



FORTUNE SACCO LTD

REQUESTS FOR PROPOSAL FOR CONSULTANCY SERVICES

Tender NO. FC SL/RFP/02/2023

**Provision of consultancy services on development of marketing,
promotion and brand positioning strategy.**

CLOSING DATE: MONDAY 12th, JUNE 2023 TIME: 04:30PM





SECTION I -LETTER OF INVITATION

TO: Interested, eligible candidates

Date: 2nd June 2023

Dear Sir/Madam

RE: Provision of Consultancy Services – Tender No. RFP 03/2023: Provision of consultancy services on development of a marketing and promotion strategy.

Fortune SACCO now invites sealed tenders from eligible and competent Consultant Firms for the provision of Consultancy Services – development of a marketing and promotion strategy.

The Tender document shall be accompanied by the following Mandatory requirements for preliminary evaluation:-

1. Tender document should not be tempered with, and all pages must be signed/initial by authorized persons.
2. Certificate of Company Registration in existence for at least three (3) years
3. Current Valid Tax compliance certificate
4. Current Valid NSSF and NHIF Compliance Certificate
5. Audited Accounts for the last two years.
6. Firm Accreditation/Affiliation Certificate to relevant professional body
7. Five Major Clients in the last 3 years
8. List of Directors with respective shareholding & details of citizenship. Prices quoted should be net inclusive of all taxes, and delivery costs, must be in Kenya Shillings and shall remain valid for 60 days from the closing date of the tender.

Completed proposals packaged in plain sealed envelopes and clearly marked with the tender number and tender name and addressed to:

**Chief executive officer ,
Fortune Sacco,
P.o. Box 559-10300 Kerugoya**

Should be returned either by post or deposited in the tender box at the Sacco head office entrance so as to be received not later than 12th June 2023.

Fortune SACCO reserves the right to accept or reject any tender in whole or in part without giving reasons for its decision.

Yours Faithfully,

CHIEF EXECUTIVE OFFICER

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SECTION II: - INFORMATION TO CONSULTANTS (ITC)

2.1 Introduction

- 2.1.1 Fortune SACCO will select a firm among those interested firms who will submit a proposal, in accordance with the method of selection detailed in Section II.
- 2.1.2 The consultants are invited to submit a Technical Proposal and a Financial Proposal **in separate envelopes**, as specified in the Appendix "ITC". The proposal will be the basis for Contract negotiations and ultimately for a signed Contract with the selected firm.
- 2.1.3 The consultants must familiarize themselves with local conditions and take them into account in preparing their proposals. To obtain first hand information on the assignment and on the local conditions, consultants are encouraged to liaise with Fortune SACCO regarding any information that they may require before submitting a proposal. Consultants should contact the officials named in the Appendix "ITC" to obtain any additional information.
- 2.1.4 Fortune SACCO will provide the inputs specified in the Appendix "ITC", assist the firm in obtaining licenses and permits needed to carry out the services and make available relevant project data and reports.
- 2.1.5 Please note that;
- a) The costs of preparing the proposal and of negotiating the Contract, including any visit to Fortune SACCO are not reimbursable as a direct cost of the assignment.
 - b) Fortune SACCO is not bound to accept any of the proposals submitted.
- 2.1.6 Fortune SACCO's employees, committee members, board members and their relatives (spouse and children) are not eligible to participate.

2.2 Clarification and Amendment of RFP Documents

- 2.2.1 Consultants may request a clarification of the RFP documents before the proposal submission date. Fortune SACCO will respond to all interested consultants.
- 2.2.2 At any time before the submission of proposals, Fortune SACCO may for any reason, whether at his own initiative or in response to a clarification requested by an invited firm, amend the RFP. Any amendment shall be issued in writing through addenda. Addenda shall be sent by mail to all invited consultants and will be binding on them. Fortune SACCO may at his discretion extend the deadline for the submission of proposals.

