with warm intros (cooperatives)
- Intensive training and support
- Strong referral incentives
- Lower price expectations (pilot free)

Risk 2: SMS Costs Too High

Mitigation:

- Negotiate bulk rates with telcos
- Optimize to 2 messages per transaction
- Explore USSD as alternative (menu-based)

- Revenue share with telcos

Risk 3: Competition

Mitigation:

- Move fast, build network effects
- Lock in cooperative partnerships (exclusivity)
- Deep Hedera integration (hard to replicate)
- Focus on underserved segment (feature phones)

Risk 4: Regulatory Issues

Mitigation:

- Engage regulators early
- Position as tech, not finance
- Partner with licensed payment processors
- Ensure compliance (data, money transmission)

Risk 5: Fraud

Mitigation:

- Multi-factor verification (OTP, delivery)
- Risk Agent monitors anomalies
- Escrow prevents non-payment
- Gradual trust building (transaction limits)

NEXT ACTIONS (Week by Week)

Week 1-2: Validation

- Interview 10 farmers
- Contact 5 cooperatives
- Record testimonials
- Get 1 LOI (Letter of Intent)

Week 3: Documentation

- Finalize Lean Canvas
- Complete pitch deck
- Finish video script

Week 4: Production

- Record demo video
- Create marketing materials
- Deploy to public URL

Week 5: Launch Prep

- Announce on social media
- Reach out to judges
- Practice pitch (5+ times)

Week 6: Submit!

- Submit to hackathon
 - Share widely
 - Follow up with partners
-

This GTM strategy is designed to be:

- **Realistic:** Based on proven channels in African agriculture
- **Capital-efficient:** Break-even in 18 months on \$250K
- **Scalable:** Clear path from 100 to 1M farmers
- **Defensible:** Network effects + partnerships create moat

Ready to execute. 