

## **Part III Strategic marketing for all consumers**

The art of 'strategic planning' is to know where you want to be in the longer term and what you want to achieve. The underlying presumption of this research is that the goal is to achieve financially sustainable universal service, that is to ensure service to the poor. Anything less than universal service and it is always the poor who are left out.

There are a number of reasons why, after initial piloting work to develop the best tactics for serving the poor, marketing plans for urban water services need to be reasonably strategic and comprehensive, including the following:

- Utilities need to feel confident that if they offer new options and services, then they can provide them on a sustainable and reliable basis. Comprehensive investment/strategic marketing planning can increasingly contribute to this level of confidence, particularly when potential financiers agree to fund agreed investment plans.
- Precedence and equity are also important considerations. If one slum area has new service options, there will eventually be a lot of pressure to serve other slums in a similar way, so broader strategic planning is required.
- The proportion of urban residents living in informal settlements or unplanned areas is growing, hence the need to address the perception, needs and preferences of this important group in utility-wide investment planning and institutional development.

Part III consists of the following four chapters that provide the framework for the strategic marketing approach:

- Chapter 5: What is a good strategic marketing approach
- Chapter 6: Stage 1: Where are we now?
- Chapter 7: Stage 2: Where do we want to be?
- Chapter 8: Stage 3: How might we get there?