



Innovation Hub Accra

Terms of Reference – Brand strategy and implementation

Innovation Hub Accra



MDF West Africa Ltd

Accra, Ghana

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Cover Letter

Accra, June 2018

Subject: Request for Expression of Interest Brand Strategy and implementation

Dear Sir/Madam,

We intend to award a contract for the following assignment:

Development of Brand Strategy for a new Innovation hub Accra

Please submit your bid by 11/07/2018. Details of our submission requirements can be found in the enclosed terms of reference.

Please ensure that you complete and submit all the required documentation.

Your bid should be submitted electronically in English (language) and in accordance with the requirements set out in the terms of reference.

Once submitted, your bid will be legally binding up to **15/08/2018**.

With kind regards,

Richard Yeboah



1 Introduction

1.1 Context

MDF West Africa in partnership with BlueSPACE Africa and The Ghana Technology University College - Faculty of IT business are tasked by the ministry of communication Ghana to set up an innovation Hub in the Accra Digital Center. This assignment falls under the eTransform project.

The overall eTransform project is expected to assist to put in place several IT enabling structures and to address key remaining gaps, thus accelerating Ghana's path to a digital and knowledge-based economy. The interventions under eTransform are expected to lead to:

- more efficient and transparent targeting and use of limited public resources;
- improved delivery of public and private sector services, especially in rural and underserved areas;
- trust in payment systems, and enhanced confidence in electronic business and financial transactions.

This assignment falls under component 1 – Enabling Environment for Electronic Government and Business. It is envisioned that the project will support promotion of a) an environment where entrepreneurs can participate in launching new products and services, scaling up e-applications and services, and increasing uptake of e-applications, and b) coordinate ecosystem efforts.

Our consortium is now tasked to: ***'strengthen the entrepreneurial and job-creation potential of the country through the development and set-up of an innovation hub which will support young entrepreneurs in Ghana with ideation, networking, incubation, business and skills development, and by fostering (multi-)national and global partnerships'***.

1.2 Innovation Hub Accra

Since 2016, the number of active tech hubs across Africa has grown by over 50%: from 314 in 2016. In West Africa, Ghana's ecosystem (24 active tech hubs in 2017 vs 16 in 2016) registered significant growth¹. Ghana's ecosystem is active, but very fragmented and donor-driven. According to recent studies, there is a lack of affordable co-working space and ecosystem coordination², which will be the focus goal of this assignment.

Our scope of work can be categorized in two main components:

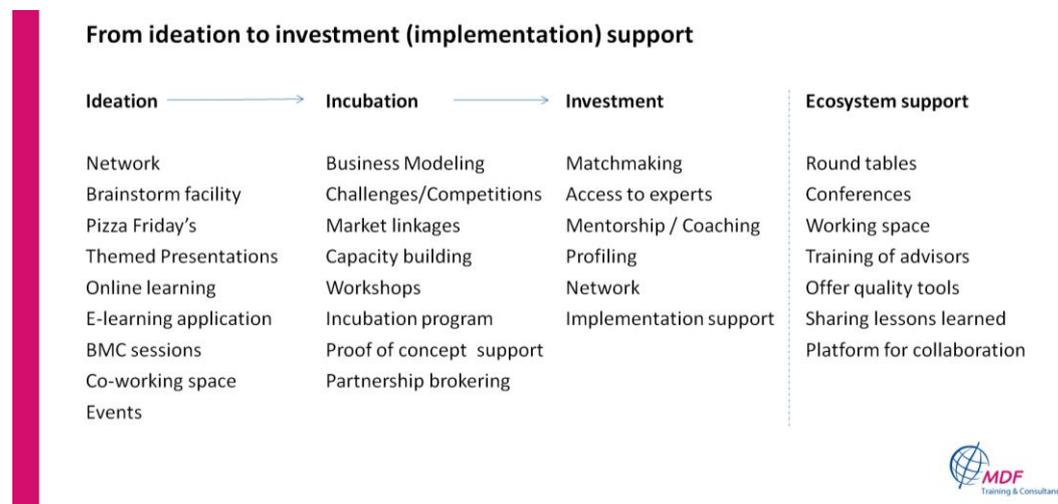
- a. Setting up a Hub, which will provide co-working space and networking for early-stage businesses; and**
- b. Coordinating Ghana's ecosystem and sharing of lessons learned;**

¹ <https://www.gsma.com/mobilefordevelopment/programme/ecosystem-accelerator/africa-a-look-at-the-442-active-tech-hubs-of-the-continent/>

² https://c.yimcdn.com/sites/www.andeglobal.org/resource/resmgr/west_africa/Accra_Entrepreneurial_Ecosys.pdf

1.2.1 Mandate for the innovation hub

We are mandated to support businesses from ideation to investment for their first proof of concept; including initial investments in their ideas.



