

**Request for Qualifications**  
***Sales and Marketing Strategy Development for Agriculture Technology company***

TechnoServe invites you to participate in this competitive solicitation for qualifications related to the position of Sales and Marketing Strategy Development Consultant for support to an Agriculture Technology company in South Africa. The work will be conducted closely with the ZEBU Africa Food Security Fund (AFSF) Technical Assistance Facility (TAF) team based in Johannesburg, South Africa.

**Position Location:** On site and or remote support to the AFSF TAF

**Anticipated start date:** 6 June 2022

**Estimated Duration:** 6 June 2022-5 August 2022

**Budget:** maximum \$30 000

**I. About TechnoServe**

TechnoServe is the implementing agency for the AFSF TAF. The AFSF is a second-generation fund managed by Zebu Investment Partners (ZIP) and targets high-growth Small, Medium Enterprises (SMEs) across the food value chain in Africa. Africa's food requirements are expected to double in the next 30 years with a food import bill estimated to reach USD 50 –70 billion per annum. Food value chains remain weak and under developed, while agriculture is the main form of economic activity for most people on the continent. Private investment in the agriculture sector is critical for Africa's food security and growth. The AFSF will target deal sizes of USD 2–8 million, with the goal of investing in a minimum of 10-12 agribusiness SMEs over the next 8 years. This segment of SMEs often faces challenges related to business skills, weak accounting and management systems, poor visibility and/or limited bandwidth to take advantage of market opportunities. And yet, SMEs are able to pivot and scale quickly, when the right resources are provided.

TechnoServe works alongside ZIP to implement the AFSF TAF alongside the AFSF. This is a US\$2.5m grant-based facility tasked with supporting the capacity building of AFSF portfolio companies and deepening the development impact of the AFSF investments. The facility is tasked with providing TA to AFSF portfolio companies that receive investment through the AFSF, promoting new opportunities for smallholder farmers, farmer business groups, rural communities and enhancing local economic development. This will be achieved by linking private equity investments to economic opportunities for smallholder farmers (including women and youth) and micro-enterprises; promoting uptake by AFSF investee companies of inclusive business models thereby increasing beneficiary incomes and thus enhancing economic access to food. Moreover, the TAF will support AFSF investee companies with their growth objectives by providing them with expertise and support that drive best practice and innovation.

The AFSF TAF is able to support projects in and around portfolio companies under the following components:

*Inclusive Business Technical Assistance*

Inclusive business TA supports investee companies to plan and pilot new business models that improve commercial and broader community (or development) impact often demonstrating the business case for smallholder sourcing and supporting SMEs to integrate more farmers into their supply chains and micro-retailers into their distribution chains.

#### *Core Business Support*

The Core Business TA is intended to enable AFSF portfolio companies to attract and take full advantage of capital investments from the AFSF, realising their potential as high-growth companies, creating jobs and contributing to the agricultural and economic development of Africa.

#### *Ecosystem Development Technical Assistance*

Ecosystem Development projects will seek to strengthen market systems around AFSF portfolio companies and will be measured by quantitative indicators such as finance mobilised as well as qualitative indicators for market development such as policy change, industry influence and stakeholder learning. This component will serve as an important knowledge sharing conduit emphasizing key thematic and common areas/issues identified through the scoping, design and execution of TA.

## **II. Background**

The AFSF TAF is looking to support IQ Logistica (IQL) South Africa with the development and or refinement of its Sales and Marketing Strategy. The objective is to establish its value proposition and product market fit for farmers (commercial and smallholders) and to support the development and refinement of commercially viable, high-impact and a sustainable revenue generative model(s) for the business.

IQL is an award winning, specialist-lead, software as a service provider; offering an agriculture focused, operations visibility platform. Through its innovative and dynamic platform, IQ Thentic, and other tailored solutions, IQL works with farmers (commercial and smallholder farmers), banks, insurers, and stakeholders in the agriculture industry to ensure transparent production and servicing for the market. The IQ Thentic platform has three main functional products/services; namely, GIS Based Farm Mapping & Monitoring, Agricultural Input Procurement, and Provision of & access to input finance and insurance. The fourth product will be a Marketplace which will be launched in 2022. The product applications are adaptable and can be used in remote areas with no connectivity.

The company is currently at an early stage of commercialising its platform and so aggregate demand for its products has not be adequately validated especially for smallholder farmers. This poses a key risk to IQL's growth plans as its products remains largely untested and the value proposition is unclear. There is need for clarity on market demand for IQL's service/product as well as their competitive advantage areas as it relates to a rapidly evolving and growing SaaS market. An opportunity exists for the TAF to support IQL with validating its value proposition through the development and or refinement of its Sales and Marketing (S&M) strategy that will, based on assessment and target market, refine product offering, marketing and pricing model options, support revenue generation – a critical commercial priority. This project will inform and be supported by key insights/learnings from product testing pilots designed to assess market dynamics and customer responses/behaviours to confirm IQL's competitive advantage areas.

