

BRANDING AND MARKETING STRATEGY

FOR
*UGANDA'S HANDICRAFT AND
SOUVENIR SECTOR*
2021

Branding & Marketing Strategy For Uganda's Handicraft and Souvenir Sector



Ministry of Tourism, Wildlife and Antiquities
P.O. Box 4241 Kampala, Uganda
Tel: 0200 780 400 / 0200 780 402
Email: ps@tourism.go.ug
Website: www.tourism.go.ug

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Foreword

The Uganda Tourism Policy 2015 identifies the need to support initiatives to improve the design, marketing and packaging of arts, handicrafts and souvenirs. In this respect, the Government of Uganda, through the Ministry of Tourism, Wildlife and Antiquities together with partners, implemented the Handicraft and Souvenir Development Project, funded by the Enhanced Integrated Framework (EIF). The project responded to the Government's efforts to diversify and increase non-traditional exports while supporting increased job creation and employment.

One of the deliverables of the project was the development of a Branding and Marketing Strategy for Uganda's handicraft and souvenir sector. The objective of developing the strategy was to put in place programs and activities to promote Uganda's handicraft industry and strengthen Uganda's position in both the domestic and international handicraft markets.

The developed Branding and Marketing Strategy indicates the various programs and activities that will be implemented in order to promote Uganda's handicraft brand. The strategy document also includes recommendations that are expected to assist in the smooth and efficient implementation of the strategy.

It is now my great pleasure to present to stakeholders the Uganda's handicraft and souvenir industry Branding and Marketing Strategy, 2021. I am urging the relevant stakeholders to implement the planned programs, activities and recommendations in order to benefit the sector.



Tom R. Butime MP
MINISTER OF TOURISM, WILDLIFE AND ANTIQUITIES

Acknowledgement

Uganda developed a Branding and Marketing Strategy with the objective of putting in place programs and actions to promote Uganda's handicraft industry and its products. It is expected that the strategy will help Uganda to strengthen its position in both the domestic and international markets and promote its handicraft brand and products.

The development of the strategy would not have been possible without the contribution of different stakeholders. I would therefore like to thank all stakeholders who supported the development of the strategy by providing information, ideas and suggestions and participating in the preparation of the strategy document.

In a special way, I would like to thank the Enhanced Integrated Framework (EIF) for funding the Uganda Handicraft and Souvenir Development Project, which enabled the development of the Branding and Marketing Strategy. I would like to also thank the Handicraft and Souvenir Development Project team that coordinated the development of the Branding and Marketing Strategy on behalf of the Ministry of Tourism, Wildlife and Antiquities.



Doreen S. Katusiime (Mrs)
PERMANENT SECRETARY
MINISTRY OF TOURISM, WILDLIFE AND ANTIQUITIES

A close-up photograph of a variety of traditional Ugandan beaded jewelry. Several necklaces with thick, multi-strand beaded cords in colors like red, yellow, blue, orange, and purple are visible. Some necklaces feature intricate circular pendants with geometric patterns, including concentric circles and spirals. A large, vibrant yellow beaded fringe hangs from one of the necklaces. The jewelry is displayed in a green woven basket, with a purple and white striped fabric visible in the background.

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LIST OF ACRONYMS

List Of Acronyms

AGOA	African Growth and Opportunity Act
BUBU	Buy Uganda, Build Uganda
CMS	Content Management System
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
EBA	Everything But Arms
EIF	Enhanced Integrated Framework
EU	European Union
GATT	General Agreement on Trade and Tariffs
GSP	Generalized System of Preferences
ILO	International Labour Organization
MDAs	Ministries, Departments and Agencies
MRs	Market Representatives
MSME	Macro, Small and Medium Enterprises
MTWA	Ministry of Tourism, Wildlife and Antiquities
NACCAU	National Arts and Cultural Crafts Association of Uganda
NDP	National Development Plan
NGOs	Non-Government Organizations
SOPs	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities and Threats
UEPB	Uganda Export Promotion Board
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
USA	United States of America
USAID	United States Agency for International Development
UTA	Uganda Tourism Association
UTB	Uganda Tourism Board
UWA	Uganda Wildlife Authority
WB	World Bank
WBOs	Women Business Owners
WTO	World Trade Organization



EXECUTIVE SUMMARY

Executive Summary

Uganda has a rich cultural heritage that offers potential for abundant growth of creative enterprises in all the regions of the country. Handicraft making in Uganda is essentially a cultural, traditional and predominantly a cottage industry undertaken mainly by rural people - men, women and the youth.

Uganda developed a branding and marketing strategy with the objective of putting in place programs and actions to promote Uganda's handicraft industry and its products. It is expected that the strategy will help Uganda to strengthen its position in both the domestic and international markets and promote its handicraft brand and products.

Based on the market analysis that was carried out as part of the marketing strategy development process, it was noted that the global handicraft market was growing. One of the factors catalysing the growth of the global market is a strong demand for handicrafts from offices, hospitals and hotels. The rise in global tourism has also fuelled the demand for cultural souvenirs and this is expected to boost the growth of the handicraft market.

The main marketing challenges facing Uganda's handicraft industry include inadequate supply especially for consistent bulk supplies, lack of a national unifying brand image, inadequate support for marketing and promotion and poor customer service. With increased globalization, the local market is also being oversupplied with mass-produced and cheap crafts mostly from Asia, posing great competition in the domestic handicraft markets.

The areas of focus for the developed branding and marketing strategy are as follows: target marketing, positioning and customer profiling, branding, product packaging, promotion, pricing, distribution and sales strategies.

In order to effectively implement the strategy, an implementation plan was prepared. The monitoring and evaluation of performance of the strategy activities will be based on the planned activities and expected outputs as indicated in the implementation plan.

A number of recommendations to assist in the smooth implementation of the strategy were made and they include:

- i. Formation of Uganda's National Handicraft Association.
- ii. Identification of an Office or Agency to Implement the Strategy.
- iii. Designing Uganda's Handicraft and Souvenir Industry Website.
- iv. Identification of Uganda's Handicraft Flagship Products
- v. Advocacy for Use of Uganda's Crafts as Decorative Items in Offices.
- vi. Mobilizing Resources for the Marketing Budget.





BACKGROUND

1.0 Background

1.1 Background on Uganda's Handicraft and Souvenir Sector

The government of Uganda has been promoting the services sector, including tourism in an effort to diversify exports and increase export earnings. Tourism is one of the main sectors that have been targeted because the sector is an invisible export. Handicrafts and souvenirs support the tourism and hospitality sector as they are popular with tourists as memorabilia as well as decorative pieces for hotels and restaurants. The contribution of tourism is well recognized in the Uganda Vision 2040 and the National Development Plan III, however, the potential of selling handicrafts and souvenirs is generally not maximized by Ugandans.

This handicraft and souvenir industry is one of the sectors that can contribute to the socio-economic development of the country as envisioned by the micro, small and medium enterprises (MSME) policy which calls for viable, dynamic and competitive MSMEs significantly contributing to socio-economic development. The industry can contribute to meeting the objectives of Uganda's Trade Policy vision of transforming Uganda into a dynamic and competitive economy in which the trade sector stimulates the productive sectors; and to trade the country out of poverty into wealth and prosperity.

1.2 Organization of Handicraft and Souvenir Industry in Uganda

Uganda's handicraft and souvenir industry is dominated by MSMEs owned by mainly women and youth. The enterprises are scattered across the country with minimum support and guidance from Government. In some few cases, these enterprises have formed themselves into groups and associations in an effort to better their working conditions, marketing and competitiveness.

1.3 Handicraft Products Made in Uganda

Uganda has a rich cultural heritage that offers potential for abundant growth of creative enterprises in all the regions of the country. Uganda has 65 indigenous communities with diverse cultures offering diversity for creativity. Handicraft making in Uganda is essentially a cultural, traditional and predominantly a cottage industry undertaken mainly by rural people –men, women and the youth. More women participate in most craft making activities than men to supplement household incomes¹.