1.2.2 The four main areas of our work

1. Ideation

The innovation hub will be a conducive environment for early stage businesses. There will be many whiteboards, post-it walls, and spaces to relax. Next to co-working space for registered entrepreneurs, there will be:

- a coffee corner and seating areas to receive customers or partners (networking), have informal meetings or take a break from work;
- a space to host speakers for themed presentations, sharing lessons learnt ('brilliant failures'), pitch nights, or trainings on specific topics such as the business model canvas (BMC) and designing a value proposition. We will also host our 'Pizza Fridays' here (much like iHub in Nairobi), where entrepreneurs or corporate partners can share ideas about their business and ask for feedback from the community. For larger events we will use the facilities of the Accra Digital Center;
- meeting rooms for skype conversations or more private discussions and a board room to have more formal discussions;
- a brainstorm room to (further) develop ideas, with a colourful design and a foosball table and other games to get entrepreneurs in an innovative mood;
- We will use online learning (e.g. live streams of events) and our web-based applications to also attract entrepreneurs outside of Accra.

2. Incubation and acceleration

For entrepreneurs with an idea we will offer services to develop a business model around it. This can be in the form of single workshops or a more formalised incubation or acceleration, both in business development support or personal capacity building.

- Challenges or Competitions with corporate, investment or government partners to develop much needed solutions in e.g. customer relations management, business registration or land registration.
- Matchmaking (partnership brokering) in the hub with potential partners, co-founders, suppliers and (potential) customers to ensure market linkages for these ideas.

These activities will result in a proof of concept for the entrepreneurs.

3. Investment

When ideas of entrepreneurs are developed, they will need some seed funding to get it to market. This is early-stage, so will most likely come from first customers, donors and impact funds, as well as part of the grant.

- By engaging (corporate) partners and experts early on, entrepreneurs make sure they design the right solutions for the market and can hopefully build on these partnerships for finance as well;
- We will support entrepreneurs after they have received their first funding with coaching and mentorship, to make sure they make the right spending decisions.
- Private office space for more matured ventures.
- We will focus on profiling the businesses right; and build a large network around the hub.
- We will build a profiling platform for the Ghanaian ecosystem.

4. Ecosystem support

Our main aim is to complement the current ecosystem and not duplicate efforts. We will host conferences and round tables on topics that come from the ecosystem, and be in contact with the other players on a regular basis. We are part of the 'the Business Hub Network Ghana (TBHNG)' which will help coordinate efforts.

- Not only paying entrepreneurs can use the facilities (working space), but the coffee corner (and meeting rooms) will also allow other players (legal consultants, corporate partners, technical suppliers and investors) to come in;
- We will focus on quality control by offering quality tools and training to other ecosystem players;
- We will support local entrepreneurs, such as sourcing our coffee and tea locally, showcasing and selling local paintings, and using locally made furniture and accessories.

1.2.3 Initial conceptualization of the innovation hub Accra

As can be seen in Figure 1, our proposed hub has the following aspects:

- **Co-working space**
- **A Brainstorm space**
- **offices (3)**
- **A Board room (1) and meeting rooms (3)**
- **A training room**
- **Break out section with refreshment corners**

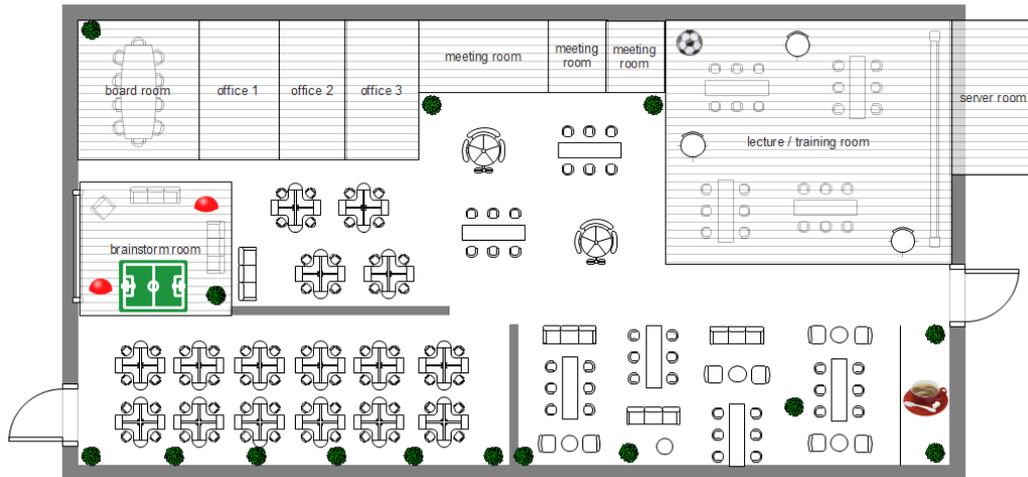


Figure 1: proposed lay-out of the innovation Hub based on the space as is available. (Not to scale and will most likely include more private office space)

1.3 Objective of assignment

As the model is still being developed and needs to be tested and proved during June 2017 – 31 December 2020 we are looking for phased support in brand strategy and implementation.