2.3 Preparation of Technical Proposal

- 2.3.1 The Consultants proposal shall be written in English language

- 2.3.2 In preparing the Technical Proposal, consultants are expected to examine the documents constituting this RFP in detail. Material deficiencies in providing the information requested may result in rejection of a proposal.
- 2.3.3 While preparing the Technical Proposal, consultants must give particular attention to the following:
- a) If a firm considers that it does not have all the expertise for the assignment, it may obtain a full range of expertise by associating with individual consultant(s) and/or other firms or entities in a joint venture or sub-consultancy as appropriate. Consultants shall not associate with the other consultants who have or intend to submit a bid for this assignment. Any firms associating in contravention of this requirement shall automatically be disqualified.
 - b) It is desirable that the majority of the key professional staff proposed be permanent employees of the firm or has an extended and stable working relationship with it.
 - c) Proposed professional staff must have a minimum qualification and experience indicated in Appendix "ITC"
 - d) Alternative professional staff shall not be proposed and only one Curriculum Vitae (CV) may be submitted for each position.
- 2.3.4 The Technical Proposal shall provide the following information using the attached Standard Forms;
- a. A brief description of the firm's organization and an outline of recent experience on assignments of a similar nature. For each assignment the outline should indicate *inter alia*, the profiles of the staff proposed, duration of the assignment, contract amount and firm's involvement.
 - b. Any comments or suggestions on the Terms of Reference, a list of services and facilities to be provided by Fortune SACCO.
 - c. A description of the methodology and work plan for performing the assignment.
 - d. The list of the proposed staff team by specialty, the tasks that would be assigned to each staff team member and their timing.
 - e. CVs recently signed by the proposed professional staff and the authorized representative submitting the proposal. Key information should include number of years working for the firm/entity and degree of responsibility held in various assignments during the last five years.
 - f. Estimates of the total staff input (professional and support staff staff-time) needed to carry out the assignment supported by bar chart diagrams showing the time proposed for each professional staff team member.

- g. A detailed description of the proposed methodology, staffing and monitoring of training, if Appendix “A” specifies training as a major component of the assignment.
- h. Any additional information requested in Appendix “A”.

2.3.5 The Technical Proposal shall not include any financial information.

2.4 Preparation of Financial Proposal

2.4.1 In preparing the Financial Proposal, consultants are expected to take into account the requirements and conditions outlined in the RFP documents. The Financial Proposal should follow Standard Forms (Section v). It lists all costs associated with the assignment including;

(a) remuneration for staff (in the field and at headquarters), and; (b) reimbursable expenses such as subsistence (per diem, housing), transportation (international and local, for mobilization and demobilization), services and equipment (vehicles, office equipment, furniture, and supplies), office rent, insurance, printing of documents, surveys, and training, if it is a major component of the assignment. If appropriate these costs should be broken down by activity.

2.4.2 The Financial Proposal should clearly identify as a separate amount, the taxes, duties, fees, levies and other charges imposed under the law on the consultants, the sub-consultants and their personnel, unless Appendix “ICT” specifies otherwise.

2.4.3 Consultants shall express the price of their services in Kenya Shillings.

2.4.4 Commissions and gratuities, if any, paid or to be paid by consultants and related to the assignment will be listed in the Financial Proposal submission Form.

2.4.5 The Proposal must remain valid for **60 days** after the submission date. During this period, the consultant is expected to keep available, at his own cost, the professional staff proposed for the assignment. Fortune SACCO will make his best effort to complete negotiations within this period. If Fortune SACCO wishes to extend the validity period of the proposals, the consultants shall agree to the extension.

2.5 Submission, Receipt, and Opening of Proposals

2.5.1 The original proposal (Technical Proposal and, Financial Proposal) shall be prepared in indelible ink. It shall contain no interlineations or overwriting, except as necessary to correct errors made by the firm itself. Any such corrections must be initialed by the persons or person authorized to sign the proposals.

2.5.2 For each proposal, the consultants shall prepare the number of copies as indicated in Appendix “ICT”. Each Technical Proposal and Financial Proposal shall be marked **“ORIGINAL”** or **“COPY”** as appropriate. If there are any

discrepancies between the original and the copies of the proposal, the original shall govern.

- 2.5.3 The original and all copies of the Technical Proposal shall be placed in a sealed envelope clearly marked **“TECHNICAL PROPOSAL,”** and the original and all copies of the Financial Proposal in a sealed envelope clearly marked **“FINANCIAL PROPOSAL”** and warning: **“DO NOT OPEN WITH THE TECHNICAL PROPOSAL”**. Both envelopes shall be placed into an outer envelope and sealed. This outer envelope shall bear the submission address and other information indicated in the Appendix “ITC” and be clearly marked, **“DO NOT OPEN, EXCEPT IN PRESENCE OF THE OPENING COMMITTEE.”**
- 2.5.4 After the deadline for submission of proposals, the Technical Proposal shall be opened immediately by the opening committee. The Financial Proposal shall remain sealed and deposited with a responsible officer of Fortune SACCO department up to the time of opening of financial proposals.

