Terms of Reference

International Consultant

Project

Assignment Type | International Consultant
Title of Assignment | Marketing Communications Consultant
Division/Section | DBIS/EC
Place of Work | Geneva, ITC based
Contract Type | Workday contract
Contract Duration | 40 days
Contract Dates | ASAP until 31 December 2015
Travel | None

Background

ITC is the joint cooperation agency of the WTO and the UN for trade-related technical assistance. Its primary objective is to assist developing countries and economies in transition to enhance their international competitiveness while taking advantage of market opportunities and increasing their exports.

Enterprise Competitiveness Section develops market-driven solutions for international SME competitiveness. To assist SMEs from developing countries in the internationalization process, ITC has developed a range of specialized advisory solutions, enabling value addition to trade and integration into global value chains.

Enterprise Competitiveness Section provides technical assistance and advisory training on International Marketing and Branding, Export Quality Management, Export Packaging, Supply Chains, Business Strategy and Diagnostic and e-Commerce. Thematic focus areas include Value Added to Trade, E-Solutions and Sustainability for SME Competitiveness.

1) Export Marketing and Branding (EMB): Better strategies and improved capabilities are worthwhile if enterprises can sell more of their goods and services at a better price and in a sustainable manner. The goal of Export EMB is to ensure that there is a return on investment in the improvements made in the enterprise: by finding and motivating customers into the purchase of goods and services. The EMB
services enable enterprises to build linkages to markets: covering branding, promotion and sales, and solutions for selling through online channels.

2) **Export Quality Management (EQM):** As part of ECS’ connecting to value chains competence area, the EQM practice helps SMEs in developing countries to overcome technical barriers to trade (TBT) and Sanitary and Phytosanitary measures (SPS). The service also helps SMEs to adopt quality improvement practices. Quality Management services are delivered including training and advisory services, consultative events delivered through projects with partners.

3) **Export Packaging:** The Export Packaging practice aims to support packaging activities of developing and transition economies in their efforts to realize their full potential for developing exports. Export Packaging focuses capacity building by working with enterprises, Trade Support Institutions (TSIs) and a network of partners to develop sustainable expertise in the field of packaging.

4) **Business Strategy and Diagnostic:** Business Strategy and Diagnostic is a multistage process from diagnostic to practice that starts with the identification of symptoms of underperformance and establishes causal linkages between those symptoms and enterprise performance. The diagnostic process consists of four steps: Diagnosis, prognosis, treatment and practice. Diagnosis is associating unsatisfactory performance of business processes with poor managerial decisions. Prognosis is linking the management mistakes to the marketing objectives. Treatment is a decision about whether to address the problem, fix the symptom, or both. Practice is about the choice of the type of intervention: training, consulting, counselling or any combination of all three.

5) **E-commerce:** ITC with partners in the private and public sectors, provides capacity building services and business advisory solutions to small and medium-sized enterprises (SMEs) in developing countries, to help them overcome the barriers to e-commerce and enable them to successfully and cost-effectively commercialize their goods and services online. Through a set of tools and services developed by ITC (“e-solutions”) partners are able to accompany small businesses in all the steps necessary to access online market places, receive payments, legally import their goods and services and handle the logistics and commercial cycle of international e-commerce.

The work of the Enterprise Competitiveness section (“ECS”) is undergoing a shift toward a newly defined strategy and develops new services – “modules”. New ECS strategy reinforces the importance of “modules” that can be used to more efficiently to deliver projects. By linking “modules” together we are able to provide products – and solutions to the challenges encountered among our beneficiaries.

The transition to the new strategy and development of new “modules” creates a need to adjust existing communication materials and develop new communication materials, such as services description, case studies and testimonials; to create harmonized brochures describing services; to align the content of web-pages related to ECS activities on ITC web-site, to coordinate events participation that promotes ECS services.
Duties and Responsibilities

Purpose: to provide expertise in the design and development of communications, write value-added materials which illustrate the work of ECS and raise the profile about the capabilities of the section.

The Consultant will work under the direct supervision of the Senior Adviser of International Marketing and Branding, under the overall supervision of the Chief of Enterprise Competitiveness Section and in close collaboration with the Marketing Communications Coordinator.

The duties of the international consultant focus on development of marketing communication materials following the new ECS strategy to raise awareness among key stakeholders and the general public about ECS services and will entail:

1. Define a communications strategy and communications plan for ECS (with the marketing communications coordinator) – how EC can develop its profile to support its strategic objectives, including for instance:
   a. Internal communications within ITC (Power Point presentations)
   b. Digital communication strategy
   c. Flagship events: objectives for ECS at ITC and other Flagship events – how can ECS be present, visible and promote its services. Define content for events
   d. Tailor made events: events that ECS defines and leads – what could these be

2. Finalise content of ECS functional marketing materials
   a. Review overall framework describing ECS strategy and service offerings: suggest improvements where necessary
   b. Review and finalize the appropriate texts and other graphical elements that can be included in each of the brochures or adapted to online uses, including the relevant areas of the ITC website (Intracen.org)

3. Conceive a content strategy for ECS: define a set of topics to be covered and plan the format and work necessary to develop relevant articles, with the goal of generating increased exposure and interest in our work, with the eventual result of interest from donors, project beneficiaries and partners (including private sector firms, consultants and universities).
   a. Suggest additional content pieces, such as:
      • Reviews of trends in a given functional areas (branding, quality, packaging, supply chain, e commerce etc.)
      • A review of functional tools and how they have been applied in ECS work (e.g. strategy frameworks, lean methodology etc)
        • For instance a paper on “strategy tools” and how they have been applied in the LDC context to assist SME’s in developing their business strategies, such as “Blue Ocean Strategy” and the “Strategy Canvas”
      • Opinion pieces from experts or other leaders in the public or private sector (such as interviews with relevant academics, CEO’s etc)
b. Define how each of the content pieces could be developed and prioritise the list: suggest contacts and related articles which could be used to build content

4. Research and write at least 10 articles (those prioritised in the “content strategy”) to promote the work of the ECS. An article should be between 1 and 8 pages in length. Ensure that these articles cover the major functional areas of activity of ECS. Provide summary versions of the articles for use in newsletter, on the website or other formats.