The consultant will:

- Lead the development of a brand strategy that specifies the organization’s primary audiences, brand values, personality, value proposition, brand positioning and brand promise
- Lead the development of a name for the organization, including logo and color use
- Develop brand messaging and train staff on its use
- Establish a visual identity for the organization and create a visual identity standards manual or brand book that governs the use of the identity
- Provide guidance on brand launch

1.4 Scope of Work

We seek a partner with a proven track record for creative excellence in brand development and execution to help us:

Phase I

Facilitation of brand strategy plus development of name, colors and logo; the project team has been developing the business strategy and has conducted focus group discussion(s) as part of the market research. We want to build on the network that was established and the project team is expected to play an important role in the brand strategy development. The consultant is expected to play a facilitating role in the development of brand strategy:

- Facilitate unstructured interviews, focus groups, and mock sales with potential customers to develop at least 3 different sales pitches and logos / graphics that resonate most with potential stakeholders
- Test the 3 pitches with potential clients, and select the most appropriate options
- Finalize the sales pitches for the concept and submit with all relevant graphics and sales pitch storyboard(s).
- Considering the concept, total branding package needs to be designed so that the concept can be easily identified;
- Ensure that the branding/ designs are consistent with the colors, phrases, logos, etc. that have been developed;
- Present a brand guide, including the use of fonts, colors and image use

Phase II

Brand implementation; the consultant is expected to facilitate the brand implementation. The project team will play an important role in the actual implementation.

- Present a phased implementation plan;
- Facilitate cultural embedding of brand values in staff work attitude;
- Training of brand manager;

Phase III (optional)

Development of marketing plan and strategy; Although this assignment doesn't include the development of a marketing plan and strategy, we would like to hear from prospective companies, which services they would be able to provide us.

1.5 Required Skills and Experience

The assignment will require as key-staff or a combination of these profiles:

- a) One Team Leader (a branding specialist) with minimum of five years' work experience in developing innovative and participatory branding and marketing campaigns and public outreach programs.
- b) One graphic designer
- c) One marketing specialist
- d) Any other experts deemed necessary by the consultant,

1.6 Required Deliverables of assignment

- Findings of stakeholder engagement and brand strategy document
- Name for the organization
- Visual Identity with logo files saved in several visual formats
- Brand Book or Visual Identity Standards Manual
- Key Messages of the brand
- Print collateral and templates (list) – e.g. Business card, Letter template
- Board and Staff Training on use of brand

1.7 Proposal submission requirements

Please send letters of participating to mdfwa_jobs@mdf.nl / rye@mdf.nl no later than **July , 11 2018 at 5:00pm (GMT)** highlighting how your experience will enable you to carry out this assignment.

Please attach:

- A sample of your portfolio
- A first idea of the name, colors and logo for this hub

All applicants will be invited to present their proposal on the **13th of July 2018**.

As this is a brand development assignment, we encourage the applicant to develop a concise proposal including company profile, previous work done, how the consultant intend to carry out this assignment, proposed staff and references. The proposal should be a miniature of the consultants' work and approach and give us a look and feel of what we may expect.

Each applicant will be given 30 minutes to present their proposal and 30 minutes for Q&A.

Responding firms are advised that this solicitation does not in any way obligate MDF West Africa and affiliated sister companies, its partners and client to make a contract award or compensate the responding firms for any costs associated with the preparation, submission and presentation of their proposals.

1.8 Timeline

The proposed timeline for the project is the following:

- Deadline for receipt of proposals: 8 July 2018
- Interview with shortlisted candidates: 13 July 2018
- Start of assignment, inception report: 16 July, 2018
- Branding and marketing plan development process: TBD
- Present visual brand identity and marketing plan to the team: TBD
- Help implement marketing plan: TBD
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1.9 Evaluation process and criteria

- Selection of the successful proposal will be made by the team based upon the bidder's:
 - Responsiveness to work scope and program needs (25%)
 - Demonstrated experience and expertise in similar projects (25%)
 - Cost effectiveness / budget (30%)
 - Comprehensiveness (10%)
 - Personnel assigned: bios, qualifications (10%)

1.10 Submit to / Contact

Name: Richard Yeboah
Direct Phone Number: 00233549411163
Email: mdfwa_jobs@mdf.nl

1.11 General conditions

No remuneration or reimbursement of costs

We will not provide any remuneration or reimbursement to cover participation in presentations or the preparation of requests to participate or bids.

Teaming up

Companies are allowed to team up with other companies to strengthen their bid. However contract will be signed with the lead company.