

Terms of Reference (ToR)
for
**Consulting Services for Development of Export Market Intelligence Platform for
the Four Targeted Sectors under EC4J Project.**
(Package no. S8-1)

1. Background

Bangladesh's need for diversification of its economy at large and the export basket in particular, is well recognized by the policy makers, the private sector as well as development partners. The eighth Five-Year Plan (2020-2025) and the Bangladesh Export Policy for 2021-24 identify potential growth sectors that are increasingly competitive in international markets or showing signs of comparative advantage that could play an important role in economic and export diversification. The Ministry of Commerce has set an export target of reaching US\$ 80 billion by 2024.

The Project Export Competitiveness for Jobs (EC4J) has been designed with the objective of strengthening export competitiveness and increasing investment and employment in four priority sectors such as Leather & Leather Goods, Footwear (leather & non-leather), Light Engineering (Electronics, Electrical Goods, Bicycle, Automobile, Accumulators, Battery, etc.) and Plastics. The EC4J Project is expected to directly contribute to the Government of Bangladesh's policy objective of diversifying exports beyond ready-made garments (RMG).

While the apparel industry generates a large portion of export revenue, it is not sustainable for the economy to have a high concentration of export in one sector for the inflow of revenue, due to a number of reasons such as international competition, unstable internal economy, and external economic shocks.

There are a number of other sectors in Bangladesh that have not exploited their full potential in the export industry. These promising sectors include the leather industry, footwear industry, plastics goods and light engineering industry. Improving the competitiveness of these sectors and encouraging economic diversification will not only increase the country's export revenue due to better access to the international market, but also will ensure that the export industry of the nation is on a sustainable trajectory and is more resistant to external economic shocks.

While accessing export markets, one of the constraints Bangladesh faces is critical market insights and supply chain information that could help Bangladesh as a country, the private sector in particular, and the products it can competitively offer to the international markets. There are no systematic and strategic efforts to gather information on specific markets, brands and buyers neither by the private entrepreneurs nor by the public-sector agencies. While there are scanty initiatives such as organizing or participating in trade shows, there is hardly any targeted and comprehensive drive to harness market opportunities utilizing state-of-the-art marketing and communication tools and mediums coupled with adequate market intelligence.

Under the overall market development and branding strategy, an integrated real-time Market Intelligence Platform (MIP) will be established to help the targeted export sectors with relevant information and insight about the global trends of the sectors and their value chains. In this regard, EC4J is now looking for a suitable partner to develop this Market Intelligence Platform.

2. Purpose of the Market Intelligence Platform (MIP)

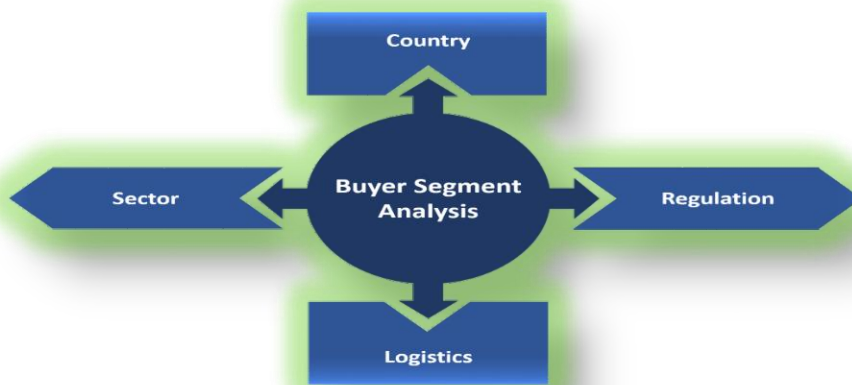
The MIP will be one of its kind robust online platform for the four targeted export sectors to access domestic and international market data and deep sector analyses, gather insights about the sectors' global trends, buyers' profile and behavior, material sourcing, price comparisons, duty structure and advantages/challenges, regulations in the destination markets, logistical analysis, etc.

Markets operate/revolve around data and numbers. Information based on manufacturing units and sourcing hubs are playing a vital role for all the export industries. The MIP will have specific information packages that will represent sourcing, export data, probable destination countries, raw materials sourcing, compliance standards, tariff structure, top trends in the global export market, etc. The service suits of the platform will revolve around set of information which will provide competitive edge to the mentioned industries.

None of the manufacturing sectors in Bangladesh have such a platform; neither there is one at the national level which could enable manufacturers analyze data-backed market trends and take informed business decisions. The MIP will be established to provide the current and potential exporters with information and insights to help bridge these gaps.