2.6 Proposal Evaluation General

- 2.6.1 From the time the bids are opened to the time the Contract is awarded, if any consultant wishes to contact Fortune SACCO on any matter related to his proposal, he should do so in writing at the address indicated in the Appendix “ITC”. Any effort by the firm to influence Fortune SACCO in the proposal evaluation, proposal comparison or Contract award decisions may result in the rejection of the consultant’s proposal.
- 2.6.2 Evaluators of Technical Proposals shall have no access to the Financial Proposals until the technical evaluation is concluded.

2.7 Evaluation of Technical Proposal

- 2.7.1 Only firms who shall have met the preliminary evaluation/mandatory requirements will qualify for Technical evaluation.
- 2.7.2 The evaluation committee appointed by Fortune SACCO shall evaluate the proposals on the basis of their responsiveness to the Terms of Reference, applying the evaluation criteria below;

	Evaluation Criteria	Maximum Weight (%)	Justification/Comments and Section/Page Covered in the proposal	Score
TS 1	Firms experience	15		
	5 years firms experience in similar or related assignments – prorated- 5 points			
	Firms experience in similar assignments in at least 5 corporate clients - 5 points			

	Evaluation Criteria	Maximum Weight (%)	Justification/Comments and Section/Page Covered in the proposal	Score
	<i>Consultants with past experience in a Sacco set up shall attract 5 marks out of the total 20</i>			
TS 2	Lead consultant qualification & Experience	25		
	Masters in marketing Management or related -5 points			
	PhD in marketing-Added advantage -3 points			
	5 years experience in similar assignment -12 points-prorated			
	Professional Certification and Membership-5 points			
TS 3	Composition of other team members -2	25		
	Masters in related field 2x2.5=5 points			
	5 years Experience of individual consultant in similar assignment- 2x5=10 points prorated			
	Professional Certification and Membership-2x5=10 points			
TS 4	Specific firm experience & work done in the following areas	15		
	Marketing plan -5 points			
	Market research -3 points			
	Brand analysis/Audit 5			
	Strategic planning -2 points			
TS 5	Methodology to be applied in the assignment	20		
	Proven methodology -5 points			
	Understanding of client requirements and well articulated plan of action - 5 points			
	Work plan and work schedule-5 points			
	Implementation support proposal -5 points			
	Total Maximum (TS)	100		

Each responsive proposal will be given a technical score (TS). A proposal shall be rejected at this stage if it does not respond to important aspects of the Terms of Reference or if it fails to achieve the minimum technical score indicated in the Appendix "ITC".

ONLY FIRMS ATTAINING 75% AND ABOVE IN THE TECHNICAL PROPOSAL SHALL QUALIFY FOR FINANCIAL PROPOSAL EVALUATION.

2.8 Opening and Evaluation of Financial Proposal

2.8.1 After Technical Proposal evaluation, Fortune SACCO shall notify those consultants whose proposals did not meet the minimum qualifying mark or were considered nonresponsive to the RFP and Terms of Reference

2.8.2 The Financial Proposals will be opened by a special opening committee Fortune SACCO.

2.8.3 The evaluation committee will determine whether the financial proposals are complete (i.e. whether the consultant has costed all the items of the corresponding Technical Proposal and correct any computational errors. The cost of any unpriced items shall be assumed to be included in other costs in the proposal. In all cases, the total price of the Financial Proposal as submitted shall prevail.

2.8.4 The formulae for determining the Financial Score (FS) shall, unless be as follows:-

$FS = 100 \times \frac{FM}{F}$ where FS is the financial score; Fm is the lowest priced financial proposal and F is the price of the proposal under consideration. **Financial Score Calculations**

$$FS = 100 \times FM / F$$

Fees Quotation guidelines	Calculation	Where
Lowest Financial Proposal (FM) will be given 100 points	100	FM=Financial Minimum/ Lowest Financial Score
Other Financial Scores (FS) under consideration will be	$100 \times FM / F$	F=Amount Quoted in the Financial Proposal under consideration
TOTAL Maximum (FS)	100	FS=Financial Score
Combined Scores will be	Calculation	Where
Combined Scores (CS) will be	$TS \times 80\% + FS \times 20\%$	TS=Technical Score FS=Financial Score
TOTAL Maximum (CS)	100	

2.8.5 Proposals will be ranked according to their combined technical (*TS*) and financial (*FS*) scores using the weights *T*=the weight given to the Technical Proposal; *P*= the weight given to the Financial Proposal; $T + p = 1(100\%)$. The combined technical and financial score, **CS**, is calculated as follows $CS = TS \times T \% + FS \times P \%$. The firm achieving the highest combined technical and financial score will be invited for negotiations. The weighted Scores for Technical Evaluation (*T*) are 80% and that of the Financial Evaluation (*P*) is 20%.