### III. Duties and Responsibilities

1. Review current growth and S&M strategy or processes, pipeline management and pricing model(s), and any previous market assessments conducted by the business. Identify gaps and outline key questions/risks that need to be addressed, as well as opportunities to optimise sales and marketing.
2. Assess operational readiness and positioning to execute the current and future S&M strategy and to manage the pipeline; assessing management capacity to execute (including as it relates to human resources, systems, financial position and any competing priorities).
3. Perform market mapping to gather and analyse as much relevant market related information as possible including competition and IQL competitive advantage; as well as customer insight assessments to inform product market fit. Assess competitor landscape, products, services, business models, processes and IQL's market positioning.
4. Assess current sales channels, analyse and complete channel segmentation. Given above, confirm appropriate target market.
5. Map and assess proposed partners (input financiers, insurers, cooperatives/farmer groups) to determine key constraints and capacity development and/or resources required and detail the mutually beneficial opportunities to partner with IQL.
6. Continuously inform and review progress/results and learnings from Project 2 to feedback into S&M strategy.
7. Based on assessment and target market, refine product offering, marketing and pricing model options.
8. Develop a detailed a S&M strategy and operationalisation plan, with resource requirements clearly laid out (assets, people and processes).

All the above activities form the major and critical parts of the scope. Candidate selection and performance will be judged on capability to implement and successful achievement of these.

### IV. Deliverables

<b>Activity</b>	<b>Deliverable</b>	<b>Anticipated due date</b>
Conduct thorough business operations, product testing pilot and market assessment, and detailed analyses	Business operations and market diagnostic report (incl. outline of high-level findings and recommendations)	30 June 2022
Develop Sales and Marketing strategy	Comprehensive Sales and Marketing strategy	5 August 2022
Create an operationalisation plan for strategy including resource requirements (assets, people and processes).	Detailed Operationalisation Plan to support implementation of strategy	5 August 2022

## **V. Expected Impact:**

IQL requires a comprehensive Sales and Marketing strategy that will sustainably support its top-line growth going forward. We anticipate this intervention will support the company's profitability break-even target expected by the end of 2024.

**Micro-enterprises impact:** The Company will be able to provide access to financing solutions to over 7 500 smallholder farmers that will support their sustainable income generation.

**Business impact:** The Company will be able to sustainably increase its top-line, and operationalization of this Sales and Marketing strategy will support profit break-even.

The KPIs of this project will be the following:

- 1. Development of a comprehensive business operations and key market scoping/insights report*
- 2. Development of a comprehensive Sales & Marketing Strategy including proposed optimal pricing models*
- 3. Detailed operationalization plan.*

## **VI. Skills Required**

- Experienced management consultant or agency with 8-10 years diverse experience across the food value chain in Africa, including agribusiness and agri-technology experience
- Proven sales and market strategy development and operationalisation track record and experience working within the private sector
- Proactive, can work with limited direction
- Proven expert critical thinking and problem solving skills; including quantitative analytical skills
- Excellent written and verbal communication and interpersonal skills
- Demonstrated ability to work with a diverse team with multiple stakeholders and to deliver results in a time-bound manner
- Results oriented, with proven project management experience with track record of achieving project targets
- Strong skills in business software (including MS Word, PowerPoint, and Excel).
- Ability to adapt to changing working conditions.
- Ability to prioritise and meet deadlines

## **VII. Instructions**

Interested candidates should submit their CV, with cover letter/profile; budget and a workplan which captures their indicative approach to implementing the required assignment. Travel to product testing pilots within South Africa is expected.

TechnoServe reserves the right to award the contract to the submission that is deemed to be in the best interest of TechnoServe and the Donors. The winning submissions will be notified in

writing. Those who were not selected may or may not be notified, at the sole discretion of TechnoServe.

**Submission deadline:** 27 May 2022

Questions regarding this request may be addressed to Wadzanai Nyambayo ([wnyambayo@tns.org](mailto:wnyambayo@tns.org)) and must be received no later than 27 May 2022.

## **TERMS AND CONDITIONS**

1. The Request for Qualifications is not and shall not be considered an offer by TechnoServe.
2. All responses must be received on or before the date and time indicated on the RFQ. All late responses will be rejected.
3. All unresponsive responses will be rejected.
4. All awards will be subject to TNS contractual terms and conditions and contingent on the availability of donor funding.
5. TNS reserves the right to accept or reject any submission or cancel the solicitation process at any time, and shall have no liability to the proposing party submitting for such rejection or cancellation of the request for qualifications.
6. TNS reserves the right to accept all or part of the submission when award is provided.
7. All information provided by TNS in this RFQ is offered in good faith. Individual items are subject to change at any time, and all bidders will be provided with notification of any changes. TNS is not responsible or liable for any use of the information submitted by bidders or for any claims asserted therefrom.
8. TNS reserves the right to require any bidder to enter into a non-disclosure agreement.
9. The bidders are solely obligated to pay for any costs, of any kind whatsoever, which may be incurred by bidder or any third parties, in connection with the Response. All responses and supporting documentation shall become the property of TNS, subject to claims of confidentiality in respect of the response and supporting documentation, which have been clearly marked confidential by the bidder.