



**REGIONAL
COMPETE CARIBBEAN PROGRAM (RG-X1044)**

**SUPPORT TO CLUSTERING INITIATIVES (SCI)
JA-CC3060- STRENGTHENING INNOVATION AND ENTREPRENEURSHIP WITHIN THE
ICT/BPO INDUSTRY THROUGH PHYSICAL AND VIRTUAL INCUBATION**

CONSULTANCY FOR AN IN-MARKET BROKER

Background

The Inter-American Development Bank (IDB), the UK's Department for International Development (DFID), the Government of Canada and the Caribbean Development Bank (CDB), have established a co-financing program called "Compete Caribbean" (RG-X1044).

The goal of this Program is to contribute to the increase in the standard of living and quality of life, and the enhancement of the competitiveness of the 15 independent CARIFORUM countries. Specifically, the Program will increase: (i) donor harmonization and coherence, equity and sustainability of national and regional private sector strategies; (ii) the efficiency and effectiveness of Caribbean governments to promote a competitive, growth-oriented business and investment climate; and (iii) innovation, productivity, value added production, sales and sustainability in key Caribbean clusters and value chains, and product sophistication, productivity and exports of individual firms.

The Program is organized in three components: (1) Comprehensive Framework for Private Sector Development and Knowledge Management, (2) Business Climate and Competitiveness Enhancement Facility (3) Enterprise Innovation Challenge Fund (EICF). The third component itself has two subcomponents: 3.1. Support to Clustering Initiatives (SCI); and 3.2: Direct Firm Support (DFS). The consultancy defined in this TOR supports the Sub-component 3.1 (SCI).

The objectives of Sub-component 3.1 are to: (a) enhance the development of the productive sector, by supporting clusters and value chains to compete in regional and global markets; and (b) increase the generation of employment and income by strengthening Caribbean businesses with resources to finance innovative ventures, develop new products, implement new business models, and enter new markets.

The BPO Cluster

Jamaica is currently one of the biggest BPO markets in the Caribbean and Central America region. In fact, Jamaican BPO industry represents 9% of the region's market in terms of number of workers, revenues, and number of companies. The number of workers employed by the Jamaican BPO sector has been in constant growth, from 8000 in 2009 to 13000 in 2012.

The BPO cluster is an agglomeration of twenty five organizations that share the goal of increasing the competitiveness of the BPO industry in Jamaica. Fourteen of these are BPO companies, seven are private enterprises that support BPO operations and four are public organizations. The cluster is led by the Business Processing Industry Association of Jamaica (BPIAJ) whose specific objective it

is to support the BPO cluster to position itself as a viable and competitive supplier of BPO services for near shore markets.

Jamaica has prioritised the sector as one of the productive sectors in which resources are invested to facilitate its growth. The core activities are executed by the Jamaica Promotions Corporation (JAMPRO), which is the national agency for export and investment promotion and facilitation. In addition to research and the development of strategy, JAMPRO also participates in global and regional events for the BPO industry and hosts the Jamaica Investment Forum (held in 2013 and 2015), which includes the BPO sector as a priority sector.

Jamaica has also recently developed a Growth Agenda to accelerate economic development to reverse recent years of negative growth. Within this, the BPO sector is a priority identified for growth and the Ministry of Finance & Planning will engage a consultant to work in the sector.

This consultancy seeks to leverage the momentum and support to the sector and the current capacity of the cluster, to market and develop new business for the cluster. Specifically the consultancy will support the cluster to execute an in-market business development initiative to convert current leads into actual clients and operators in Jamaica. The consultancy will be focused and executed in the target export (external) markets in which target (i) clients of existing operators and (ii) investors for opening new operations are located. Primary markets of focus are the United States of America and Canada while secondary markets are the United Kingdom and Europe¹.

Consultancy objective(s)

An in-market broker for the BPO industry is required to execute a strategic action plan by acting to represent and support the Cluster for BPO services for near-shore markets. Specifically the in-market broker (consultant) will follow the leads and make the connections that will capture new business to the cluster.