2.8.6 The tender evaluation committee shall evaluate the tender within 30 days of from the date of opening the tender.

2.8.7 Contract price variations shall not be allowed for contracts not exceeding one year (12 months).

2.8.8 Where contract price variation is allowed, the variation shall not exceed 10% of the original contract price

2.8.9 Price variation requests shall be processed by Fortune SACCO within 30 days of receiving the request.

2.9 Negotiations

2.9.1 Negotiations will be held at the same address as “address to send information to Fortune SACCO” indicated in the Appendix “ITC”. The aim is to reach agreement on all points and sign a contract.

2.9.2 Negotiations will include a discussion of the Technical Proposal, the proposed methodology (work plan), staffing and any suggestions made by the firm to improve the Terms of Reference. Fortune SACCO and the firm will then work out final Terms of Reference, staffing and bar charts indicating activities, staff-months, logistics and reporting. The agreed work plan and final Terms of Reference will then be incorporated in the “Description of Services” and form part of the Contract. Special attention will be paid to getting the most the firm can offer within the available budget and to clearly defining the inputs required from Fortune SACCO to ensure satisfactory implementation of the assignment.

2.9.3 Unless there are exceptional reasons, the financial negotiations will not involve the remuneration rates for staff (no breakdown of fees).

2.9.4 The negotiations will conclude with a review of the draft form of the Contract. To complete negotiations Fortune SACCO and the selected firm will initial the agreed Contract. If negotiations fail, Fortune SACCO will invite the firm whose proposal received the second highest score to negotiate a contract.

2.9.5 Fortune SACCO shall appoint a team for the purpose of the negotiations.

2.10 Award of Contract

2.10.1 The Contract will be awarded following negotiations. After negotiations are completed, Fortune SACCO will promptly notify other consultants who have shown interest that they were unsuccessful and return the Financial Proposals of those consultants who did not pass the technical evaluation.



2.10.2 The selected firm is expected to commence the assignment on the date as specified in Appendix "ITC".

2.10.3 The parties to the contract shall have it signed within 30 days from the date of notification of contract award unless there is an administrative review request.



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- 2.10.4 Fortune SACCO may at any time terminate procurement proceedings before contract award and shall not be liable to any person for the termination.
- 2.10.5 Fortune SACCO shall give prompt notice of the termination to the tenderers and on request give its reasons for termination within 14 days of receiving the request from any tenderer.
- 2.10.6 To qualify for contract awards, the tenderer shall have the following:
- a) Necessary qualifications, capability experience, services, equipment and facilities to provide what is being procured.
 - b) Legal capacity to enter into a contract for procurement
 - c) Shall not be insolvent, in receivership, bankrupt or in the process of being wound up and is not the subject of legal proceedings relating to the foregoing.
 - d) Shall not be debarred from participating in public procurement.

APPENDIX TO INFORMATION TO CONSULTANTS Clause Reference

2.1 The name of the Client is: **Fortune SACCO**

2.1.1 The method of selection is: **QCBS-Lowest evaluated proposal/tender-** Quality of proposal and price taken into consideration as a combination.- **QCBS-**Quality of proposal and price shall be taken into consideration as a combination.

2.1.2 Technical and Financial Proposals are requested: **Yes- in separate envelopes**
The name, objectives, and description of the assignment are: **development of a marketing and promotion strategy.**

2.1.3 A pre-proposal conference will **not be held.**

2.1.4 Fortune SACCO will provide the following inputs:

- a) **Necessary Documentation**
- b) **Fortune SACCO shall be responsible for the seminar/workshop venues.**
- c) **Any other necessary documentation and/or service that may be necessary**

2.1.6 The estimated number of professional staff required for the assignment is;
Firm to propose

The minimum required experience of proposed lead consultant is: **Masters in Marketing Management, degree in management, Professional Certification and Membership, 5 years experience as a consultant in similar assignment, PhD an added advantage.**

2.1.6 Training is a specific component of this assignment: **YES**



- 2.1.7 Taxes: [Specify firm's liability: nature, sources of information]:
- 2.5.2 Consultants must submit **one original** and **one additional copy** of each proposal.
- 2.5.3 Proposals must be submitted not later than the following date and time:
Monday, 12th June, 2023. 4.30 PM
- 2.6.4 The minimum technical score required to pass *for financial stage* is **75%**
- 2.6.5 Alternative formulae for determining the financial scores is the following-
The weights given to the Technical and Financial Proposals are: T=0.80 F=0.20
- 2.6.6 The assignment is expected to commence on, date indicated in the signed contract.