3. **Strategic Model for Market Intelligence Platform**

The basic model of the MIP will be as follows:



a) **Buyer Segment Analysis:** At the core of MIP will be a thorough buyer segment analysis under which following information will be covered

b) **Business Profiling:** Brand persona, product range, end consumers, retail stores, online presence, annual sales volume and value, sourcing strategy and footprint, contact information, etc.

c) **Product Specific Details:** Range wise detailed product specifications of current portfolio.

d) **Sourcing Behavior:** Current manufacturing partners, sourcing destinations, sourcing agents/partner, warehouse details, ESQ compliance requirements, international trade transaction modality, seminar/fair participation.

e) **Trends:** Current news, last 3 years change in product style/design.

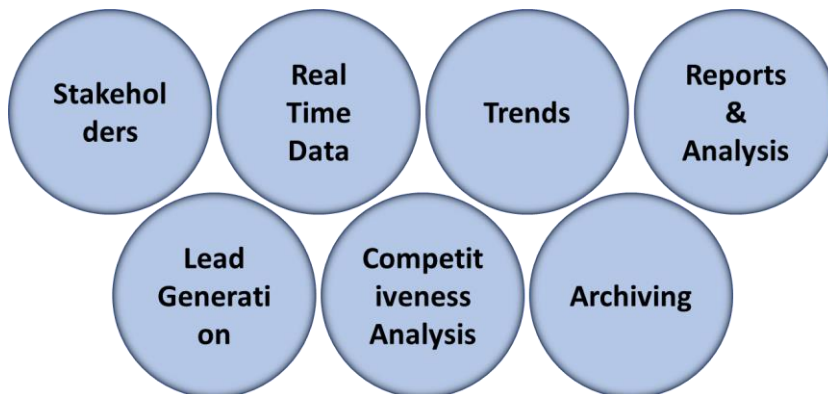
For each of the selected sector, above information will be generated about buyers and those will be segmented as per following cluster.

Segment	Type	Basic Attribute
A	Premium Buyers	Globally renowned, prestigious, rich history, innovation, high on value, high price segment
	Large Buyers	Globally renowned, rich history, innovation, wider range, high on volume with mix of high-low value products, medium to high price segment
B	Large Buyers	Globally renowned, wider range, high on volume with primarily medium to low value products, medium price segment
	Large Buyers	Regionally renowned, wider range, high on volume, medium price segment
C	Medium Buyers	Regionally renowned, wider range, medium vol., medium price segment
	Medium Buyers	Nationally renowned, wider range, medium vol., medium price segment

Segment	Type	Basic Attribute
D	Small Buyers	Nationally renowned, smaller range, medium vol., medium price segment
	Small Buyers	Boutique outlets, varied range, small vol., medium price segment
E	Importers	Country or region specific, small vol., low price
	Local Wholesalers	Distributors, small vol., low price

The below topology is the structured framework for each specific industry. The facts and figures will change for different industries based on the industry need and gathered information the breakdown of the segment is as follows:

The core of the entire platform will be “Buyers Segment Analysis”. Buyer Segment Analysis isn't just



intended to distinguish the most beneficial segments, it's geared to understand key market actors so as to comprehend their needs and purchase motivation. The MIP will:

- Collect real-time data from sources;
- Create and populate contact records and target lists with gathered data;
- Ensure accuracy and quality of information;
- Notify users to changes in information;
- Provide insights about markets and potential leads;

Furthermore, the MIP will have:

- A section on buyer segmentation analysis;
- A segment on source from Bangladesh digital market place;
- A segmentation analysis for each of the sectors;
- All the buyer's names and their trade volumes;
- Information about their needs and requirements including standards, regulatory compliance, duty structure, logistics, etc.
- A clear picture of the buyers, and their sourcing agents, distributors so that manufacturer knows as per their capacity and who they should target and how to conclude deals.

4. Scope of Work for Market Intelligence Development Partner

Segments of Activities	Expected Services
Technical Platform Development	<ul style="list-style-type: none"> • Develop webpage & smartphone App architecture and UX design; • Testing, validation, activation, operating and management of the MIP.
IT infrastructure	<ul style="list-style-type: none"> • Arrange domain hosting, registration, subscriptions and cloud server with adequate space for the MPI; • Provide all the necessary equipment and appliances to operate the platform including access point kiosks to be hosted by the relevant sector associations.

