

## TERMS OF REFERENCE

### CONSULTANCY SERVICES FOR A DIGITAL MARKETER

#### **1. BACKGROUND**

1.01 Jamaica is fertile ground for agriculture and agribusiness, with nearly 48% of the population being rural<sup>1/</sup>. Over the last three decades, the agricultural sector has experienced significant challenges affecting output. This is largely due to increased trade liberalisation, competition, low productivity, quality management, weather and seasonality risks, climate change and competitiveness issues. Nevertheless, the sector represents a critical component of Jamaica's national development as an important contributor to Gross Domestic Product (GDP), employment, foreign exchange earnings and rural livelihoods. In 2018, the sector contributed 1.7 billion (bn) United States dollars (USD1.7 bn) to GDP, up from USD1 bn in 2016, and USD329.9 million (mn) in exports, an increase from USD229 mn in 2016<sup>2/</sup>. About 15% of the workforce are also directly engaged in agriculture. With 440,000 hectares of agriculture land, Jamaica's agriculture industry has grown from producing mainly sugar and bananas, to boast more than two dozen crops that include various premium non-traditional crops, fresh produce, and value-added food products.

1.02 Agro-products enjoy a strong domestic market bolstered by over 4 mn visitors annually prior to COVID-19. There is also increasing demand for high-quality Jamaican fresh produce, specialty and organic products globally, largely owing to the country's proximity and preferential access to key export markets. This includes products such as dasheen, ginger, hot peppers, sweet yam, coffee, fresh produce, and cassava. Key ingredients to the development of Jamaica's agribusiness sector, include focus on diversification, niche marketing and developing value-added products, while leveraging the country's brand, for example, through use of geographical indications. The development of the agribusiness value chain and agro-processed food products has been supported through investment from Government, private sector and development partners in various initiatives such as agri-business and agro-processing incubators, agri-business clusters, agro-parks, farmer field schools, and more recently, agro-economic zones. These initiatives include support and capacity-building for all facets of the agricultural value chain—from pre-production, production, post-harvesting, agro-processing to marketing.

1.03 Despite this, export diversification remains an urgent imperative for Jamaica, and the agro-processing and specialty food industries face several challenges in becoming internationally competitive. The 2017 Commonwealth Secretariat report on *Export Diversification of Jamaica: New Products and New Markets*<sup>3/</sup>, identified significant opportunities linked to buoyant local markets as well as export demand for 'Food Preparations'. Noting that exports to destinations other than the United States and Canada have traditionally been relatively low in magnitude, the report states that untapped export demand remains, in part, due to supply limitations which are a significant hindrance. Furthermore, branding, including 'Made in Jamaica', the Jamaican 'mark' and the Jamaican geographical indicator, could be better exploited by exporters. In addition, there is need for improvement in compliance with standards, quality management

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<sup>1/</sup> Food and Agriculture Organisation of the United Nations (2015). *Country Profile – Jamaica*. Available online at <http://www.fao.org/faostat/en/#country/109>

<sup>2/</sup> JAMPRO (2019) *Investment Opportunities: Agriculture*. Available online at <https://dobusinessjamaica.com/>

<sup>3/</sup> The Commonwealth Secretariat. (2017). *Export Diversification of Jamaica: New Products and New Markets*. Available online at <https://dobusinessjamaica.com/>

and technical market requirements such as the FSSC 22000 Certification<sup>4/</sup>, which is a recognised food safety certification under the Global Food Safety Initiative. Other critical training requirements include Good Agricultural Practices (GAP), Good Manufacturing Practices (GMP), business development, supply chain management and understanding business cluster dynamics<sup>5/</sup>.

1.04 JBDC was established in 2001 as a Government agency under a cooperative arrangement among Government agencies, the private sector, academic and research communities. Over 2,000 businesses have benefited from JBDC's services since inception. The JBDC team and Board comprise experienced businesspersons, an administrative team, over 30 advisors and consultants, operating from a modern office/training suite at 14 Camp Road, Kingston, Jamaica. JBDC has managed several donor-funded projects as the GOJ agency with lead responsibility for business development. A corporate profile highlighting its capacity to implement this project can be found at Appendix 4.

