



Request for Proposals

Market Strategy research & development - JFS SAN

Reference No.: RQ4777
Date Published: 07/26/2024
Due Date for Responses: 08/09/2024

Background

Feed the Future Promoting Innovative and Resilient Agriculture Market Systems (FTF Premier-OHOLO (PRO)) is a \$32.2 million market systems activity that will last five years. It aims to increase the resilience of the agricultural market systems in the Nacala Corridor. It will do so by working with local market actors, to help them absorb, adapt, and respond to external climate, economic, and political shocks. The project's ultimate

goal is to reduce poverty and improve food security.

PRO will primarily support private sector actors through its facilitative approach. It will work through three main components: exploiting attractive market opportunities where the Nacala Corridor has a comparative advantage, catalysing and expanding local agro- processing industries, and working with local third-party service providers as delivery partners.

JFS SAN is a well-established agricultural value chain actor in Cuamba District. They are considering expanding their product line by adding soy meat to complement their oil extraction. Soy meat is a textured soy product that resembles dehydrated ground meat and can be flavored to taste like chicken, fish, beef, or lamb. It is easy to prepare, requiring only boiling before adding tomato and onion. JFS SAN has invested in the oil extraction process, creating a processing, testing, and packing system, and utilizing marketing structures to distribute the oil to local communities. They employ sales promoters, with over 50% being women and youth, and have established 20 local shops under the "JOÃO" brand.

JFS SAN's current objective is to develop a production line for quality soy meat, thus further diversifying sources for company income by adding value to local production of soya and aiming for a market space of approximately 1,500tons of soymeat in Niassa Province by 2028. Soymeat is a sub-product off the extraction of oil from soya which is processed off bagasse. The company currently notes that the oil still has underwhelming performance on the local market largely due to competition from other oil products which JFS SAN cite as also coming from other oil refineries who import crude oil into Mozambique. JFS SAN note that they need to compensate this poor performance through better returns from the by-products of the extraction such as soymeat. JFS SAN have projections to be able to promote their soymeat in a 90gram sachet, spiced, for approximately 7Meticais (US\$0.11) so as to be competitive. To be able to develop the extra processing line for soy meat, JFS SAN will co-invest through this Grant to procure equipment such as extruders and spices, among other important components.

Soy meat has gained popularity in neighboring markets, but demand data for soy meat in Mozambique is lacking. Soy meat competes very favorably with other meat proteins (chicken, beef, etc.) but the current sales of soymeat (volumes and value imported from Malawi), how they are distributed and consumer preference are not well understood.

With a good understanding of the current and potential demand for soy meat, JFS SAN will be in a better position to invest in aggressive marketing to increase demand and in working capital to ensure sustainable operating costs in the first years with low demand.

In close collaboration with PRO and JFS SAN, the marketing and consumer research firm will conduct market research, complete a customer segmentation analysis, and develop a marketing strategy. This marketing strategy must take into account the market assessment and PRO's gender action plan to ensure that the resulting recommendations are equally inclusive of men and women.

The overall objective(s) of this work are as follows:

1. To conduct a mapping assessment of soy meat brands and other similar products that are cross-referenced by customer segment.
2. Determine the volumes of soy meat that are currently being imported and consumed in Niassa province;
3. Estimate the present growth rates for the consumption of soy meat and the customer preferences for soy meat compared to regular meat based proteins.

4. Understand the strategic position of JFS SAN in comparison to the competitors;
5. Provide recommendations on gaps/opportunities for product and brand development including for lower economic consumer segments.
6. Develop a market strategy suitable for JFS SAN, considering the strategic position.

Scope of Work

To achieve the objectives listed above, the contractor shall conduct a brand mapping analysis based on the following areas:

1. Brand mapping that profiles (soy meat) product brands targeting specific consumer segments that would include;
2. Brand matrix by a product that indicates brand characteristics and target segments;
3. Strategic Position Matrix development;
4. Development of a matrix for analyzing marketing strategies, indicating possible directions of development: market penetration, market development, product development and diversification;
5. Packaging review of soy meat products that target the lower economic consumer segment;
6. Brand comparison with other appropriate products or countries (Malawi, South Africa, Zimbabwe) to assess potential product/brand coverage/ gaps in Mozambique with a focus on the lower economic consumer segment;
7. Recommendations on high potential product and brand opportunities in which Mozambican companies could invest that is biased toward medium, lower consumer segments or mass market
8. Consumer segmentation by income brackets of soy meat products;
9. Other demographic data that is influencing consumption patterns of soy meat in Niassa Province (Cuamba District).

Confirming market viability:

- Review existing data from partner firm relating to actual market of value-added products - look at JFS SAN's supplier base to understand the relationship with its suppliers;
- Carry out a rapid market assessment to verify the need, value proposition, and willingness to pay for value-added specific products among potential customers.
- Carry out the consumer base's openness to local food products (such as soy meat) versus the same product but from a foreign processor.
- Recommend some strategies for market survival (given Porter's 5 Forces of Competition) and also strategizing how the foreign market for soybean (e.g. Malawi suppliers) will (potentially) challenge a new entrant into their business territory.

