

TERMS OF REFERENCE

Design of a training and coaching programme on how to digitalize operations in the T&C sector

Project title:	GTEX/MENATEX Global
Assignment title:	International consultant on digitalization in the T&C sector
Duty station:	Home Based
Travel:	No
Contract type:	40 days of work

Background

The International Trade Centre (ITC) implements the GTEX / MENATEX programme over a period of 3 years (November 2018 to December 2021). It is co-financed by the Swiss Government under the Global Textile and Clothing Program (GTEX - Egypt, Morocco, Tunisia, Kyrgyzstan and Tajikistan) as well as by the Swedish Government under the Program for the Middle East and the Middle East. North Africa on textiles (MENATEX - Egypt, Jordan, Morocco and Tunisia).

The programme supports the United Nations Sustainability Development Goals (SDGs), by contributing to women's full and effective participation in business, trade and equal opportunities (SDG 5), and integrating developing country small and medium-sized firms into the global value chains and markets (SDG 9).

To ensure lasting progress within the participating countries' textiles and clothing (T&C) sectors, the programme focuses on building institutional capacities at the national level to ensure sustainability (Outcome 1), and increasing the international competitiveness of selected enterprises, enabling them to export improved products to diversified markets (Outcome 2).

A global component on knowledge management and strategic linkages will complement national efforts. It will support enterprises to learn from global as well as best practices among the six priority countries. Also, it will facilitate access to sector-related networks and initiatives that will shape the future of the sector.

In order to remain competitive, T&C companies need to invest in modernizing their infrastructure and supply chain management – this means investing in the tools and technology required to compete in a global economy (that is investing in management software, hardware, websites, design applications and more). This is why the GTEX MENATEX Programme aims at providing beneficiary companies and sectoral partner institutions with training and coaching opportunities on how to improve their digital skills along the entire value chain operations. By digitalization of operations we mean digital or information technology (IT) infrastructure including all hardware, software, services and network resources required for the operational practices of a T&C manufacturing environment. All digitalization opportunities along the entire T&C supply and value chains should be covered by the training and coaching activity, that is: design software, material sourcing, production planning and streamlining, MRP and accountability reporting, quality and transparency, logistics and transport, marketing and branding, e-commerce and B2B/B2C marketplaces.

Description of Duties/Responsibilities

The consultant will work under the overall guidance of the Programme Manager of the FTC programme and in collaboration with the Programme Officer based in Geneva. The Consultant will perform the following duties as mentioned below:

Activity 1 – Development of an overview report on the needs and advantages for T&C companies to digitalize their operations

- This report will provide the main rationale behind digitalization of operations and provide key messages for inviting T&C companies and institutions to participate to the relevant training and coaching programme. The report should be approx 10 to 15 pages long and provide the following elements: context, definition, advantages and benefits for companies, challenges and best practices.
- The report should include existing documents and training materials designed for ITC:
 - Report on Technology and Digitization for the Global Supply Chain and US Market Access webinar series developed for the GTEX MENATEX Egypt project,
 - Virtual B2B training
- The report is to be supplied with a powerpoint presentation to present the main elements of the report in an attractive form to the target audience.

Activity 2 - Creation of a training and coaching toolbox on digitalization of operations along the textile and apparel value chain

- The digitalization activity will revolve around two main methodologies:
 - *A training programme*
 - Group classes (virtual or in-person) with companies and institutions during which the basics of digitalization will be presented. These classes aim at providing basic theoretical knowledge and understanding of what digitalization encompasses for a T&C company's operations. It shall also include information about tools and software required for the digitalization process of T&C enterprises including estimate cost range.
 - The training is foreseen to last 3 days (in person) or 6 virtual sessions (approx. 3hours each session). The virtual format could be delivered on ITC virtual workshopping platform which operates using a blended learning methodology using live webinars, individual on-line learning, virtual forums and practical exercises.
 - *A coaching programme*
 - One-on-one sessions (virtual or in-person) with a company or institution during which the coach will assess company's readiness to digitalization, set priorities and targets and design a step by step tailored roadmap to reach the predefined goals.
 - We envisage 3 coaching sessions per company (each session lasting 2 hours approx.).
- The main learning objective of this training and coaching programme is for beneficiary companies to understand the benefits that digitalization can generate for their business and become operational for identifying relevant solutions and their providers, acquiring and implementing digital processes along the entire value chain.
 - Areas of focus should be the following:
 - *Pre-production*: design and product development softwares,
 - *Production*: material sourcing programmes, production planning and streamlining programmes, MRP and accountability reporting, merchandizing, logistics and transport,
 - *Post-production*: digital marketing and branding through social media, e-commerce solutions, digital trade fairs and marketplaces.
 - A benchmark of solutions providers will be needed in order to equip the companies with the relevant list of partners operating in this area; the consultant should remain as neutral as possible and only highlight the technical capabilities of each provider.