Segments of Activities	Expected Services
Knowledge Partnership for Information Sourcing	<ul style="list-style-type: none"> • Secure relevant international knowledge partners for the MIP from whom the platform can have access and gather quality information on the relevant sectors. • Secure 3 years subscriptions for at least 5 quality research papers and journals for each of the relevant product segments of the targeted four sectors.
Partnership for Sector Engagement	<ul style="list-style-type: none"> • Secure partnership with the relevant sector associations and Business Promotion Councils as to integrate the MIP as a value-added business intelligence/market insight service for the association and its members; • Provide technical assistance, hand holding support and resources to equip the sector association to be able to understand, collaborate and integrate with the MIP as to cater value added services for their members.
Research & Content Development	<ul style="list-style-type: none"> • Conduct regular desk research and analysis of global trends; • Develop weekly newsflash and infographs, biweekly business Intel dispatch and quarterly report on the trends and revealed business opportunities; • Publish and disseminating the information packages, analysis and reports in a well-designed user-friendly formats.
Consultation, Needs Assessments & Marketing Skills Training	<ul style="list-style-type: none"> • Conduct quarterly consultation and coordination meeting with the four sector associations and business leaders; • Undertake regular survey, workshops and KII to assess and cater to the evolving or on demand needs of the exporters; • Facilitate market research internship programs for the sector representatives to equip and better integrate them with MIP; • Impart trainings on two modules for the four sectors: <ol style="list-style-type: none"> 1. International Marketing Skills, 2. Digital Technology in Business;
Digital Contents, Social Media Campaign & SEO	<ul style="list-style-type: none"> • Organize the launching event of the MIP; • Organize orientation events for the Commercial Counsellors to be able to utilize the MIP in targeting potential buyers for the export promotions; • Develop contents and activate digital campaign on MPI through social media (such as LinkedIn, Google, YouTubes, trendy games etc.) targeting the relevant industry professionals; • Manage Social Media accounts (FB, Instagram, LinkedIn, Twitter, YouTube Channel etc.); • Generate hits on the website via SEO; • Boost for target audience and relevant industry professionals.

5. Deliverables

The expected deliverables include but not limited to:

- a) Inception report including platform execution plan by one month after contract award;
- b) Domain, storage, server registration and subscriptions for three years;
- c) Submit a demo version of the MIP for review and approval;
- d) Partnership agreement with the sector associations and exit plan to make the platform sustainable through value added services;
- e) Approved list of equipment for the MIP access point kiosks and appliances are supplied, installed and functioning at least 06 designate places;
- f) Up and running MIP with smartphone app by five months after contract award;
- g) Launching event of the MIP with wide coverage at the national press & electronic media;
- h) Published at least 50 weekly newsflash and info-graphs;
- i) Published 25 biweekly business Intel dispatches;
- j) Published at least 4 quarterly trend analysis reports;
- k) Subscribed research papers and journals;
- l) Completed at least 4 market research internship programs for the four sector representatives;
- m) Completed trainings on two modules for 400 management personnel in 20 batches;
- n) Operation and maintenance of the platform for the whole assignment period;
- o) Quarterly progress report along with data on business intelligence services, traffic and subscription growth;
- p) Approved exit plan and MIP handover to the key stakeholders;
- q) Final report of the completion of the assignment.

6. Selection Criteria

- The Consultant must have the legal capacity to enter into the contract with proven track record of similar assignments for the last 7 years;
- The Consultant should have demonstrable experience of developing and managing Digital Market Information Platform;
- The Consultant must have extensive professional expertise and hands-on experience in conducting international trade and economic analysis for Bangladesh's exporting sectors;
- Experienced research team including international trade and economic analysts;
- Sound knowledge about global sourcing information ecosystems and handling buyers' online behavior;
- A sound understanding of Bangladesh export markets, customers and their requirements.

7. Requirements of Key Experts

The Consultant will propose the required resource persons and organogram in their proposal for consulting services to design and establish Export Market Intelligence Platform for the targeted sectors within the specified time frame. The indicative key staff with required expertise and experience is suggested below:

Sl. No.	Position	No.	Key Academic Qualifications	Key Skills, Knowledge & Experience	Indicative Person-months
1.	Team Leader	1	Masters in Economics/ Business Research or MBA degree	<p><u>Indicative Key Roles:</u></p> <ul style="list-style-type: none"> - Provide overall leadership in managing a dynamic team - Formulate and implement MIP's value added service strategy and business plan - Provide strategic guidance in identifying and implementing partnerships for information sourcing with international and local partners - Lead appropriate research and analytical tasks to cater actionable information and insights to the MIP users and beneficiaries - Assess the platform's operational and strategic performance - Align processes, resources-planning and department goals with overall strategy - Support expansion and growth of the MIP services and products - Manage relationship with the key stakeholders <p><u>Experience:</u></p> <ul style="list-style-type: none"> - Minimum 10 years' of experience in research, economics, international trades and professional exposure in related sectors. 	12
2.	Lead Business Intelligence (BI) Analyst	1	Masters in Economics or MBA degree	<p><u>Indicative Key Roles:</u></p> <ul style="list-style-type: none"> - Lead business insights gathering, analysis and reporting activities - Provide insight into global macro-economic scenarios, changes and opportunities arising in export markets - Construct forecasts and analytical models - Monitor and analyze information on supply chain and international sourcing model - Spot competitive advantages for Bangladeshi manufactures and exporters - Create strategies to grow subscriber base and MIP traffic metrics - Own and maintain site analytics, metrics, and Intel reporting. 	12