1.05 Within the context of its mandate as the Government agency responsible for the development of MSMEs in Jamaica, the JBDC has established an incubation system to address common capacity gaps which it has identified in productive enterprises. The incubation system facilitates movement of clients from ideation of product concept to market through turnkey facilities for product development, commercialisation and production. Enterprise support is provided within industrial incubator facilities as well as in enterprise-owned facilities. Business upgrading support, including business development counselling and marketing strategy development are also available. The comprehensive suite of support systems aims to support firms through various business growth phases.

#### **Selected JBDC initiatives to address the foregoing agro-processing export constraints**

1.06 The JBDC has found that despite efforts by agro-processors to offer new product lines, only a few producers enter and can sustain export markets. This is in part due to a lack of resources, including appropriate production spaces, packaging, and storage<sup>6/</sup>. Available processing facilities are in need of upgrade as some producers operate from production spaces that are not compliant with global and market-

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<sup>4/</sup> FSSC 22000 is a global brand assurance Scheme which is used by at least 120 Certification, Accreditation and Training Bodies worldwide. It is supported by essential food industry stakeholders like FoodDrinkEurope (FDE) and the Consumer Brands Association (CBA) in the USA. FSSC 22000 offers a complete certification Scheme for the auditing and certification requirements of Food Safety Management Systems (FSMS) and Quality Management Systems (QMS) within the entire food supply chain, based on existing standards for certification such as ISO 22000, ISO 22003 and technical specifications for sector Prerequisite Programs PRPs (for products and processes). PRPs are the basic conditions and activities necessary to maintain a hygienic environment throughout the food chain which are suitable for the production, handling and provision of safe end products and safe food for human consumption. Through meeting the Global Food Safety Initiative (GFSI) Benchmarking Requirements, the FSSC 22000 Scheme has been given full recognition since 2010, confirming that the Scheme meets the highest standards globally, leading to international food industry acceptance. The issued FSSC 22000 certificate confirms that the organisation's food safety management system is in conformance with the Scheme requirements and that the organisation can maintain compliance with these requirements. See further <https://www.fssc22000.com/scheme/>

<sup>5/</sup> GFSI is coordinated by a global food network made up of approximately 400 retailers and manufacturers worldwide (The Food Business Forum CIES). GFSI does not certify organisations, but has determined which food safety certifications it accepts or recognises. These are called GFSI Benchmarked Standards. Many organisations will request that its suppliers achieve a "GFSI Benchmarked" certification scheme such as FSSC 22000.

<sup>6/</sup> The market for agro-processed foods has specific requirements in terms of acceptable quality, traceability, good standards of production, food safety, packaging, storage, handling, and transportation. The Jamaica Manufacturers Association (JMA) has long recognised that Jamaican agro-processors, especially SMEs, have their export sales and competitiveness affected by poor packaging and incorrect or unattractive labels. The National Export Strategy (NES) launched in 2009, also identified that local manufacturers have low packaging standards, which impacts export competitiveness and that improving packaging quality would directly impact export revenue. While larger producers are able to import or invest in quality packaging with attractive labelling, for SMEs, on-going capacity building is required to train personnel in producing high quality design labels that meet market standards and industry specifications for labelling, printing and packaging technology and innovation.

specific food safety standards. Additionally, there are inadequate resources to meet market packaging and storage requirements. A wide range of agricultural raw material also goes to waste due to limited processing facilities. Agro-producers also face challenges to mitigate risks and production fluctuation due to seasonality, drought, and irregular supplies of agricultural inputs in the processed food supply chain.

1.07 As a contribution to overcoming these constraints, the JBDC has established a basic food technology production incubator within the Incubator and Resource Center (IRC), an industrial space in Kingston that is leased from the Government. Here, enterprises involved in food processing and food service can secure access to specialised technical services, including food technology, product enhancement, commercial food preparation and recipe testing and development. Incubator services include space rental and utilisation of the IRC's incubator equipment and office facilities. Advice to new business owners in factory layout, production systems planning, energy management and other aspects vital to the creation of sustainable operations is guided by the latest industry specific research and global quality standards. Entrepreneurs are engaged on a demand-driven basis and through capacity building workshops. The incubator is used on a cost recovery basis to undertake contract packaging of products as well as private label manufacturing of formulas, some of which are owned by the processors and others by the JBDC. Demand for the use of the incubator has been growing but a particular constraint has been the lack of certification of the incubator to an internationally recognised food safety management system.