¹ *Strengthening the Artistic, Design & Marketing skills of the Crafts Industry Sector in Uganda, UNESCO, 2009*

Uganda handicraft products range from basketry, mats, ceramics, beads, pottery, hand textiles, and woven products, toys, jewelry, bags, ornaments, leather products, batiks, wood crafts, among others. The top most three produced handicrafts are Basketry, leather products and mats². The craft workers use locally available raw materials and produce works based on local culture, history and traditions. These items are produced in almost all the districts and regions of Uganda, using locally available raw materials.

1.4 Main Marketing Challenges Facing Uganda's Handicraft Industry

The main challenges include inadequate bulk supplies, lack of a national unifying brand image, poor packaging and labeling, inconsistent product standardization, low design and quality, insufficient market information and dissemination, lack of appreciation of market preferences and requirements, inadequate support for marketing and promotion, poor customer service and after sales service. As the market gets wider, craft dealers in Uganda have resorted to importing crafts from neighboring countries like Kenya, Tanzania and Rwanda which may eventually hamper Uganda's handicrafts industry.

1.5 Marketing Potential of Uganda's Handicrafts

Uganda's handicraft industry will continue to be an important means of production and income generation for an increasing number of people, particularly in rural areas. While there is a strong market for traditional Ugandan crafts amongst tourists, the craft export market is still relatively small.

The capacity for Ugandan crafts to be applied to contemporary design-led products for overseas markets is huge. However, international businesses wishing to work with Ugandan artisans face some challenges and need to understand more about the circumstances that may affect artisans' ability to do business in the ways customers are accustomed to in Europe and the rest of the world. Ugandans wanting to sell crafts overseas also need to take on board the very different work culture they will encounter in the international markets.

² Survey Data, Ministry of Tourism, Wildlife & Antiquities, 2019

However for beautiful Ugandan craft products to succeed in global markets, the following need to be handled: meeting tight deadlines, consistent quality, innovation, committed partnerships, aggressive marketing and good communication with clients. These issues are very fundamental if Uganda's crafts are to compete successfully in global trade³.

1.5 Objective of Developing the Branding and Marketing Strategy

The overall objective of developing the branding and marketing strategy was to put in place programs and actions to promote the image of Uganda crafts and position them appropriately in both the domestic and international markets. The specific objectives are to:

- i. Develop the overall brand strategy for Uganda's handicraft and souvenir sector.
- ii. Develop brand name, logo, tagline and brand positioning strategy.
- iii. Develop an innovative marketing strategy and tools to promote Uganda's handicrafts and souvenirs leveraging on the online media and tools.
- iv. Make recommendations for the effective implementation of the strategy.
- v. Recommend actions for increasing the growth of Uganda's handicraft/souvenir market share in local, regional and global markets.

³ <https://startjournal.org/2013/04/opportunities-and-challenges-in-international-craft-collaborations/>





ANALYSIS OF HANDICRAFT MARKETS

2.0 Analysis Of Handicraft Markets

2.1 Global Handicrafts Market Trends

a) Global market overview

The global handicraft market forecast report for 2018-2023 by Research and Markets, a market research organization, valued the global handicraft market at US\$ 526.5 Billion in 2017 and was expected to reach \$984.8 Billion by 2023⁴.

The growth in international and domestic tourism is also expected to boost the growth of the market. The market is also influenced by rise in travel and tourism as tourists often collect souvenirs, mainly handicrafts, from the places they have visited. Based on the "Global Gifts Retailing Market 2018-2022" report, the global gifts retailing market was expected to register a revenue of almost USD 77 billion by 2022.

b) USA Handicraft Market

The North America handicraft market reached a value of around US\$ 218 Billion in 2018. Looking forward, the market is projected to reach a value of US\$ 402 Billion by 2024, registering 11% during 2019-2024. North America handicraft market is being driven by several factors. Rising travel and tourism in the region has attracted large number of international visitors offering many opportunities to local handicraft manufacturers to sell their products to tourists as they are willing to spend significant amount of money on souvenirs and other craft items. The major exporters of handicrafts to USA are China, India and Vietnam.

Moreover, with the emergence of online retailing and proliferation of various e-commerce websites, the accessibility to handicrafts has significantly increased. Consumers can now buy handicraft items by the click of their smartphones and have them shipped anywhere in the world.

⁴ <https://www.prnewswire.com/news-releases/global-handicrafts-market-2018-2023>

c) European Handicraft Market

In Europe, handicrafts play a vital role in adding aesthetic, decorative, creative, artistic, functional, traditional, social and religious value to a space. The Europe handicrafts market is currently witnessing robust growth. The market is primarily driven by the escalating demand for handicraft items, such as silk and cashmere scarves, hand-woven rugs and carpets, pashmina shawls and wooden home décor, in Europe. Apart from this, the rising demand for eco-friendly products that are made using jute and bamboo are also contributing to the market growth.

d) Asian handicrafts

The Asia handicraft market is currently witnessing robust growth. Handicrafts are handmade products representing the traditional, cultural and artistic values of a place or nation. The handicrafts market is primarily driven by the rising international and domestic tourism in the Asia Pacific region, which is encouraging the local artisans and craftsmen to produce commoditized handicraft products. The main exporter of handicrafts in Asia is China, which is responsible for about 35 % of the exports to Europe. The exports from China are almost six times as large as the runners-up mainly India (+15%) and Thailand (+4%).

e) African Handicraft Markets

Africa's diverse and dynamic arts and culture heritage is one of its richest and most important resources. Major handicrafts from Africa include pottery, ceramics, woodwork, beadwork, basketry, stone carving, mats, jewelry, metalware, textiles and carving. Many types of Africa handicrafts are known around the world.

With increased globalization, in many African nations, the local markets are being oversupplied with mass-produced and cheap goods mostly from Asia, which most times end up substituting locally produced goods. This is contrary to the creation of job opportunities and to the sustainability of local traditional production. This has an extremely negative effect on some producers of such items, which directly affects the tourist revenue that is encouraging and developing local production. Nevertheless, product development must be an uninterrupted exercise that makes sure that innovation and creativity are the first concern⁵.

⁵ <https://www.intechopen.com/online-first/protection-of-craft-products-embodied-in-cultural-and-creative-industries-in-south-africa>

Indian handicraft exporters are looking at non-traditional markets in Africa. The focus market schemes and proposed trade agreements are expected to boost shipments to Africa. India's total handicraft exports stood at \$3.6 billion billion in 2017-18 and the country had less than 2 per cent share in the \$400-billion global handicrafts trade. However, India believes that it can grow its share in the global trade by exploring new markets like Africa⁶. In March 2019, the government of India proposed to enter into free trade agreements or preferential trade agreements with Africa.

China and Africa have a long history of economic cooperation. However, there still exists controversy that China's strong productivity hampers African exports from its huge and promising market, and the trade imbalance between the two sides is deteriorating. Generally speaking, African manufacturing is not able to compete with its counterpart in China⁷.

2.2 Market and Export Opportunities for Uganda Handicrafts

Ugandan handicraft products are sold on both the domestic and international markets. The domestic trade of Uganda's handicrafts is largely informal, marked with inconsistent and ad hoc market access and entry approaches. The market supply networks are also insufficient. Domestic trade is supported through the establishment of handicrafts centers such as Uganda's Centre for the Formation of the Arts that provide access for traditional handicraft products to tourists and other buyers.

Some of the craft products in Uganda are sold to tourists and some are exported to North America, Europe and Asia. Other existing markets for Uganda's crafts are Ugandans in the Diaspora, who buy Ugandan craft pieces and sell in countries where they live.

The international markets offer very promising opportunities for the expansion of Ugandan handicraft sales. Uganda has an excellent framework in place for taking advantage of export opportunities for handicrafts. At the multilateral level, Uganda is part of GATT and the WTO.