Sl. No.	Position	No.	Key Academic Qualifications	Key Skills, Knowledge & Experience	Indicative Person-months
				<u>Experience:</u> <ul style="list-style-type: none"> - Minimum 10 Years' Experience in the renowned international market research Agency. 	
3.	IT & Web Management specialist	1	Bachelor's degree in computer science with Professional certifications.	<u>Indicative Key Roles:</u> <ul style="list-style-type: none"> - Implement, manage, monitor and upgrade the MIP - Lead ongoing management of digital touch points, platform home page and top level sections), social networking landing pages, and mobile, etc. Create appropriate web content aligned to the MIP strategy - Ensure data storage, network security and best practices - Conduct content audits to eliminate redundant and/or duplicate information - Ensure website quality and efficiency by conducting regular test plans - Improve the User Experience of the platform regularly - Ensure full compliance on the website with all laws and regulations. <u>Experience:</u> <ul style="list-style-type: none"> - Minimum 10 years, preferably with a renowned Software Agency managing complex IT and Web Operations. 	12

Sl. No.	Position	No.	Key Academic Qualifications	Key Skills, Knowledge & Experience	Indicative Person-months
4.	Research Associates-1 (Leather, Leather Goods & Footwear)	1	Preferably a graduate in Business or relevant sectors	<p><u>Indicative Key Roles:</u></p> <ul style="list-style-type: none"> - Identify credible sources with up to date information for gathering relevant sector information - Identify Weakness & strengths of the target sector - Identify export opportunities and find market information for target export sectors - Help segment export markets and focus on immediate and long term opportunities. - Explore buyers credibility and conduct competitive intelligence - Find technical information such as supply chain, logistics etc. for target export sectors - Present data via info graphics, charts etc. - Develop periodic reports. <p><u>Experience:</u> Minimum 7 years' experience in marketing or business development for the relevant sector</p>	12
5.	Research Associates-2 (Plastics)	1	Preferably a graduate in Business or relevant sectors	<p><u>Indicative Key Roles:</u></p> <ul style="list-style-type: none"> - Identify credible sources with up to date information for gathering relevant sector information - Identify Weakness & strengths of the target sector - Identify export opportunities and find market information for target export sectors - Help segment export markets and focus on immediate and long term opportunities. - Explore buyers credibility and conduct competitive intelligence - Find technical information such as supply chain, logistics etc. for target export sectors - Present data via info graphics, charts etc. - Develop periodic reports. 	12

Sl. No.	Position	No.	Key Academic Qualifications	Key Skills, Knowledge & Experience	Indicative Person-months
				<u>Experience:</u> Minimum 7 years' experience in marketing or business development for the relevant sector	
6.	Research Associates-3 (Light Engineering)	1	Preferably a graduate in Business or relevant sectors	<u>Indicative Key Roles:</u> <ul style="list-style-type: none"> - Identify credible sources with up to date information for gathering relevant sector information - Identify Weakness & strengths of the target sector - Identify export opportunities and find market information for target export sectors - Help segment export markets and focus on immediate and long term opportunities. - Explore buyers credibility and conduct competitive intelligence - Find technical information such as supply chain, logistics etc. for target export sectors - Present data via info graphics, charts etc. - Develop periodic reports. <u>Experience:</u> Minimum 7 years' experience in marketing or business development for the relevant sector	12

8. Confidentiality

- a) All drafts and final output, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with JPEG, WORD and EXCEL for Windows. Ownership of the data from the analysis rests with EC4J.
- b) The copyright of the intellectual properties like documents, materials, creatives, software, evaluation reports will rest exclusively with the EC4J Project. Key stakeholders can make appropriate use of the findings in line with the original purpose and with acknowledgement.

9. Reporting

The firm will report to Project Director, EC4J Project and liaising with the PIU representative(s).

10. Timeline

The duration of the assignment will be over the period of 12 months. Specific deadlines of particular deliverables will be subject to the approval of the project team.