Assignment: Supporting small coffee producers in East Africa to improve their branding and marketing communications

ITC is looking for marketing and branding consultants based in Burundi, Kenya, Rwanda, Tanzania, and Uganda.

If you are interested, please send your application (CV, cover letter, examples of your own work that demonstrate the competencies, knowledge and abilities outlined in this ToR) to Markup.marketingcoaches@gmail.com, before 30 September 2020.

TERMS OF REFERENCE

Background

BACKGROUND ON THE OVERALL PROJECT

The Market Access Upgrade project (MARKUP) is a regional initiative focusing on increasing the participation of small and medium-size enterprises (SMEs) based in the East Africa Community (EAC) in intra-regional trade and the European market.

The MARKUP project aims to contribute to the economic development of the EAC region. The specific objective is to improve market access to EU and the East African region for five EAC partner countries (Burundi, Kenya, Rwanda, Tanzania and Uganda) agro-industrial crop and horticultural sectors – avocado, cocoa, coffee, spices and tea. The EAC partner countries have all selected coffee as a sector for intervention under the project.

The project started in late 2018 and is expected to complete in 2022.

Background to this assignment

Year 3 (July 2020-June 2021) has a major focus on improving the marketing capacities of small coffee producing firms in each of the 5 East African countries (Burundi, Kenya, Rwanda, Tanzania, Uganda). We aim to work with 50 companies from across the region and boost their capacities in branding, marketing communications and packaging. Each of the 50 companies will receive:

- Training on the importance of branding and marketing communications
- Examples of best practice in branding and marketing communications in coffee
- Social media guidelines and other relevant resources (videos, E-Learning, access to coffee and social media experts)
- Coaching how to develop or improve a value proposition, and define priorities for their brand and implications for marketing communications
- Support in:
  o Creating or improving their logos and basic brand design guidelines
  o Creating a simple 2 page B2B brochure
  o Creating or improving a basic website giving information about their coffee brand
- Each of the companies will be interviewed and photographed to provide materials for website, brochure and social media
- Social media campaign / digital audit
  o Each company will be supported to create a short series of social media posts and run a campaign of up to 3 months
  o Review and advisory on design of website and social media listings

This intervention will take place in 2 phases, combining online and classroom sessions and accompanied by coaching from locally based marketing consultants in each of the 5 countries.

Important remark:
Due to the ongoing uncertainty about the restrictions that will apply in relation to travel and the ability to hold meetings as a cause of COVID19 the exact project delivery mode may be subject to change. This may mean, for instance that training workshops are held as a series of several online sessions, and that not all of the coaching may be possible in physical contact with the companies. We expect our work with the coaches to be flexible in this regard – and also rely on them for input on the latest local conditions are possibilities.

DUTIES AND RESPONSIBILITIES

For this contract, the local consultant will work under the direct supervision of the Associate Adviser on Marketing, Branding and E-commerce in the Sector and Enterprise Competitiveness (SEC) Section and the overall guidance of the Senior Advisor on Marketing, Branding, and E-commerce. He/she will be expected to perform the following duties in two phases:

Phase 1: Foundations of marketing and branding [October 2020 – January 2021]

Background

At the end of this phase, all participating coffee SMEs should achieve the following milestones:

- Write professional marketing content about their coffee and company,
- Update the marketing strategy and define a clear market positioning (e.g. bulk, low-end market, high-end market, regional or international market, etc.),
- Develop a comprehensive visual identity through the Marketing Support Programme (we called it MSP in the next paragraphs). A group of international designers will upgrade the marketing collateral of SMEs: logo, business card, flyer, website, product labels, branding guidelines, etc.

The consultant is expected to contribute to the achievement of the objectives outlined above by completing the following tasks and activities (timings to be finalised):

**1.1 Participate in a remote training with the other selected coaches (end of October)**

The training (divided into several sessions) will be delivered by ITC and will cover the following topics:

- Introduction to marketing and branding
- How to write professional marketing content in the coffee industry
- Coaching process of coffee companies: methodology, duration, deliverables, etc.

Note that the consultant should apply ITC methodology with his/her group of SMEs.

**1.2 Support in the organisation of the first training to SMEs (early November)**

ITC will deliver the first training to all SMEs in 5 countries at the same time. The training will be held in 5 locations (one location per country) and delivered using Zoom technology.

The first training is divided into several sessions (covering topics of the above milestones). Each session is divided into a short ITC training (Zoom session) and a long hands-on workshop managed by the marketing coach (on site with SMEs).

The consultant should complete the following:

- Facilitate the delivery of the remote training in their country (check the quality of internet and microphone in the selected location before the training, send reminders to participants, manage logistics, etc.)
- Run workshop activities with SMEs in order to complete various marketing briefs, assisting the firms in their understanding and initial responses
- Prepare a summary report for ITC (participation and engagement of SMEs, encountered problems, etc.)

**1.3 Follow-up coaching with each company (November)**

The consultant should organise at least one individual coaching session (2 hours minimum) with each SME, preferably during the following 2 weeks after the first training. In addition, the consultant should answer any related questions (through email or phone) that the companies have in relation to the assignment, and follow up with each of them to ensure completion.