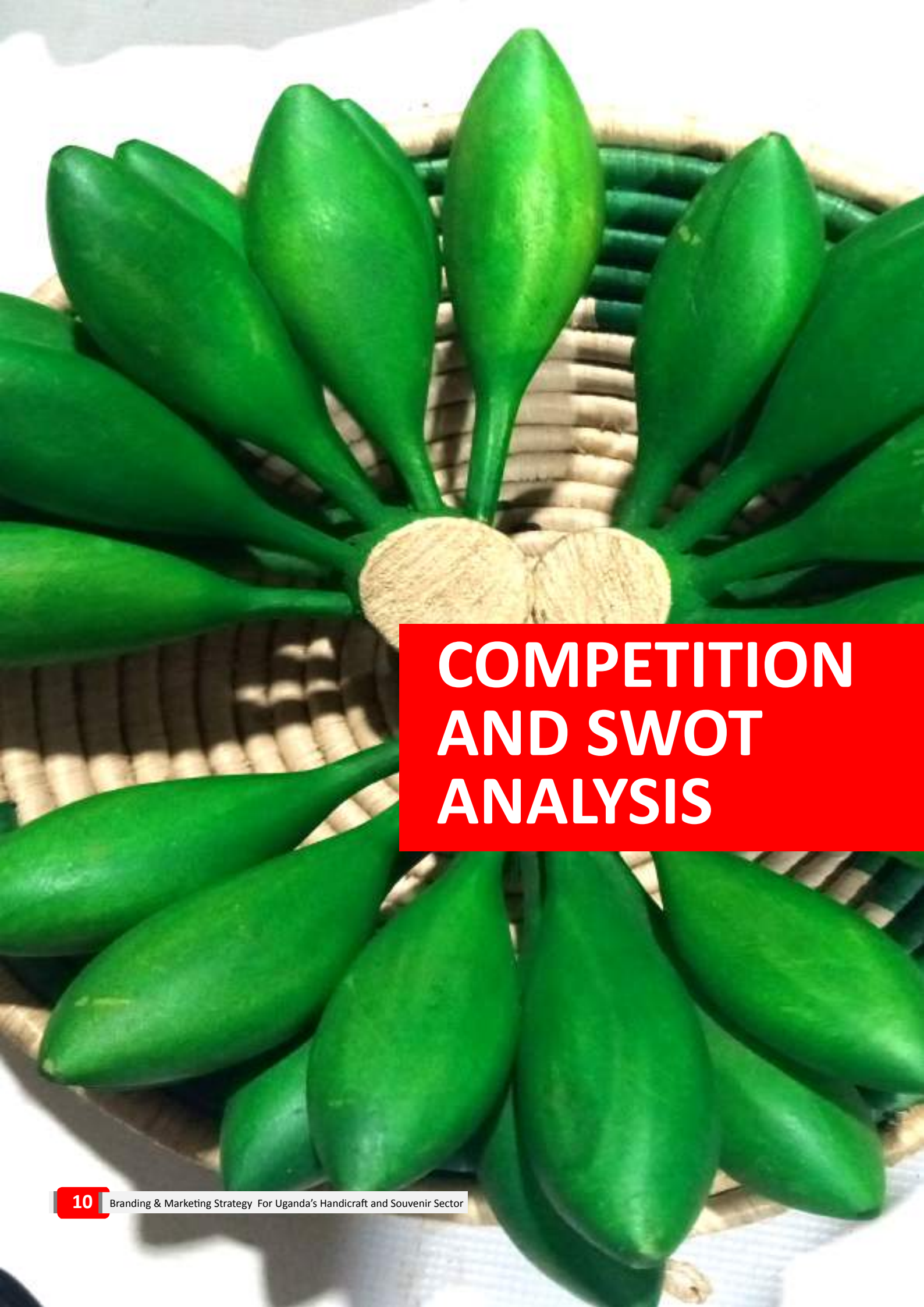
⁶ <https://www.asianage.com/business/in-other-news/120819/handicrafts-exporters-turn-to-african-latam-markets.html>
⁷ Market Research Report, On African Handicrafts in the Chinese Market, December 2018,
Website: www.chinagoingout.org

In terms of regional groupings, Uganda is a member of COMESA and forms part of the sub-group of countries of COMESA that set up a free trade area amongst themselves. Uganda is also a member of East African Community (EAC), which has internal free trade among its members and a Common External Tariff with low duty rates. The growth of international markets for home accessory products and an increased interest in global goods have opened up new market opportunities for artisans making handicrafts an important productive sector and export commodity for many developing countries.

While regional sales are a key part of Uganda's export strategy, most attractive for export diversification is Uganda's bilateral access to the US and EU markets under GSP programs. Under the US' African Growth and Opportunity Act (AGOA) and the EU's Everything But Arms (EBA), Ugandan handicraft exports enjoy duty-free access to these enormous markets.

This market has a strong desire for the unique, the interesting, and the product with a history. Under these favorable conditions, there is large scope for Uganda's traditional handicrafts exports to grow. Under AGOA and EBA respectively, Ugandan handicrafts can enter duty-free into the USA and EU markets. Given the size of these markets, there is still an enormous growth potential.



A close-up photograph of a woven basket filled with numerous green, teardrop-shaped handicrafts. These items, which resemble dried okra or similar vegetables, are arranged in a circular pattern, radiating from a central point. The basket's woven texture is visible in the background. A red rectangular box is overlaid on the right side of the image, containing the title text in white.

COMPETITION AND SWOT ANALYSIS

3.0 Competition And Swot Analysis

3.1 Competition Analysis

a) International Competition - Global level

While craft items and decorative accessories are sourced from every region of the world, China and India capture the lion's share of the market due to their low prices, locally available raw materials, and ability to respond quickly and in adequate quantities to supply international markets especially the US market⁸.

b) Regional competition- Africa level

Encouraged by the preferential access accorded to a wide variety of African products under AGOA (the Africa Growth and Opportunity Act), many African artisans and exporters of African crafts are exporting crafts to markets in the United States. The traditional market for their goods has been Europe, especially France and Germany. Unique crafts such as telephone wire baskets from South Africa, glass from Ghana, raffia tabletop items from Madagascar, masai suka and Kikoyi from Kenya and mohair shawls from Swaziland are now being seen in the US and European handicraft markets.

Empirical evidence has it that a growing number of people in the overseas markets are becoming more interested in African handicrafts particularly because they are multi-purpose products with unique features that meet the utility and decorative demands of the end users.

c) Local Competition - Uganda level

Local handicrafts and souvenirs are facing stiff competition from artificial items, decorative and wall hanging. These are preferred by a good number of customers in Uganda because they are cheaper, look more attractive and are sold by importers, retailers and street vendors who use aggressive marketing and selling tactics.

With increased globalization, the local market is being oversupplied with mass-produced and cheap goods mostly from Asia, which most times end up substituting locally produced goods. There is therefore need for global market entry strategies to counter the challenges of accessing the global market. The governments of Africa should invest in promoting handicrafts in international markets. The traders are also urged to utilize networking systems and collaborate within the sector to access information on global markets, increase bargaining power, economies of scale and increase their capacities to manage big orders from clients.

⁸http://epckenya.org/index.php?option=com_content&task=view&id=616&Itemid=229

3.2 Strengths, Weaknesses, Opportunities and Threats Analysis

An analysis of Uganda handicraft industry was undertaken with the objective of identifying marketing strengths and opportunities that Uganda can take advantage of as well as weaknesses and threats that may affect the marketing of Uganda handicraft products.