5. Digital communications and online interest groups: define a strategy for how ECS can generate relevant online networks and how digital communications can be sustained with resources accessible to ECS.

6. Events: Define a “content research and development” plan to support the events strategy for ECS communications: define topics, how they can be supported with sources of content from within and outside ITC and coordinate the work of ITC advisers in the development of their materials for the event(s).

7. Provide advice on the graphical design for material and liaise with the Marketing Communications Coordinator on the layout and design of materials and communications.

Outputs and Timelines

1. Inception document that describes a plan of action for ECS communications
   a. Review ECS strategy and functional marketing materials: write a recommendations on how they can be improved
   b. Write a plan for the delivery of the activities described under “Duties and Responsibilities”
2. A detailed content development strategy for ECS communication materials and events
3. A set of at least 10 relevant articles of between 1 and 8 pages in length (as described above)
4. Launch one or more relevant social media channels for the ECS as a whole (for instance a Linked in group) and newsletter. Write a plan for the sustainability of the online community – consisting of subject topics and their potential source – who and how content is researched and developed and the forum managed.
5. Define the content development needs for at least 1 event (or a combined event that would show case multiple ECS areas) for each of the (6) service areas: SME strategy, Quality, Supply Chain, Branding, e Commerce and Access to Finance

Qualifications, Competencies and experience required:

- Master’s degree in Journalism, Communications, Marketing or Business or University level studies and equivalent work experience showing expertise in marketing communications
- The International consultant should have documented experience in writing press articles or similar marketing communications. Writing of academic paper would be an advantage, but not essential.
- Strong research and analytical skills, systematic and organized
- Experience in researching events, events and marketing communications campaigns is desired.
- Proficiency in computer applications including Word, Excel and PowerPoint; InDesign and Photoshop skills required.
- Commitment to the field of Development and the UN goals

**Languages:**

- Fluent command of oral and written English. Preference for Mother tongue or having lived and worked in an English speaking country or context.
- Ability to write creatively and persuasively in English
Appendix: Some indicative ideas for Export Marketing and Branding case studies

Just to illustrate the kinds of content we have discussed, but have not yet produced, in one of the functional areas of ECS.

1. Case studies from the work of ECS:

   **Made in Morocco** A success story in Morocco: how to develop a shared platform for SME’s to get on line and build their first presence in e commerce. ITC is helping Made in Morocco internationalise through provision of its “eCommerce+” modules. Made in Morocco website – their story, quotes from the founder, relevance for work EMB is doing in e-commerce

   **Ivory Mall (eCommerce+)**
   Describe the context of the fashion / accessories of Ivory Coast – background to our project under PACIR and what we ITC did.

   **Reverie**
   Reverie is an IT company in Bangladesh. ITC has helped them to understand best principles in marketing communications and to update their brand designs with positive results.

   **Luano Honey**
   Looking at Honey and Honey branding – some cases from around the world – zoom on the ITC work on Zambian Honey. Husband and wife team Trevor and Natasha Watson have a passion for developing high quality, natural honey and are engaged with the social development of their communities ITC is helping them have world class branding and developing exports to the local region

   **Nepal Pashmina Industry Association**
   Luxurious fibre, blended with silk and other fibres... woven into garments and accessories aimed at top customer segments in Japan, US and France. ITC is working to raise recognition of the label and promote interest among professional buyers.

   **Myanmar – tourism branding**
   The country is increasingly open to tourism, expecting high growth levels and trying to preserve heritage and social structure / communities. (Project site http://www.intracen.org/itc/projects/ntf-3/myanmar/)
   ITC is helping define a strategy and materials for national tourism branding and to position the regions, including Kayah State in an appropriate manner toward inbound tour operators

2. Other ideas for case studies related to our mission (but not from our work)

   **Comza Rwanda**: an African company in India: what is it? How did they do it? What lessons for tech companies in Africa. ITC: about the ITES BPO work in SITA

   **Bourbon Coffee**
   Successful coffee brand in Rwanda (http://www.bourboncoffee.biz/), knows about international markets – they have a store in New York. But growing the business internationally is a huge challenge. How do you do that? “B2C2B”. ITC is helping Bourbon implement a strategy which will introduce the brand to consumers through e-commerce. In doing so many challenges of export and import need to be
overcome: payments, fiscal implications, cost effective logistics. By building a brand to consumers and overcoming the barriers to be present in the market place Bourbon can pursue the target of securing lucrative distribution (B2B) deals from a position of strength, as an importer.

**Theory and Opinion**

**What’s in a label?** History of some clothing material brands (e.g. Woolmark, Gortex) what lessons is ITC applying to its work with Chyangra Pashmina in Nepal?

**Fresh fruit and branding:** such as Chiquita, Del Monte, Pink Lady – what value is a label on an otherwise commodity product? How can has this translated into higher profits for the producers that use this label? What lessons can be applied for DC/LDC wishing to create labels for fresh produce?