- Concrete and practical examples should be provided to illustrate the theoretical content of the learning and coaching programme:
 - Examples of various brands/retailers in main export markets (Europe, UK, US) and their digitalization efforts and corresponding requirements to their suppliers.
 - Examples and best practices of clothing manufacturers/vendors to main export markets that have advanced in their digitalization efforts.
- The changing digitalization requirements and landscape as part of COVID 19 induced changes in the industry should also be addressed.
- The toolbox should include:
 - Training programme curricula:
 - Agenda – content and timing of each modules
 - Learning objectives and syllabus,
 - Learner’s manual or textbook providing core content of each modules such as definition, additional readings or links, practical exercises, recommendations, etc..
 - List of possible tools and softwares required for digitizing different processes along the value chain (from product development, sales forecasting, Sales & Marketing, CRM, production planning, manufacturing, inventory management and others) including definition of each and what they serve, estimate cost, links and contacts, in addition to a basic comparison between different similar tools serving the same process.
 - PPTs and any learning supporting materials
 - Coaching programme:
 - Sessions agenda and objectives,
 - Proposed timeline for coaching sessions,
 - PPTs and any coaching supporting materials such as initial questionnaire, survey to document their current hardware, software, internet bandwidth and network capabilities), follow-up surveys, check-lists, practical exercises, etc...
 - Coaching guidelines for the coach on how to conduct coaching sessions including tips on how to interact with the company, generate interest, gather and collect the relevant information and data...) and what to prepare and research before and after each session,
 - Suggestions of digital platforms used for interacting and exchanging documents between coach and company,
 - Templates such as digitalization strategy or roadmap which should be the output of the coaching programme. The template should include a section illustrating the timeline, the cost and the return on investment.

All documents and materials produced will need to respect ITC publishing guidelines and provided to the ITC team via email or cloud transfer.

The consultant has to ensure that s/he has obtained the necessary permissions with regard to intellectual property rights required to perform his/her services under this consultancy contract and for the subsequent dissemination by ITC in any form. Documentary proof is to be submitted to ITC. S/he has further to ensure to obtain accreditation to the event(s) as required. Should any license fee be due for the use of copyrighted materials of third parties, the consultant shall request the prior written permission from ITC.

Expected Outputs and Timelines

Output 1 - Overview report on the needs and advantages for T&C companies to digitalize their operations (10 days)

Output 2 - Training and coaching programme toolbox (30 days)

Skills

- Strong interpersonal skills and ability to mobilize people
- Strong analytical skills and ability to synthesize data and reports.
- Strong writing skills and proven ability to write short and concise reports
- Strong networking skills and ability to engage with enterprises and institutions

Education

- Undergraduate degree (BA/BSC or other)
- Advanced degree (MA/MSc or other)
- Post-graduate degree (PhD or other)
- Secondary school
- Other

Indicate the field of studies:

T&C engineering, merchandizing marketing and branding; T&C-related academic education; Business management, economics, international trade or related subjects such as marketing, international business or similar disciplines.

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

Experience required (number of years in which area

At least 10 years of experience in working in the academic and enterprise level related to the T&C sector.

Extensive experience in the US and European markets and US and European T&C buyers with regard to T&C manufacturing, marketing and branding.

Familiarity in working with T&C enterprises.

Familiarity in working together with academic institutions in the T&C area.

Familiarity with implementing technical assistance projects in developing countries would be an asset.

Language

Proficiency in English oral and written

Copyright clause

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Deadline: 30 May 2021 - 23:59 (Geneva time)

To apply, please send your CV and Cover Letter to Ms Delphine Clement at dclement@intracen.org .