Strengths

- i. Availability of abundant and unique organic raw materials e.g. back cloth, banana fiber and animal skin.
- ii. Rich and diverse Uganda culture that ensures a variety of handicraft product ranges.
- iii. Wide range of traditional production skills derived from indigenous knowledge that ensures unique products from Uganda like backcloth, mats and baskets.
- iv. Strong and potential partnerships with development partners willing to support women business and cooperative initiatives.
- v. Abundant and cheap labor that ensures low costs and prices.
- vi. Availability of marketing supporting institutions e.g. Uganda Export Promotion Board.
- vii. Growing tourism sector (before Covid19), which promotes handicraft business

Weaknesses

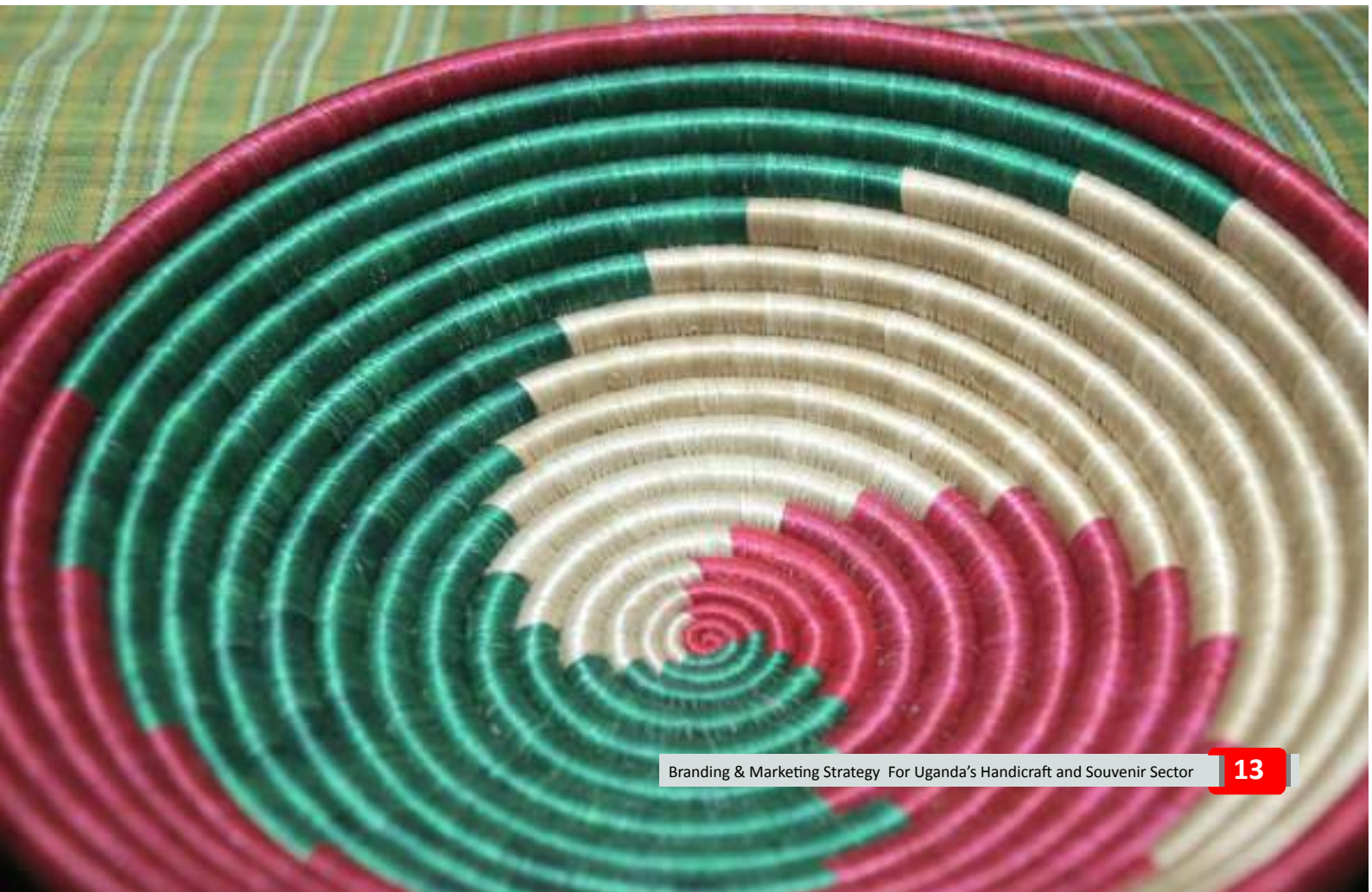
- i. Lack of a national marketing strategy to guide Uganda's handicraft industry.
- ii. Lack of a national brand strategy and identity for Uganda's handicrafts.
- iii. Scattered associations- lack of strong umbrella sector handicraft organization.
- iv. Limited marketing development and sales drives in international markets.
- v. Lack of quality control and standardized craft products.
- vi. Limited volumes, which may not meet the international demands.
- vii. Insufficient timely market information on handicraft export trends and opportunities.
- viii. Lack of branded and appealing Uganda handicraft showrooms in Uganda.

Opportunities

- i. Rising appreciation for African handicrafts by consumers in developed countries.
- ii. Large discretionary income at disposal of consumers in developed countries.
- iii. Availability of digital and online marketing facilities.
- iv. Availability of handicraft wholesalers and retailers in the targeted export markets.
- v. Market access opportunities e.g. USA's AGOA, EU's "Everything but Arms (EBA) Program", East African Community (EAC), Common Market for East and Southern Africa (COMESA).

Threats

- i. Covid-19 pandemic that has greatly reduced tourism inflows to Uganda and incomes of potential handicraft buyers in both domestic and international markets.
- ii. Competition from countries in Asia like e.g. China and India that produce cheaper crafts using better production, marketing and promotional strategies.
- iii. Exploitation of natural raw material resources.





HANDICRAFT AND SOUVENIR MARKETING STRATEGY AREAS

4.0 Handicraft And Souvenir Marketing Strategy Areas

According to the market analysis that was carried out during the development of the strategy, the global handicraft market is greatly influenced by increasing demand for seasonal decorations and growing gifting culture. The market is also influenced by rise in travel and tourism, where tourists collect handicrafts souvenirs, from visited places.

The emergence of online retailing and proliferation of various e-commerce websites, the accessibility to handicrafts has significantly increased. Consumers can now buy handicraft items by the click of their smartphones and have them shipped anywhere in the world. Catalyzed by the aesthetic appeal and unique designs of handmade decor accessories, the demand in homes, offices, restaurants and other commercial places is increasing.

Uganda, like other African countries, is receiving mass-produced and cheap handicraft and gifting items mostly from Asia, which poses competition to local handicrafts, thus reducing the revenue streams for local handicraft producers.

Uganda is developing Branding and Marketing Strategy to effectively market Uganda's handicraft and souvenir products to the targeted markets. The development of the strategy was based on the findings of market analysis exercise that was undertaken to ascertain the market requirements and marketing activities undertaken by other similar countries. This strategy will be used by Uganda to position itself among its targeted markets, customers, partner organizations and stakeholders as a famous source of handicraft items. Uganda will also be known as a country that empowers low-income women and youth through handicrafts business.

The marketing strategy also indicates the recommended actions to be undertaken by government and stakeholders to support the planning, organization and implementation of effective marketing and branding strategies and activities; mobilize resources for the marketing budget and strengthen the marketing function.

The areas of focus for the strategy are as follows:

- i. Target marketing, positioning and customer profiling
- ii. Branding strategy
- iii. Product packaging
- iv. Promotion of Uganda products
- v. Pricing strategy
- vi. Distribution strategy
- vii. Implementation, monitoring and evaluation plan

4.1 Target Marketing, Positioning and Customer Profiling

4.1.1: Introduction on Target Marketing, Positioning and Customer profiling

Based on the market analysis exercise that was undertaken during the development of this strategy, craft products from Uganda are sold in Uganda, the East African region and others to export markets in North America, Europe and Asia.

4.1.2: Target Markets

Ugandacrafts will consider targeting the following markets:

- i. **America market:** The main market will be in USA and Canada. This is currently the biggest market for Africa's handicrafts.
- ii. **European market:** They include Germany, United Kingdom(UK), France, Italy, Spain, Netherlands, Belgium and Switzerland, etc. Germany is considered the largest importer of crafts among EU countries, and United Kingdom comes second.
- iii. **Asian market:** The major targeted countries will be Japan and China. Japan is the major importer of baskets followed by China
- iv. **African market:** The targeted markets in Africa will include: East African countries, South Africa, and West Africa.
- v. **Ugandan market:** Handicraft producers and sellers will aim at increasing the sales and market share on the Ugandan market.