1.08 To complete the commercialisation of the value chain, the JBDC has also established and manages a marketing and retail arm, to promote the iconic *Things Jamaican* brand for products that feature majority local inputs and content. The *Things Jamaican* brand was established in the 1960s with the purpose of bringing structure to the local craft industry. The current brand architecture includes three specialty stores, complemented by an e-commerce enabled platform that showcases more than 2,000 products from over 400 local producers. Under the umbrella brand, high-quality individual producer brands are merchandised and promoted to Jamaican residents locally and in the diaspora, as well as visitors to the island. In addition, the JBDC develops its own brands in-house as a component of commercialisation activities. One such brand, '*Jamaica Harvest*' was conceived as a collective brand to make use of the significant potential for processing locally grown agricultural inputs into a variety of specialty and gourmet agro-foods, with a focus on prevailing health consciousness trends.

1.09 Interest in the development of an agro-processing cluster has emerged in response to a number of micro and small firms seeking JBDC's support for business development with innovative product ideas. The cluster approach also forms part of GOJ's development strategy to transform the agriculture sector including agro-industry towards inclusive and sustainable development. However, there is limited ability and resources to commercialise or access local and international markets due to deficiencies in business development skills, knowledge of market requirements, marketing strategies and production capabilities to scale. JBDC views cluster development around a collective branding strategy as a practical, effective, and sustainable model for the growth and development of participating firms and products, through the direct support provided for market access.

## **2. OBJECTIVE**

2.01 The objective of this consultancy is to facilitate the development of a sustainable cluster of agro-processing enterprises, through the preparation of a comprehensive Strategic Digital Marketing Plan and to provide ongoing support through Digital Marketing workshops and training to support the development and growth of the *Jamaica Harvest* cluster.

### **3. SCOPE OF CONSULTANCY SERVICES**

3.01 The tasks to be completed will include, but not be limited to:

- (a) Develop a comprehensive Strategic Digital Marketing Plan based on a thorough analysis of the potential customer journey, research on market opportunities identified, and segmentations recommended and/or established. The approach should include a detailed implementation plan with priorities and costs of implementation defined to be undertaken by the JBDC staff.
- (b) Conduct two (2) Digital Marketing workshops/training targeting 25 Cluster Members
- (c) Provide recommendations and guidelines for content creation, social media engagement, online advertising and other aspects of digital marketing that may be required to the JBDC staff.
- (d) Make recommendations for adjustment to digital marketing tactics in order to increase potential customer engagement and increased sales.

### **4. DELIVERABLES AND REPORTING REQUIREMENTS**

4.01 The Consultant will report to the Manager of the Project Management and Research Department, JBDC and will be required to submit/deliver the following:

<b>Deliverables</b>	<b>When</b>
Inception Report containing a detailed work plan	Two (2) weeks after commencement of assignment
Draft Digital Marketing Plan	Within four (4) weeks after JBDC's accepted of the Inception Report
Revised Digital Marketing Plan	One (1) week after receiving feedback/comments from JBDC
Progress reports on activities and implementation of the Digital Marketing Plan, identifying challenges experienced, with recommendations for corrective action and for improving stakeholder engagement	Monthly following acceptance of Digital Marketing Plan by JBDC
Reports on customer engagement and sales metrics, identifying challenges experienced, with recommendations for corrective action and for improving sales performance.	Quarterly following acceptance of Digital Marketing Plan

**5. DURATION**

5.01 The project will be implemented in 60 person-days over six months.

**6. QUALIFICATIONS AND EXPERIENCE**

6.01 The Consultant should have a minimum Bachelors' degree or equivalent qualifications in project management, ICT enabled business administration, retail management, digital marketing or a discipline related to the assignment.

6.02 At least three (3) years of relevant working experience in the areas indicated at 6.01.

6.03 Strong interpersonal skills with experience working with cross-functional teams.

6.04 Evidence of strong writing and editing skills; strong verbal communications/presentation skills.

6.05 Demonstrated ability writing and producing audio-visual content for social media / online advertising.

6.06 Proven ability to develop and deliver training programmes, including resource materials.

6.07 Knowledge of Jamaica's agriculture / food production sector and health/wellness trends.

6.08 Excellent knowledge of English language required.