SECTION III: - TERMS OF REFERENCE

3.1.1 Introduction and Background

Fortune Sacco is registered under the Cooperative Societies Act and licensed under Sacco Societies Act as a deposit taking Sacco.

Fortune Sacco has metamorphosed from Kirinyaga District Co-operative Union Banking section established way back in the 1972 to offer banking services to coffee and dairy farmers within Kirinyaga District. In the early 90's, as a result of a government policy to separate district co-operative unions from banking services, they were directed to register the then banking sections as independent Sacco's. Thus Kirinyaga District Farmers Sacco was born in 1998 as a result of that transformative process.

In 2011 Kirinyaga District Farmers Sacco rebranded to Fortune Sacco as a strategy to enable it open it common bond further and transform from just being a farmers based Sacco, to a community based Sacco serving the diverse economic needs such as farming, business, formal and informal employment etc.

Arising from the rebranding, the Sacco was able address a lot of then existing challenges and was perceived well in the community leading to a period of rapid growth as a result of the road maps in the 2014-2017 as well as current 2018-2022 strategic plans.

The Sacco currently has fifteen branches in Kirinyaga and Nairobi Counties and over 100 banking agents. The Sacco serves over 130,000 members with over 3 billion in savings deposits. Our current gross loan portfolio stands at Kshs.5.2 billion being held by over 35,000 members. As at December 2022, the Sacco had an asset base of Kshs. 5.5 billion and Share Capital of about 500 million placing it as a first tier Sacco in among licensed deposit taking SACCOs in Kenya by asset base. Employees stand 203.



On governance, Fortune operates a delegate system with 98 delegates who represent members of specific electoral area. The delegates in turn elect 7 board members and three members of supervisory committee. The board is in charge of policy formulation and determining the strategic direction of the society while supervisory committee is an independent body that oversight the board on behalf of members.

3.1.2 Vision

“Empowered members with improved living standards.”

3.1.3 Mission

“We exist to provide quality financial and non-financial services “

3.1.4 Core Values of the Society

The SACCO is guided by the following values:

- Quality.
- Integrity
- Respect

3.1.5 Motto:

“Your Success, Our Success

3.1.6 Goals of the Sacco

3.1.7 To create and foster good governance and management principles in the operations of the Sacco in accordance to the Sacco laws and regulations.

3.1.8 To increase level of savings and investment for the benefit of members and their families.

3.1.9.1 To improve the economic and social welfare of members.

3.1.10 To develop and offer a wide range of diversified and market driven financial products and services.

3.1.11 To promote security of members funds through sound risk management programs.

The society has a 5-year strategic plan with will guide the Sacco's strategic direction until 2026 .The strategic objectives set are to generally enable the Sacco achieve growth as well as overcome the challenges of increased competition in its outreach area, governance among others. The essence of this Strategic Plan is to enhance Fortune Sacco's capacity for strategic management to improve service delivery and manage change effectively through committed leadership and management at all levels and collaboration with all other key stakeholders.



The key pillar in the strategic plan is membership, this pillar ensures that the Sacco operates and aligns its policies and products with member's aspiration and in line with our vision of empowered members with improved standards. Key objectives under this pillar are;

- Grow membership by 50,000 new members by year 2026
- Achieve member retention of 90% per annum
- Increase in uptake of products and services

Recently, the Sacco undertook a major product refinement exercise that resulted in harmonizing, renaming and developing new market led products. In line with its membership growth objective, the Sacco is in the process of opening a new branch in sub urban town of Ongata Rongai. Further to ensure that the increase in uptake of products and services, the Sacco seeks to among others

- Regain market share in tea, coffee sector, Dairy sector, SME, Consumer (Salaried), diaspora as well as youth.
- Increase Fortune brand visibility
- Digitization of member on-boarding
- Improve on depth of members' relationship with the Sacco by attaining a net promoter score of +50
- Improve on communication with members
- Refresh, review and update the Sacco website
- To develop a sales culture