In each of the international targeted markets, Uganda exporters and dealers will identify Market Representatives (MRs) i.e. agents/ wholesalers who will be responsible for market development, promotion and sales of Uganda handicrafts. Details on how Uganda will re-launch and penetrate into these markets have been presented in the section on distribution.

4.1.3 Targeted customers – Customer profiling

Uganda's products will be targeted to mainly the following market segments:

- i. **Craft buyers (Customers):** These are people who are interested in decoration and fashion using African crafts –they buy or deal in Uganda crafts. Some marketing programs proposed in this marketing strategy are targeted towards this category. The category includes both craft agents and individual buyers.
- ii. **Tourists:** Most tourists like to buy souvenirs to remind them of their tour experience. Tourists will be targeted to buy crafts as souvenirs as they leave Uganda.
- iii. **Ugandans:** They are expected to use Uganda's crafts as decorative materials in homes and offices. While travelling abroad, they are expected to carry with them Uganda's crafts and give them as gifts to their hosts.
- iv. **Development partners:** This category includes mainly development agencies that are interested in women activities especially promotion of income generating activities, enterprise development, women emancipation and empowerment as well as cooperative development. Details on identification and development of proposals to such development partners are presented in the section on resource mobilization.

4.1.4: Positioning of Ugandan Handcrafts and Souvenirs

Uganda's crafts will be positioned as mostly: ***“Organic and made from natural materials”***.

This will appeal to customers who are interested in organic and natural materials and even those interested in uplifting the social-economic welfare of low income women and youth, who are mainly the main producers of handicrafts in Uganda. These customers include fair-trade proponents, development partners and non-government organizations (NGOs). Through training, Ugandan women and youth produce handicraft items tailored and targeted mainly for the export markets in the developed nations. Uganda handicrafts will therefore be seen as premier handicraft products produced by organized groups in Uganda.

4.1.5: Planned Activities

Developing a Customer Database:

- i. The implementers of the strategy will develop a list of targeted customers and place them in appropriate segments according to the identified targeted markets. The locations and contacts (telephones and e-mails) of targeted customers both in the international and local markets will be captured and stored. The databases will be updated on a regular basis.
- ii. The customer profiling and segmentation task will be a continuous task and will aim at creating databases, which will be used mainly through online marketing methods.
- iii. The created database will be the main recipient for the Uganda e-newsletter, which will be used in marketing and sales of handicraft products. The Uganda craft website and e-newsletter will be linked to other destination website marketing portals for Uganda's tourism and exports.
- iv. Identification of agents in various countries will be done with the assistance of Uganda embassies abroad and Uganda development partners. Targeted agents will be companies/ individuals that are interested and are able to import crafts and sell at wholesale and retail levels in their countries. Messages will also be put on Uganda craft website calling for interested agents to contact Uganda for negotiation on how to be agents. Trade shows and exhibitions will also be used to identify agents.





BRANDING STRATEGY

4.2 Branding Strategy

4.2.1: Introduction on the Branding Strategy

From the findings of the market analysis, it was noted that Uganda competes with large and well established craft brand names at both the international and Africa's regional markets. It was also noted that Uganda's handicraft industry lacks a national unifying brand identity that can effectively promote the handicraft industry and its products. Uganda is therefore developing a brand identity that will effectively promote its products and image in the domestic and international market.

4.2.2: Planned Activities

a) Developing Uganda Brand Identity (Logo):

Uganda will develop a brand identity (logo) that will be the main brand item for Uganda handicraft items. Uganda will develop and promote a family brand concept, where handicraft products from subscribing producers and sellers (co-branding) will bear the logo. To use the brand, subscribing producers and sellers will get permission from the marketing team that will be managing the brand.

The brand name: ***“Ugandan Crafts”*** will be adopted as the mail brand for the sector.

The tagline: ***“From the Pearl of Africa”*** will also be adopted and used with the brand name.

The brand will be a property of the government of Uganda though the the Ministry of Tourism, Wildlife and Antiquities and will be registered accordingly.

Uganda will ensure that the brand remains consistent both in design, size and colour so as to create a long lasting impact in the mind of the targeted customers and stakeholders. The details of Uganda's handicraft and souvenir industry brand identity are in the Brand Manual attached to this strategy. The brand manual indicates the rules and guidelines that will be followed by the teams that will be managing the brand and implementing the branding and marketing strategy. The manual describes the the brand usage, graphic signs, possible variations, colors, typographies and the like.

b) Launching and promotion of the Brand:

The brand identity will be launched and introduced to stakeholders using both online and offline media. The marketing team will devote resources in building and promoting Uganda's handicraft brand so as to enter and cut an edge into the market, create a long lasting image and relationship with its customers. The brand identity will feature on all industry promotional items e.g. website, communication and promotion materials and handicraft items.

4.3 Product Packaging and Tagging

4.3.1: Introduction of Product Packaging and Tagging

Handicraft branding and packaging are important steps in the marketing process. Creativity in the package design shows that the seller takes customers seriously. In turn, customers will take pride and value the handicrafts delivered. In addition to being a protective function, packaging can help sellers to charge a higher price.

Uganda competes with well-known brands that use attractive print materials, such as custom stickers, product cards, gift tags or stamps. Therefore right packaging and tagging are important in order to promote Uganda's handicraft image and raise the perceived value. Therefore, it is important, as minimum requirements, to mark the product name, special materials used in the production, name or sign of the producer, country of origin.

4.3.2: Planned Activities

a) Developing Uganda Product Catalogue

Uganda will prepare a product catalogue both in hard and soft copy and avail it to customers. The soft copy will be uploaded on the Uganda's website and will be revised whenever need arises. The hard copy will be printed attractively to appeal to targeted customers. The hard copy catalogue will be used during marketing and sales presentations with customers.

The catalogue will indicate the various handicraft products (product mix and ranges) that Uganda will offer to its customers. It will enable potential customers to make an appraisal of the complete product range. The presentation of the products and their ranges will be flexible, so that adjustments and changes can be made, if the need arises.

b) Product tags

Exports of Uganda's crafts will be encouraged to develop product tags in line with Uganda's branding strategy and international packaging standards.

c) Product packaging

Ugandans involved in exporting will be encouraged to follow accepted international packaging standards in order to protect Uganda's handicraft brand image. Uganda will follow a uniform packaging policy where all items sold or shipped will bear an appropriate Uganda label and branding. The packaging will also be in line with customer preferences both at the international and domestic consumer levels as well as import – export requirements.

4.4 Pricing Strategy

4.4.1: Introduction of Pricing Strategy

Pricing is an important marketing tool that can attract customers and also help producers or sellers make profits. However in the handicraft sector especially in Africa, prices are mostly negotiated. The price of handicraft products is in most cases given on per unit basis, and it depends on the category of the product, the type of work and sometimes on the seller's stated price as well as the perception of the buyer. A more precious craft work is always charged higher in comparison to other products. As noted in the market analysis exercise.

4.4.2: Proposed pricing strategy for Uganda products

Based on the market analysis, Uganda will pursue a flexible pricing strategy in order to attract and offer the best deals to targeted markets and customers. The marketing team that will be implementing the strategy will give guidance regarding price structures for targeted markets. The prices offered should be reviewed on periodical basis based on the cost of production, market research and intelligence of prices offered on the market. This means that prices charged by producers and sellers will be done on case-by-case basis.

The issues that will be considered while setting prices include:

- i. **Cost of production:** The marketing team will advise that the cost of producing a particular craft product should be estimated and ascertained. The selling price by Uganda craft should give fair revenue to the producers of the craft items.

- ii. **Competitor's prices:** As a marketing strategy, crafts from Uganda should not be higher than the prices charged by competing countries involved in marketing and exporting similar craft items. If the Uganda prices are higher than the average prices, then craft buyers and importers will prefer other craft companies offering lower prices. This will portray Uganda's crafts as expensive. Lower prices in most cases attract the majority of consumers especially in a price sensitive market like domestic consumers.
- iii. **Wholesale or retail prices:** If a buyer is interested in bulk supply, a bulk discount will be considered as an enticement. This is a standard business pricing practice.