Customer research and segmentation:

- Conduct consumer research to identify, segment, and characterize potential customers for those specific value-added products.
- Based on the consumer research, identify key criteria for customer segmentation, including but not gender, income, education level, and geographic location.
- Segment potential customers of the specific value-added products based on their needs and buying decisions.
- Estimate the size, value, and growth potential of each customer segment.
- Develop buyer personas to represent typical users in each customer segment.
- Indicate the expected price range for local consumers to decide on purchasing local soy meat vs the current soy meat on the local market coming from foreign processors.

Development of marketing strategy to target the customer:

- Develop a marketing strategy providing recommendations for effective marketing methods and channels for reaching each customer segment identified.
- Develop recommendations for branding and messaging for value-added products for each customer segment identified.
- Propose branding and marketing promotional materials

- Understand importance of “brand, price, origin, other attributes” in purchase decision
- Understand perception of Mozambican goods amongst the consumers (e.g. Orgulho Moçambicano. Made in Mozambique)
- Understand the willingness of the consumers to buy natural vs organic products including the places where they purchase those products as well as what new products would the consumers desire most
- Test brand recognition of JFS SAN and other portfolio brands
- Provide guidance to partner firm on how to effectively monitor and measure the effectiveness of various marketing techniques in a cost-effective manner.

Deliverables

The contractor shall be expected to complete and submit the following deliverables:

1. Outline of research process;
2. Brand matrix/mapping;
3. Mid-term meeting with PRO;
4. Findings and Recommendations report;
5. Brand mapping stakeholders workshop with JFS SAN;
6. Market assessment report, confirming user willingness to pay and consumer’s acceptance of that specific product;
7. Customer segmentation report, including a set of buyer personas;
8. Marketing strategy document (with no more than 20 pages), including recommendations for marketing methods, channels and messaging tailored to each customer segment identified in the customer segmentation report;
9. Final report summarizing technical assistance provided to partner firms in terms of design and development of branding and marketing materials;
10. Simple and cost-effective monitoring tool for measuring effectiveness of marketing techniques.

Anticipated Start Date

09/05/2024

Performance Location

The marketing strategy expert for soymeat in JFS SAN’s Cuamba District market

Additional Information

- All deliverables must be completed in English and approved by the Route to Market Portfolio Manager.
- All deliverables will be paid after submission of invoice and confirmation and approval of the deliverables.
- Offeror(s) are required to meet or exceed the significant non-cost factors listed below:
- Offeror(s) must possess a minimum of 5 years of relevant in-country on the ground experience in developing marketing strategies and plans.
- Offeror(s) must have completed or have currently in progress a minimum of 3 projects in the specific technical area.
- Experience in marketing food products is desired;
- Fluency in English and Portuguese languages is preferred.
- Offeror(s) must have documented ability to meet required delivery time lines, as demonstrated through reference letters from prior clients.
- Offeror’s key personnel (Team Leader) must possess at least Master qualification of a degree in marketing, business management or related field

Response Instructions

To ensure consideration, all responses must be submitted no later than **08/09/2024**, written in **English** with prices stated in **MZN**.

All responses must:

- Contain a detailed cost with applicable taxes and other charges clearly identified.
- Provide requested payment terms and conditions.
- Include a contact name, email address, and telephone number.
- For quotes from a firm, provide a brief outline of the company and services offered, including the company's full legal name and address, the jurisdiction of incorporation, the full legal name and country of citizenship of the company's owners/principal officers, and the year the business was established.
- If a consortium of firms or a team of consultants submits a quote jointly, the above information should be provided for each member of the team.
- Only include attached files that are 10 MB or smaller in size. Do not include compressed (ZIP, RAR), executable, or other unusual file formats as these will be rejected.

Submit responses to: **buy+RQ4777@tns.org**

Note: DO NOT email your response to any employee of TechnoServe or deliver your response in hard copy to a TechnoServe office. Failing to adhere to these instructions may make your response ineligible for consideration.

Terms and Conditions

- This solicitation shall not be construed as an offer by TechnoServe.
- Responses must be submitted on or before the date indicated.
- Any quotes that are unresponsive will be summarily rejected.
- Responses to this solicitation shall be deemed binding offers and must remain valid for acceptance for no less than 90 days from the closing date of this solicitation.
- Any purchases resulting from this solicitation will be governed by TechnoServe's contractual terms and conditions, and may be subject to additional terms as required by donors funding the purchase.
- TechnoServe expressly reserves the right to accept or reject any quote or to cancel the solicitation process at any time without explanation, with no liability to any respondent.
- TechnoServe may, at its discretion, accept all or part of a respondent's offer.
- All information provided by TechnoServe in this solicitation is given in good faith; however, details are subject to change.
- TechnoServe may require respondents to enter into a non-disclosure agreement as a prerequisite for consideration.
- Respondents bear sole responsibility for all costs incurred in connection with the preparation of their response, including any third-party expenses.
- All responses shall become the property of TechnoServe.
- Respondents must fully disclose any conflicts of interest pertaining to this solicitation. Failure to comply may result in disqualification.

Request Files

The following attached files, if any, represent an important part of this solicitation.

No Request Files Found

Selection Criteria

Submissions will be evaluated based on the following criteria and rating methodology.

Selection Criteria	Max Points
Detailed financial proposal, inclusive of all delivery, fees, taxes, and other charges	50
Detailed Technical proposal in alignment to the RFP	20
A minimum of 5 years of relevant in-country on the ground experience in developing marketing strategies and plans.	20
Experience in marketing food products is desired at least 5 years	10