

# TUMAQUA

## Profile

**Name** - Jackson Ondiko is the operator, Dickson Omollo is TUMEL MD overseeing operation

**Size** - Medium (4000 liters a day)

**Age** - One year old business

**Customer** - Households, some corporate

**Location** - Tudor, TUM campus

**Quality** - High

**Type of Filtration** - RO, UV-LED

**Frequency of water testing/ quality of test** - Daily, TDS and PH by hand ad-hoc throughout production

**Target Market** - Corporate clients and more households

**Units of production** - 20L, 10L, 1.5L, 0.5L, refill

**Sales Volume** - 4000 liters a day, 100 20L, 50 10L, 8 cartons of 1.5L (carton is 12 bottles), 3 cartons of 0.5L (carton is 24 bottles)

**Distribution Channels** - Direct to Consumer, Direct to Business

**Competition** - Dutch Water, Brands at grocery stores

**Delivery** - On occasion, needs over 5 20L's to cover his cost of delivery, has sporadic access to a van, also has 10 tuk tuk drivers he uses on an ad-hoc basis. Most customers are picking up at the store.

**Regulatory** - KRA, KEBS, NEMA, County Permits

### **Strengths & Weaknesses** -

- Strengths
  - Association w/ University gives them credibility
  - availability of testing

- striving for transparency
- packaging looks professional ;
- Weaknesses
  - Association w/ University creates rigid pricing and bureaucracy
  - manual production process is labor intensive - shrinks their margin - and makes fulfilling large orders difficult
  - limited funding available for marketing and sales
  - delivery van is not usually available / inability to deliver small orders
  - Low visibility in Mombasa (most people don't know them)

**Online Presence** - Beginning to use facebook, wants to expand online presence, no functioning website

## Scenarios

- 1) Jackson gets an order for 3 20L cans, but cost of delivery doesn't justify the order so he can't fulfill unless if the customer comes to pick it up/or pays for delivery
- 2) Jackson gets a large corporate order that wants a discount but spends too much time negotiating with TUMEL management and misses the deal
- 3) Jackson sends a tuk tuk to deliver an order, but the tuk tuk delivers to the wrong address and the customer doesn't receive water
- 4) Jackson gets a 2 20L order to Bamburi, and has a 5 20L order going out to Bamburi, but does not streamline them and misses the 2 20L order
- 5) Jackson gets a 10 20L order late on a Friday but the van is not available nor are his usual tuk tuk drivers and he misses the order
- 6) Jackson misses an order by phone when the shop is closed and by the time he sees the order it is too late to fulfill it
- 7) Jackson misses an order on facebook messenger and by the time he sees the order it is too late to fulfill it
- 8) Jackson receives an order but he is out of refill bottles and can't fulfill it on time
- 9) Jackson gets an order for 50 20 liters but doesn't have the manpower to fulfill it on time
- 10) Jackson gets a large order to a at-risk neighborhood that gives a deposit and Jackson gets robbed upon delivery
- 11) A customer calls the night before to arrange a pickup of 10 20 liters but Jackson forgets and when the customer shows up the order is not ready and has to be prepared
- 12) A customer orders 5 20 liters every Wednesday from Jackson in person but has gone 3 weeks without ordering and Jackson can't get in touch with him
- 13) Jackson loses his book of order tracking / contacts and has no way to get in touch with his customers
- 14) Jackson has a potential corporate looking for a monthly subscription but they are requesting he provide water dispensers / discounts and he can't afford the upfront cost of them or get approval from management

- 15) Jackson has a potential corporate order looking for delivery twice per week but he can't guarantee the van will be available those days
- 16) Jackson wants to notify his customers of an upcoming 10% off deal but has to text them individually costing him a lot of time

# WATER KIOSK

## Profile

**Name** - Karen (Diani based), Elijah (Tudor based)

**Size** - Small (but high production capacity 10,000 liters / day)

**Age** - less than 1 year

**Customer** - households

**Location** - Tudor and Diani

**Quality** - Very high but don't seal

**Type of Filtration** - Reverse osmosis, UV

**Frequency of water testing/ quality of test** - real-time water quality monitoring

**Target Market** - households, airbnb's

**Units of production** - 20L, 10L, refill

**Sales Volume** - 500 liters daily, 20 20 liters, 10 10 liters

**Distribution Channels** - direct to consumer

**Competition** - Marere springs (Diani), All small vendors (Tudor)

**Delivery** - no delivery option available, they will arrange delivery in ad-hoc ways for certain circumstances, most customers pick up water at the window

**Regulatory** - not sealing / providing KRA stickers (unclear how), KEBS unclear

**Strengths & Weaknesses** -

- Strengths
  - Real-time water quality monitoring
  - Routine maintenance of system