4.4.3 Planned Activity

Guidance to Handicraft Producers, Exporters and Sellers

The marketing team will carry out periodic training and guidance to various craft and souvenir sellers to ensure that prices changed promote the handicraft sector.

4.5 Promotion of Uganda Handicrafts and Souvenirs

4.5.1 Introduction of the Promotion strategy

It has been noted that most handicraft companies across the globe are using the internet to market their products. Marketing strategies used to reach clients and customers around the world include use of online, offline, internet, direct marketing, and participation in well-known handicraft exhibitions and trade fairs in both local and international markets.

At the international level, crafts from Uganda compete with well-established companies and brands mostly from America, Europe and Asia (especially China and India). Most of these companies have recognized brands and websites. On the African continent, well established companies are from South Africa, Kenya, Tanzania, Rwanda and Ghana among others.

Therefore, Uganda will aggressively promote its handicraft products and create increased awareness among domestic and international customers. Uganda will also promote its brand extensively initially in Uganda, East African region, in Africa and globally. Promotion will also be undertaken to market and position Uganda as a leading promoter of handicrafts produced by low-income women and youth using organic raw materials.

4.5.2 Planned Activities

a) Development and launching of Uganda Website

Uganda handicraft industry website will be developed to facilitate the marketing of crafts especially at the international level. In addition, the website will promote Uganda handicraft brand and image. The main features of the website will include the following:

- i. Online catalogue: The catalogue uploaded on the website will be updated periodically in order to keep it relevant to information needs of targeted customers.
- ii. E-Newsletter: The e-newsletter will be sent mainly to subscribing customers and will be used in promoting Uganda handicraft products. Website visitors, who subscribe to Uganda e-newsletter, will have their emails stored in an online database on the website. The marketing team will endeavor to enlarge the database to include more people from the international markets that are able to buy Uganda products online.
- iii. Social Media Tools: The website will be interactive using social media facilities like Instagram, Face book, Twitter and YouTube.
- iv. Website Traffic Analysis: A website statistics tracking function will be used to collect data from website visitors and store the information into an online database. Detailed visitor statistics will include the total number of visitors and customers for entire site and visitors for each page. This will help in knowing customers who visit the website and their statistics, intentions and information search.

b) Participation in Trade Fairs and Exhibitions:

The marketing team implementing the strategy will participate in relevant trade fairs and shows at the international, regional and local level. The objective will be to undertake direct marketing so as to identify and build relations with agents, dealers and consumers. The trade fairs to participate in will be decided based on the targeted markets, availability of funds and the marketing value expected to be derived from the fairs. The team will link up with Uganda's private sector actors and government agencies including Uganda's embassies abroad in planning, identifying and attending fairs and exhibitions. Relevant promotional materials will be prepared and used during the fairs.

c) Direct Marketing:

This will be an important market development tool that the marketing team will use to identify customers, agents and dealers especially in the international markets. The following customers will be targeted with the use of this strategy:

- i. Agents: i.e. Wholesalers, department stores (supermarkets) and commission agents.
- ii. Final consumers who order mainly through the internet. Direct marketing is needed especially to give them information about Uganda's handicrafts, direct them to the nearest agents or departmental stores in Uganda and abroad.
- iii. Development partners: Direct marketing will be used to market Uganda projects and activities and to raise funds to support the implementation of the marketing strategy.

d) Use of Print Materials:

These will include catalogues, banners, business cards, T-shirts, brochures and leaflets. The marketing team will produce well branded and image building print materials to be used especially during trade fairs and exhibitions. They will produce quality and long lasting banners. These banners will be placed in strategic locations whenever there is a relevant meeting in Uganda and abroad.

e) Use of Electronic Media and Bill Boards:

Relevant and well-designed messages will be put on the local radio and television stations and bill boards erected in strategic locations e.g. Entebbe International Airport to promote the brand and image of Uganda's handicrafts. The messages will request Ugandans and friends of Uganda to buy Uganda's handicrafts and send them to other people in other countries.

f) Partnership Marketing:

This will entail collaboration with relevant organizations to promote Uganda handicraft products. Partnership and collaborative arrangements will be undertaken with government agencies (e.g. Uganda Tourism Board, Uganda Export Promotion Board, Uganda Civil Aviation Authority, Uganda Airlines) and development partners in order to increase promotion and usage of Uganda's handicrafts and exports. The marketing team will also work with stakeholders like the tourism and hospitality sector, music and entertainment industry, décor shops, international embassies in Uganda and Uganda embassies abroad to promote Uganda handicrafts. Arrangements will be put in place on how the targeted collaborators will participate in promoting Uganda's handicrafts.

g) Uganda Handicraft Week:

The marketing team will organize the Uganda Handicraft Week with the objective of promoting usage of Uganda's handicrafts to the local and international handicraft lovers.

During the week, Ugandans and friends of Uganda will be requested to dress in Uganda's culture attire. This will take place once a year and will be organized and positioned as an important promotional week for Uganda's handicrafts. This will be an opportunity of positioning Uganda's handicraft as products that represent Uganda's rich culture. Promotional appeals will be made on the media requesting Ugandans and friends of Uganda to promote the Uganda's handicraft products. The details of the promotional week will be planned at the operational level by the marketing team.

4.6 Distribution and Sales Strategy

4.6.1 Introduction on Distribution and Sales Strategy

Currently Uganda handicrafts and souvenirs are sold at the following levels:

- i. Domestic level: Craft items are sold through local craft shops and tourist points. Sales are also undertaken by individual producers at point of production. A proportion of Uganda's handicraft sales are done in the domestic market. Handicraft products are used for decoration, cultural and domestic use purposes.
- ii. Handicraft Exports: The private sector exporters have markets in North America, Europe and Asia.

4.6.2 Proposed Distribution and Sales strategy

In order to sell more and earn more revenue, Uganda will put more emphasis on export markets, which is a more lucrative market than the domestic one. Based on the market analysis, it came out clearly that the global crafts markets are growing and the best markets are in USA, Germany, UK and other countries. Ugandan sellers will be encouraged to prospect for sales in these markets, undertake online sales (e-commerce), promote efficient delivery systems, and offer great customer service and experience.

4.6.3 Planned Activities

a) Identification of wholesales, importers or distributors

The marketing team will identify wholesales, importers or distributors in targeted countries and connect them to Ugandan sellers. The marketing team will utilize the following opportunities to identify dealers: i.e. trade services of embassies, exhibitions and trade fairs, internet search and individual links with wholesales, importers or distributors.

b) Promotion of online selling

Uganda's handicraft exporters will be mobilized to undertake online sales. Appropriate training and coaching will be done to promote online trading and sales.

c) Promotion of good customer service and efficient delivery systems

Uganda's handicraft producers and sellers will be encouraged to promote a culture of good customer service in order to create and promote a positive image about Uganda's handicraft sector. They will also promote good relationship with buyers i.e. final customers, agents, wholesalers and retailers. Keeping quality and standards, timely delivery, professional conduct, integrity, trust and effective communication should be the qualities that all Ugandan handicraft and souvenir industry stakeholders should have.



IMPLEMENTATION, MONITORING AND EVALUATION

5.0 Implementation, Monitoring And Evaluation

An implementation schedule with timelines and targeted activities has been prepared as indicated in the table below. Monitoring and evaluation of marketing strategy activities will be based on the indicated planned activities and expected outputs.