The consultant should complete the following (before, during and after the coaching session):
- Before: Review progress made on the different marketing briefs and provide guidance
- During: Complete the “brand health check” (a review of the marketing and communications materials and strategy) and advise on marketing collateral in order to start the MSP with international designers
- During: Advise on marketing strategy and help SMEs define a clear market positioning
- After: Prepare a coaching report for each SME following ITC methodology
- After: Work remotely with SMEs to complete their coffee storytelling and coffee related marketing content

Phase 2: Digital marketing and social media support [February – June 2021]

Background

With the support of an external group of coffee and social media specialists, ITC will support up to 50 coffee SMEs from Burundi, Kenya, Rwanda, Tanzania and Uganda, with a focus on specialty coffee branding and market communications through social media.

The aim of this phase is to strengthen their regional and international export competitiveness and business development, whilst ensuring each SMEs social media strategy communicate suitable and motivating messages about coffee quality, ability to supply markets, and the context and value proposition of each coffee producer.

The program will assist the SMEs to develop individual social media campaigns, prepare the SMEs for deployment of these strategies, and initiate deployment.

Social media campaign outcome: up to 50 SMEs to write and post at least 6 social media posts in a period of up to 3 months.

Social media campaign support objectives:

1- Develop social media basic training materials based on the MARKUP Social Media Guidelines (2020), and social media image/video guidelines;

2- Develop a social media tool to identify individual program SMEs’ social media needs

3- Deliver training in social media deployment to build capacity and capability, allowing SMEs to develop individual social media strategies

4- EAC specialty coffee SMEs launch individual social media campaigns

The consultant is expected to act as a local focal point and contribute to the achievement of the objectives outlined above by completing the following tasks and activities:

2.1. Participate and support in the organisation of the second training on social media and digital marketing (January)
ITC will deliver the second training to all SMEs in 5 countries at the same time. The training will be held in 5 locations (one location per country) and delivered using Zoom technology (unless changed due to COVID related restrictions).

The second training is divided into several sessions. Each session is divided into a short ITC training (Zoom session) and a long hands-on workshop managed by the consultant (on site with SMEs).

The training will cover the topics of the social media campaign support mentioned above:

1- Social media basic training materials based on the MARKUP Social Media Guidelines (2020), and social media image/video guidelines;

2- Social media deployment to build capacity and capability, allowing SMEs to develop individual social media strategies.

The consultant should complete the following:

- Facilitate the delivery of the remote training is his country (check the quality of internet and microphone in the selected location before the training, send reminders to participants, manage logistics, etc.)
- Run workshop activities with SMEs in order to complete their social media strategy
- Prepare a summary report for ITC (participation and engagement of SMEs, encountered problems, etc.)

2.2 Follow-up coaching session with each company (January/February)

The consultant should organise an individual coaching session (2 hours minimum) with SMEs, preferably during the following 2 weeks after the second training and ensure follow up to questions that the firms may have.

The consultant should complete the following (before, during and after the coaching session):

- Before: Review progress made on the social media strategy and provide guidance
- During: Complete the social media strategy
- During: Review progress made on the social media tool (used to identify individual program SMEs’ social media needs) and provide guidance
- During: Follow-up on the previous discussion: “Advise on marketing strategy and help SMEs define a clear market positioning”
- During: review progress made on the MSP and provide guidance
- After: Prepare a coaching report for each SME following ITC methodology

2.3 Final follow-up coaching with each company (June)

The consultant should organise the final coaching session (2 hours minimum) with SMEs.

The consultant should complete the following (before, during and after the coaching session):
- Before: Review progress made on the social media campaign outcome (up to 50 SMEs to write and post at least 6 social media posts in a period of up to 3 months)
- During: Follow-up on the previous discussion: “Advise on marketing strategy and help SMEs define a clear market positioning”
- After: Prepare the final coaching report (conclusions and recommendations) for each SME following ITC methodology

**Expected Outputs and Timelines**

Output 1: Participate in a remote training with the other selected coaches (end of October)

Output 2: Support the organisation of the first training to SMEs (early November)

Output 3: Complete follow-up coaching with each company (November)

Output 4: Participate and support in the organisation of the second training on social media and digital marketing (January)

Output 5: Complete follow-up coaching with each company (January/February)

Output 6: Complete the final follow-up coaching with each company (June)

**Travel**

Within one of the five countries: Burundi, Kenya, Rwanda, Tanzania and Uganda.

Possible travel to Rwanda in Q1 2021 (depending on restrictions we may decide to hold the second training physically)

**Payment Schedule (the salary will be determined directly with selected coaches)**

1. First payment upon ITC’s receipt of countersigned contract, and on completion of outputs 1 and 2 and acceptance of reports
2. Second payment on completion of outputs 3 and 4 and acceptance of reports
3. Final payment upon satisfactory completion of all outputs.

**SKILLS**

Marketing communication skills: ability to explain concepts of branding and marketing to an audience of business people
EDUCATION

Postgraduate degree (MA/MSc/MBA, PHD or other)

Marketing and branding - University studies in Business, marketing, communications, media or closely related studies.

Extensive relevant experience may be accepted in lieu of the university degree.

EXPERIENCE

Required Experience:

At least 8 years of works experience, at least 4 years of which should be in trade related topics, with a significant component of marketing or branding work in a professional capacity (as an employee, consultant or academic)

Other Experience:

Preferred to have knowledge of coffee sector and speciality coffee

LANGUAGE

Burundi: Advanced English and French, Kirundi is an advantage

Rwanda: Advanced English, French and/or Kinyarwanda is an advantage

Kenya, Tanzania and Uganda: Advanced English, Swahili is an advantage