- Tudor location inside church premise gives marketing advantage to Christians
- Weaknesses
  - Delivery restrictions
  - Not sealing
  - Tudor location inside church restricts reach to other religious groups
  - Low visibility in Mombasa (most people don't know them)

**Online Presence** - minimal

## Scenarios

1. Elijah receives an order for 10 10 liters wiping out his inventory of 10 liter bottles
2. A customer wants 20 20 liters delivered and neither Karen nor Elijah can fulfill the order
3. A customer is paying in cash but Elijah doesn't have change and makes the customer go get change in order to pay
4. A customer wants the cans sealed to protect the quality on the way home but Elijah doesn't have this capability
5. A customer comes with a dirty jerican and Elijah washes it but the bottle doesn't have a top and the water gets contaminated on the way home
6. Customer gets sick and accuses water kiosk of bad water quality even though customer may have gotten sick from something else
7. Customer sends child to get water from water kiosk, child brings water home, customer returns water claiming it was dirty, Elijah says there is no proof that this is their water
8. Elijah wants to have a customer referral program but doesn't have the capability of offering any incentive to do so
9. Karen and Elijah lose their order tracking book and can't reach customers
10. Vendor wants to show their credibility and quality in the market but has no way to show it
11. Elijah gets a huge order to serve a wedding with a private label but don't have sealing and branding capacity
12. Karen and elijah get a large corporate order that wants a discount but they spend too much time negotiating with water kiosk about the discount they can offer
13. Karen and elijah send a tuk tuk to deliver an order but the tuk tuk delivers to the wrong address, or delivers the wrong order, and so the customer doesn't receive water
14. Karen and elijah get an order for 3 bottles but can't justify the cost of delivery so they don't take the order
15. Karen and elijah miss an order by phone when the shop is closed and by the time they see it it's too late to fulfill
16. Customer calls the night before and arranges 10 20 liters to pickup but when he shows up at the shop the order is not ready and he is in a rush, leaving irritated
17. Vendor is worried about using delivery drivers they don't know because they can't trust the driver won't mix the water with a cheaper source

# DUTCH WATER

## Profile

**Name** - Veronica

**Size** - Large (40,000 liters a day)

**Age** - 15 years

**Customer** - Households, hotels, corporate

**Location** - Mtwapa

**Quality** - to be confirmed, good reputation

**Type of Filtration** - RO, UV-LED

**Frequency of water testing/ quality of test** - Weekly at Polucon, TDS, TBC, PH readers on hand (to be confirmed if this testing is done)

**Target Market** - direct to consumer

**Units of production** - 20L, 10L, 1.5L, 0.5L, refill, they make their own 10L jerry-can which is recognizable and proprietary

**Sales Volume** - 20 liters - 100 daily, 10 liters - 250 daily, 1.5 liters - 5 daily (12 per carton), 0.5 liters - 100 daily (24 per carton)

### **Distribution Channels** -

- Internal distributors (buy from DWL at 115 KES, DWL provides transport vehicles, they sell to shops at 130 KES)
- External distributors (buy from DWL at 100 KES and resell at 150, they have their own delivery vehicle)

**Competition** - Aquelle, Aquamist, Keringet, black tank market

**Delivery** - 6 tuk tuk drivers serve specific neighborhoods as ID's, but most delivery is to shops who then resell to customers, don't have a great direct to consumer delivery option

**Regulatory** - KRA, KEBS, NEMA, County Permits, is on the radar of the KRA and frequently has been subject to vast fines

## **Strengths & Weaknesses -**

- **Strengths**
  - Strong reputation over time gives them quality brand image and brand loyalty
  - High visibility in Mombasa
  - CSR program donating water to schools
- **Weaknesses**
  - Pricing - always have players in the market trying to undercut them
  - Regulatory board always coming after them for more money
  - Consistently giving up margin through distributors

**Online Presence** - have a website, facebook, instagram

## **Scenarios**

1. Competing vendors are tracking DWL's prices and when Veronica gives a discount to get customers the competing vendors undercut her
2. Veronica gets a huge deal to work with a big hotel but they are asking for 90 days credit and huge discounts that cut into her margin significantly
3. Veronica sends 20 10 liter bottles to mtwapa only to find that there was no sales made by the ID
4. The ID drives his normal route but misses customers because they're at work
5. The van breaks down and there is a delay in delivery to the distributors
6. The ID receives calls in areas that he's already gone to
7. The ID receives calls in areas that are outside of his typical scope
8. Veronica offers customers one free bottle for every 5 ordered, but notices they take the free bottle and never come back
9. ID runs out of stock while there are more customers requesting water
10. Veronica is running a promo and she cannot reach all of her customers
11. Veronica's competition manufactures similar bottles at a lower price
12. Dutch water increases their price and lose their customers
13. Veronica is expected to pay tax on water produced which includes water she donates, she is forced to reconsider whether she can manage to donate the water when it means spending additional money on taxes