Strategy Implementation Plan

#	Planned activities	Expected output	Year 1 (2021)			
			Q1	Q2	Q3	Q4
1.	Target Marketing, Positioning and Customer Profiling					
	Develop Uganda Handicraft Customer Database	Customer Database				
2.	Branding Strategy					
	Launch Uganda's Handicraft Brand Identity (Logo)	Brand Identity (Logo) launched				
3.	Product Packaging					
	Develop Uganda's Handicraft Promotion Catalogue	Uganda Handicraft Catalogue				
4.	Promotion of Uganda's Handicraft crafts and Souvenirs					
i.	Develop Uganda's handicraft website	Website developed				
ii.	Participate in trade fairs and exhibitions	Uganda's handicraft brand promoted				
iii.	Undertake direct marketing	Uganda's handicraft brand promoted				
iv.	Use print materials and bill boards	Uganda's handicraft brand promoted				
v.	Use electronic media	Uganda's handicraft brand promoted				
vi.	Collaborate with stakeholders to promote Uganda Handicrafts	Uganda's handicraft industry promoted				
vii.	Organize Uganda Handicraft Week	Handicrafts promoted				
viii.	Advocate and lobby for promotion of handicraft industry and products	Uganda's handicraft industry promoted				
5.	Pricing Strategy					
	Review handicraft prices periodically	Prices reviewed				
6.	Distribution and Client Handling					
	Identify wholesales, importers, distributors, agents & promoters	Channel actors identified and engaged				
7.	Strengthen the Marketing Function in Uganda's Handicraft Industry					
i.	Support Handicraft Association	Association formed				
ii.	Engage UTB to implement the marketing strategy	UTB engaged				



APPENDIX 1: PROPOSED MARKETING BUDGET

6.0 Appendix 1: Proposed Marketing Budget

The table below presented the proposed budget for Year 1.

No.	Activity	Description	Quantity	Unit Cost USD	Total USD
1.	Target Marketing, Positioning and Customer Profiling				
2.	Develop Uganda Handicraft Customer Database	By office /agency	-	-	-
3.	Branding Strategy				
4.	Launch & Promote Uganda's Handicraft Brand Identity (Logo)	To use print, electronic & online tools in place	-	-	-
5.	Product Packaging				
6.	Develop Uganda's Handicraft Promotion Catalogue	Use of consultant	1	15,000	15,000
7.	Printing of Uganda's Handicraft catalogue	1,000 copies	1,000	6.0	6,000
8.	Promotion of Uganda's Handicrafts and Souvenirs				
9.	Develop Uganda's handicraft websites	Use of consultant	1	12,000	12,000
10	Participate in international trade fairs and exhibitions	3 fairs planned	3	7,000	21,000
11	Participate in trade fairs and exhibitions	3 fairs planned	3	7,000	21,000
12	Undertake direct marketing	Undertaken by office/agency team	-	-	-
13	Print materials	Designing and printing brochures	1,000	2.0	2,000
14	Bill boards at Entebbe Airport	3 billboards rented annually (3x12)	36	500	18,000
15	Use electronic media - Radio	30 commercials per month (30x12)	360	30	10,800
16	Use electronic media- TV	10 commercials per month (10x12)	120	100	12,000

	Activity	Description	Quantity	Unit Cost USD	Total USD
17.	Collaborate with relevant organizations and stakeholders to promote Uganda's Handicrafts	Undertaken by office/staff agency	-	-	-
18.	Advocate and lobby for promotion of handicraft industry and products	Undertaken by office/agency staff	-	-	-
19.	Pricing Strategy				
20.	Review handicraft prices periodically	Undertaken by office/agency staff	-	-	-
21.	Distribution and Client Handling				
22.	Identify wholesales, importers, distributors, agents & promoters	Undertaken by office/agency staff	-	-	-
23.	Strengthening Uganda's Handicraft Industry				
24.	Formation of Uganda's Handicraft Association	To be undertaken by Consultant	1	60,000	60,000
25.	Marketing office /agency to implement the branding and marketing strategy	Cost of running office or agency at least 5 people- 60 man months	60	1,500	90,000
26.	Cost of Marketing team to promote Uganda handicrafts	Cost of running marketing office 12 months	12	2,000	24,000
27.	Online marketing of Uganda's handicraft	Undertaken by agency – paid on monthly basis	12	2,000	24,000
28.	Support to Uganda National Handicraft Association	Annual support to run association, paid on a monthly basis-5 people	60	800	48,000
29.	Support to Uganda Umbrella Association – Running the office	Cost of running Association office- 12 monthly basis	12	2,000	24,000
30.		Total			387,800

b) Launching and promotion of the Brand:

The brand identity will be launched and introduced to stakeholders using both online and offline media. The marketing team will devote resources in building and promoting Uganda's handicraft brand so as to enter and cut an edge into the market, create a long lasting image and relationship with its customers. The brand identity will feature on all industry promotional items e.g. website, communication and promotion materials and handicraft items.

4.3 Product Packaging and Tagging

4.3.1: Introduction of Product Packaging and Tagging

Handicraft branding and packaging are important steps in the marketing process. Creativity in the package design shows that the seller takes customers seriously. In turn, customers will take pride and value the handicrafts delivered. In addition to being a protective function, packaging can help sellers to charge a higher price.

Uganda competes with well-known brands that use attractive print materials, such as custom stickers, product cards, gift tags or stamps. Therefore right packaging and tagging are important in order to promote Uganda's handicraft image and raise the perceived value. Therefore, it is important, as minimum requirements, to mark the product name, special materials used in the production, name or sign of the producer, country of origin.

4.3.2: Planned Activities

a) Developing Uganda Product Catalogue

Uganda will prepare a product catalogue both in hard and soft copy and avail it to customers. The soft copy will be uploaded on the Uganda's website and will be revised whenever need arises. The hard copy will be printed attractively to appeal to targeted customers. The hard copy catalogue will be used during marketing and sales presentations with customers.

The catalogue will indicate the various handicraft products (product mix and ranges) that Uganda will offer to its customers. It will enable potential customers to make an appraisal of the complete product range. The presentation of the products and their ranges will be flexible, so that adjustments and changes can be made, if the need arises.



APPENDIX 2: RECOMMENDATIONS

7.0 Appendix 2: Recommendations

7.1: Supporting National Arts and Cultural Crafts Association of Uganda (NACCAU)

a) Background

During stakeholder consultations, which were undertaken during the preparation of the Branding and Marketing strategy, it was noted that Uganda's handicraft sector lacks a strong association that brings together all handicraft producers, traders and exporters from all areas of Uganda. It was further noted that a strong association is needed to partner with government and development partners in mobilizing members to participate in marketing and promoting Uganda's handicraft brand and products. The association is also expected to help in policy advocacy and lobbying, enforcement of standards, increased production, capacity building for stakeholders involved in production and marketing.

It was again noted that National Arts and Cultural Crafts Association of Uganda (NACCAU) was established in 2003 to promote, preserve and transform Uganda's tourism industry and traditional culture through partnering with producers and dealers in visual arts and crafts. Once supported, it has potential to partner with government and development partners in mobilizing members from all regions of Uganda to participate in marketing and promoting Uganda's handicraft brand and products.

b) Recommendations

It is therefore recommended that the Ministry of Tourism, Wildlife and Antiquities supports National Arts and Cultural Crafts Association of Uganda (NACCAU) and builds its capacity to enable it partner with government to effectively mobilize the members from all regions of Uganda to work together in promoting Uganda's handicraft brand and products. The support needed includes strengthening the governance and management structures, strategic direction and member mobilization and recruitment.