Currently, the Sacco has a fully-fledged business department headed by head of Sacco business. The department's staff includes marketing officers, branch direct sales representatives, business development manager and marketing officers based at head office. Despite of huge investment in the department, the society does not have a marketing and promotion strategy. Additionally, the Sacco last reviewed its in 2011 more than a decade ago within which members perception has changed dramatically. The marketing function faces the following challenges;

- Competition from banks, Hustlers funds, coffee fund, commodities fund mobile money lenders producer co-operative societies, among others
- The competitive dynamism and innovations in the financial sector e.g. agency banking internet banking, bitcoin ,
- Rapidly ageing membership being a threat to future survival of the Sacco.
- Lack of capacity in the marketing department to push product and services to existing and new market.
- Diminishing market share in the original common bond i.e. Tea, coffee and Dairy farmers which are critical segments in agricultural markets.
- Inability to attract the youth despite of investment in brand and technology
- Inability to grow market share in consumer (salaried) for in Public and private sectors e g TSC, Civil servants, NGOs
- Inability to attract Diaspora market.

- Poor loan product selling techniques and as a result, only 15% of members are borrowing loan
- Inability to grow non funded income streams such as Insurance Business
- lack of brand internalization internally
- Inability to create brand awareness in some of the markets the Sacco is operating in
- Lack of effective brand communication strategies

In spite of the above challenges, the Sacco has wide customer base and a strong brand presence within and outside its catchment area. The society has and continues to invest in people and technology to enable it deliver products and services to its members.

SECTION IV –TERMS OF REFERENCE(TOR)

4.1.1 The broad objectives of product development assignment are:

The objective of this assignment is to assist the society develop a comprehensive strategic marketing plan and brand communication strategy. This will include a comprehensive market assessment and analysis of the target member base, market trends, entry barriers, competition, risks, opportunities, Sacco's resources, constraints and an extensive Audit/Survey on brand performance.

4.1.2 The specific objectives of the assignment are:-

In achieving the above broad objectives, the consultant will inter alia address the following:-

- 4.1.3 Review implementation of previous marketing plan and give recommendations
- 4.1.4 Define each Sacco's competitive advantage based on the market assessment/analysis.
- 4.1.5 Develop a costed marketing strategic marketing plan, and marketing collateral
- 4.1.6 Develop a sales performance management plan and dashboard.
- 4.1.7 Develop a practical marketing and sales training deck and train the teams in sales and marketing.
- 4.1.7 Conduct un aided brand awareness and usage metrics
- 4.1.8 To review and enhance effectiveness of the various Sacco's communication channels including but not limited to; fortune's online reputation, digital footprint, branded merchandise, publications among other channels.
- 4.1.9 To map out and evaluate formal and informal touch points of the Fortune brand ecosystem.
- 4.1.10 To conduct a members Journey Mapping to enquire on perceptions of the Fortune brand.
- 4.1.11 to develop and recommend a strategy for enhancing the efficacy of Sacco's Brand

and its communication channels

- 4.1.12 Conduct a SWOT analysis and create a marketing mix that will enable the Sacco to reach its target market.
- 4.1.13 Review the Sacco's internal capacity and give recommendations on the structure and responsibility of the marketing department.
- 4.1.14 Build capacity within the SACCO by providing training to staff on strategic marketing issues.
- 4.1.15 The consultants will also specifically address strategies to recapture the declining market share in tea , coffee segments and consumer
- 4.1.15 The consultants will also specifically address strategies to capture diaspora market

3.1.0 Deliverables:-

- 3.2.1 A comprehensive Fortune Sacco promotion and marketing strategy document.
Comprehensive brand and communication strategy
- 3.22 A framework to assist in successful implementation of the promotion and marketing strategic plan.
- 3.1.3 Staff training/knowledge transfer.

4.3.1 Location

Since the project requires regular interaction with the employees, it is essential that the selected consultants deploy the required number of resources on site (our head office in KERUGOYA TOWN). It is also required that the consultants appoint a project manager, with sufficient experience to lead the team on-site and provide overall guidance to the team and consultancy

4.4.1 Duration of the Assignment

The assignment is expected to take 50 calendar days after signing of the contract. It is expected that the assignment will be completed by August 31, 2023.

4.5.1 Payment Modalities

Payment will be made by cheque or bank transfers in Kenya shillings as per agreed schedule, milestones or benchmarks. Specific challenges that fortune seeks to solve includes.