UNC MBS Workshop Game

Game Materials
Print recommendations

**Context Card**
A5 glossy 200 – 300 GSM paper

**Game Board**
- A3 glossy 200 – 300 GSM paper
- Paste on foam board for durability (optional)

**Cards (Customer, Target Market, Sales & Marketing)**
A3 glossy 200 – 300 GSM paper

**Cards (Product system, delivery model):**
- A3 glossy 200 – 300 GSM paper;
- Paste corresponding front (text) and back (image) to prepare double-sided cards
A part of an NGO’s sanitation program that aims to facilitate the development of sanitation markets

The program has recently completed formative research across five regions that offers insights on customers, potential entrepreneurs, and a range of locally appropriate product systems

Your team has been tasked with designing a sanitation enterprise in a village such that it makes a profit for an entrepreneur. To persuade the entrepreneur of the financial benefits of starting a sanitation enterprise, it is important for the enterprise to be profitable from the beginning.

Geography is mostly flat with villages in the vicinity reachable in 30 – 60 minutes in carts or small trucks via road—few cement and many mud roads. The closest town is 90 – 120 minutes by a highway

Approximately 25,000 households live in this cluster of villages with the majority living in individual houses

Basic sanitation coverage in the cluster is ~33% while water is easily available

Masons have traditionally constructed toilets onsite but these are unaffordable for the majority of households

Unserved households use unimproved pit latrines, their neighbors latrines, or practice OD. The number of households is fairly equal for each of the three categories
Customer card
Entrepreneur cards

**Hardware store owner**
Retails construction-related goods. Well-networked with local artisans. Has a shop with a small backyard. Employs a few helpers. Owns a small truck for transporting supplies and occasional deliveries. Earns USD 4,000 annually.

**Mason**
Undertakes *in-situ* home construction/improvement jobs. Technically skilled; procures materials for customers or gives customers a list. Does not have land to build and stock products. Makes USD 1,000 annually.

**Cement block producer**
Manufactures concrete blocks for home construction/improvement. Has a small workshop where he manufactures and stocks blocks. Employs a few helpers. Owns a small truck for transporting supplies and deliveries. Earns USD 3,000 annually.
Sales and Marketing cards

**Passive marketing**
Entrepreneur sells only to customers who visit him/her to buy a toilet or the entrepreneur’s non-sanitation products. Sales are limited but the entrepreneur can focus on the existing business.

**Self-marketing**
Entrepreneur actively markets toilets at village events and door-to-door visits. Enterprise becomes well known and sales double due to active marketing but takes time and attention away from the entrepreneur’s other business.

**Sales agents**
Entrepreneur engages sales agents to sell toilets in exchange for sales commissions for orders from customers. Sales triple and agents can reach customers in other villages but commission increases costs.
Target Market cards

High income
Own well-furnished homes built with concrete blocks. Own TVs, refrigerators, and use smartphones. Many families have at least one member or a close relative living in the town. Desire prestige and social status.

Middle-upper income
Own well-furnished homes built with concrete blocks. Most households have a TV but refrigerator and smartphone ownership is lower. Value convenience and quality but will seek a bargain. Want to project prosperity.

Middle-lower income
Own homes upgraded over time with concrete walls. Use local materials for roofing. Low ownership of consumer durables. Price sensitive. Cash flow is seasonal. Some households receive remittances from family in the town.

Low income
Own homes primarily made using local materials. Very low ownership of consumer durables. Many live in plots shared with other families. Very sensitive to price and constantly struggle with competing household priorities.
**Product System cards**

**Slab with pan**
An untiled cement slab with an inset Sato® Pan that is placed directly over a pit or connected with a PVC pipe to an offset pit.

**Sato® Pan**
A plastic latrine pan with a water seal that can be retrofit on an existing pit or a new slab made from mud or cement.

**Easy Latrine**
An untiled cement slab with an inset ceramic pan and a PVC pipe, which connects to a pit comprising 3 cement rings and a pit cover.

**Ceramic pan, tiled latrine**
A tiled cement slab with an inset ceramic pan and a PVC pipe, which connects to a pit comprising 3 cement rings and a pit cover. Installed in a cubicle made of a roof, tiled walls, and a door.
**Delivery Model cards**

**Network model**
Member of a loose affiliation of suppliers/artisans. Sells one or very few components from the product system or installation services. Directs customers to affiliated suppliers for the rest. Enterprise captures only a share of customers' total spend on a toilet.

**Turnkey solution provider**
Provides all components, and manages labor for installation and superstructure construction. Captures full spend by customer. Needs to stock a wide range of components for diverse preferences and incurs overhead to manage and coordinate multiple laborers.

**One-stop-shop**
Manufactures or procures most of the product system components. Customers hire labor for installation and/or construction of the superstructure. Enterprise captures higher share of customer wallet but may potentially lose customers looking for an end-to-end solution.