7.2: Uganda Tourism Board to Lead the Implementation of the Marketing Strategy

a) Background

It was noted that the Uganda Handicraft Development Project was in charge of coordinating the development of the Branding and Marketing strategy. It was further noted that there was no designated government office, agency or department to implement the developed branding and marketing strategy for the handicraft and souvenir sector. There was therefore a need to designate a government office, agency or department to coordinate the handicraft market activities and implement the strategy once the project comes to an end.

b) Recommendations

It is therefore recommended that Uganda Tourism Board (UTB) takes a lead in the implementation of the handicraft branding and marketing strategy.

c) Proposed Tasks to Be Undertaken

- i. Launch and promote Uganda handicraft brand in the market.
- ii. Identify Uganda flagship handicraft product at regional and national levels.
- iii. Recruit handicraft brand ambassadors especially in the export markets.
- iv. Advocate for usage of Uganda's handicrafts in Uganda's work places and homes.
- v. Manage Uganda's handicraft website and use it to promote Uganda's handicrafts.
- vi. Develop and disseminate Uganda's handicraft catalogue.
- vii. Manage handicraft social media platforms and ensure optimum interaction with customers.
- viii. Develop and manage Uganda's handicraft customer database and use it to promote Uganda's handicraft sector and products.
- ix. Develop and manage Uganda's handicraft e-newsletter and use it to promote Uganda's handicrafts to targeted customers and audiences.
- x. Plan, organize and take lead in participating in exhibitions and trade fairs to market and promote Uganda's handicraft products.
- xi. Manage promotional materials e.g. flyers, brochures and other marketing items.
- xii. Carry out market research, analysis and intelligence on craft markets and inform Uganda's private sector and interested stakeholders.
- xiii. Coach and guide Uganda's handicraft producers, traders and exporters on issues regarding handicraft marketing i.e. market research, standards, designs, packaging, labeling, tagging, brand and co-branding, promotion, pricing, timely delivery issues, customer relationship management, client handling and the like.
- xiv. Identify, register and monitor the private sector players that will be using Uganda's handicraft brand identity (co-branding).

7.3: Designing Uganda's Handicraft and Souvenir Industry Website

a) Background

During the market review exercise, it was noted that most of the websites promoting Uganda's handicrafts are from the private sector i.e. producers, sellers and exporters. However, it was also noted that some countries have organizations responsible for handicraft marketing. These organizations use well designed and attractive websites to promote their country's handicrafts. Examples include India's Export Promotion Council for Handicrafts that was established to promote, support, protect, maintain and increase the export of handicrafts. It is an apex body of handicrafts exporters.

b) Recommendations

It is therefore recommended that Uganda Tourism Board (UTB) coordinates the designing and managing of a national website for the industry and use it to promote Uganda's handicraft products especially to the international markets. The website will be the equivalent of the websites run by UTB for promoting tourism.

The website will be informative as well as promotional in nature. It will act as a reference portal showcasing Uganda's handicraft products, companies and organizations involved in production, marketing and general promotional information. The site will be the main online marketing tool.

c) Features of the website

The following will also be considered as the main marketing based online tools:

- i. **E-Newsletter Management Module:** Website visitors shall subscribe to the website e-newsletter and all emails will be stored and grouped in a centralized database.
- ii. **Website Traffic Analysis:** This is a web site statistics tracking, analysis and reporting application. It collects data from website visitors and stores the information into an access database.
- iii. **Google Analytics management:** This is a facility to generate detailed website statistics that can be used in tracking the number of times a page has been viewed and downloaded.
- iv. **Content Management System (CMS) Module:** This facility deals with maintaining and handling the material content of the website.
- v. **Search Engine Optimization:** This will ensure that the web site is optimized for maximum exposure on search engines, which facilitates high search results.
- vi. **Social Media Tools:** Registration for website on networks like Instagram, Facebook, Twitter, YouTube, LinkedIn and Blogs.

7.4: Identification of Uganda's Handicraft Flagship Products

a) Background

During the market analysis, it was noted that Uganda, has a rich and valid cultural heritage where many handicraft items are used. However, it was noted that Uganda does not have well defined flagship handicraft items that can be fully associated with Uganda.

It was further noted that other countries have flagship items. Examples include Rwanda- Agaseke Baskets, Kenya and Tanzania- Masai suka and Masai scriptures. When tourists visit these countries, it is a “must” to buy these items as souvenirs, which they take home. It is therefore important to identify flagship (signature) craft items to define the rich culture of Uganda.

b) Recommendations

It is therefore recommended that Uganda identifies flagship (signature) handicraft items that will easily define Uganda and get associated with Uganda. The actions required include the following:

i. Identification of a signature handicraft item for Uganda:

The identification of the national regional handicraft flagship items will be coordinated by government through the Ministry of Tourism, Wildlife and Antiquities and the office/agency that will be responsible for implementing the branding and marketing strategy. Identified flagships will assist in promoting the image of Uganda's handicrafts and products.

ii. Identification of flagship handicraft items from each of the regions in Uganda:

These will be used as signature craft items or brand image items to promote the various areas in Uganda. The task will also be undertaken by the Ministry of Tourism, Wildlife and Antiquities and the office/agency that will be responsible for implementing the branding and marketing strategy.

7.5: Advocacy for Use of Uganda's Crafts as Decorative Items in Offices

a) Background

During the market analysis, it was noted that there was increasing usage of imported handicraft decoration items by Ugandans in offices and homes. The majority come from the Far East, i.e. China, India, Thailand and the like. It was further noted that some of the imported "crafts" are not authentic handicrafts but are cheaper compared to locally made crafts. This competition is a big threat and may discourage many people involved in the handicraft industry to opt for other industries.

b) Recommendations

The Ministry of Tourism, Wildlife and Antiquities, under the Buy Uganda, Build Uganda (BUBU) spirit and through the office/agency that will be implementing this marketing strategy, develops an advocacy campaign to promote usage of Uganda's handicrafts as decorative materials in offices and functions. The focus of the campaign can be as follows:

- i. Identification of national handicraft champions e.g. opinion leaders and role models.
- ii. Identification of handicraft champions in offices i.e. people who are passionate about Uganda's handicrafts and are ready to promote them in their workplaces and homes.
- iii. Creation of Uganda's handicraft corners in offices especially government ministries, departments and agencies (MDAs), Uganda Museum, Entebbe International Airport, Uganda Wildlife Authority briefing points, hotels, restaurants, education institutions, corporate organizations, NGOs's and the like.
 - a. The handicraft corners will act as handicraft information and educational centers within organizations.
 - b. The identified handicraft champions in organizations will be responsible for these handicraft corners.
 - c. Creativity and innovation will be used by these champions to decorate the corners and bring out the best image of Uganda's handicrafts.
 - d. Some of these handicraft items can be donated by handicraft champions or bought by the responsible offices as part of their corporate social responsibility.
- iv. Promotion of the culture of sending Uganda's handicrafts as gifts to friends of Uganda in other countries.
- v. Promotion of the culture of giving handicraft gifts to people who visit Uganda. Tourists, conference attendants and other visitors should be given handicraft gifts as souvenirs to remind them about Uganda, its beautiful sceneries, cultures and people. Conferences and meetings expecting international people should budget for handicraft items to be given to international participants at the end of the conferences.

7.6: Mobilizing Resources for the Marketing Budget

a) Background

From the marketing SWOT analysis that was undertaken, it was noted that handicraft industry has strong partnerships and collaborations with development partners. The partners have been providing assistance to the handicraft industry and its members in such areas as increasing production, quality control, packaging, market development and capacity building. It was also found out that there are business organizations across the globe that are willing to support women and youth groups dealing in handicrafts.

It was further noted that government funds may not always be enough, thus the need to mobilize additional resources to undertake the planned marketing activities.

b) Recommendations

After analyzing the current marketing requirements and the limited financial resources from government, it is therefore recommended, that the marketing team/ agency, should mobilize financial resources to assist in implementing the marketing budget. The government of Uganda has the strength and capacity to tap resources from development partners and therefore this strength should be exploited for the benefit of promoting Uganda's handicrafts.

c) Actions to be undertaken

To effectively undertake resources mobilization, the following will have to be undertaken by the marketing team/ agency:

- i. **Identification of potential funding agencies:** The marketing team will identify potential development partners/donors within and outside Uganda with an interest and potential for funding handicraft planned activities.
- ii. **Preparation of funding proposals:** The team will prepare and submit winning proposals tailored to the targeted organizations.
- iii. **Follow up on funding proposals:** The team will make personal visits and electronic communications to targeted funding agencies to market Uganda's handicraft industry and its development activities and convince them to fund planned activities.
- iv. **Preparation of reports:** The team will regularly prepare reports and update its funders and partners on how it has utilized the secured funds.