Main activities

The primary activities of the selected candidate in execution of the strategic plan will be to:

- Plan and execute in-market presentations, meetings and supporting promotional activities that target C-suite executives to deliver specific sales targets;
- Actively engage the BPIAJ's project team with regular updates of these sales contacts. In preparation of the action plan to be executed (above), the selected candidate will:
- Work with the leadership of the BPIAJ to develop and finalise the proposed plan of action to be executed including number and typology of in-market presentations and trade initiatives to be implemented during the period;
- Consult with members of the BPO sector in the expansion of the target lists of (i) investors (new operators in the sector) and (ii) clients (new business to existing operators in the sector);
- Consult with partners, such as the Jamaica Promotions Corporation (JAMPRO), and others to align with any relevant in-market activities;
- Train and support assigned cluster operatives to continue to support and implement the strategic initiative after the close of the consultancy.

Reports / Deliverables

The deliverables are:

- Week 2: A strategy summary reflecting comments and recommendations on existing industry strategy to include, but not be limited to:
 - Global market and opportunities;
 - Competitive landscape;

¹ The lead list contains targets in these territories. Once the action plan is finalised, if it is determined that scheduling will permit for focus beyond North America (primary markets), then select targets from secondary markets may be selected for inclusion.

- o Target markets and segments;
 - o Value proposition and key messages;
 - o Objectives and targets;
 - o Key actions and activities;
 - o Required tools;
 - o Partnership network;
 - o Template/basic presentation to be used by the cluster for its activities.
- Week 4: Detailed Action Plan that specifies for each activity its market, implementing partners where relevant, budget, implementation timelines and expected results.
 - Weekly activity reports that cover the specific actions undertaken in the previous week and the results of those and previous actions. These reports should also include concerns, risks, and requests for support or specific actions by the BPIAJ, where necessary;
 - Monthly reports that are composites of weekly reports capturing results at a higher level and include issues, concerns, risks and requests.
 - An end of project report that captures results to the end of the project, pending actions and activities, specific recommendations for completing pending activities and an action plan for activities to be pursued three, six and twelve months after the close of the consultancy.

Payment Schedule

The consultant will be paid in accordance with the following schedule:

- 10% upon submission and acceptance of the methodology and work plan;
- Five [5] payments of 15% upon submission and acceptance of monthly reports;
- 15% upon submission and acceptance of the final report and conducting debriefing;

Qualifications

- Advanced degree in Marketing, Management Studies or related discipline;
- At least five years of experience in Marketing at a senior level with experience in developing national, sector, or product strategies with proven positive results;
- Languages: Fluency in written and spoken English is required. Spanish would be an asset;
- Skills: writing and presentation skills are important.

Special Requirements (Candidate's cover letter to address these Requirements)

The BPO Cluster seeks to engage an individual with experience converting business for the BPO sector based on building relationships with targets and relevant channels to achieve the sales results achieved. Specific requirements include:

- Existing or previous work experience (no less than five[5] years) for groups/associations or individual firms conducting similar activities of sales and promotions with proven results in the conversion of business for clients (Evidence to be provided by indicating by client the (i) project duration, (ii) number of target leads generated, (iii) result: number of contracts, average or total value of contracts secured;
- Access to the key decision-makers in the target sectors for businesses in the Jamaican BPO cluster - description and indicative list of target leads in existing network to be provided;
- Base of operations or access to the target markets of the consultancy.

Three [3] referrals are to be included with contact information for each.

Characteristics of the Consultancy

- **Consultancy Category & Modality:** Individual, Product and Services Contract
- **Contract Duration:** November 1, 2015 - April 20, 2016
- **Place of Work:** Jamaica
- **Division Leader or Coordinator:** The technical responsibilities for this consultancy will be coordinated by Sylvia Dohnert, Private Sector Development Lead Specialist(IFD/CTI), Executive Director of Compete Caribbean, Administrative responsibility of this consultancy will be coordinated by Michael Hennessey, operations Sr. Associate (IFD/CTI) and Compete Caribbean's Operations Coordinator)

Payment and Conditions of Employment: Remuneration will be determined in accordance with Bank regulations and criteria.

Consanguinity: Individuals with relatives working for the IDB within, and including the fourth degree of consanguinity and the second degree of affinity are not eligible for employment as staff or contractual. Candidates must be citizens of a member country of the Inter-American Development Bank.

Diversity: The IDB is committed to diversity and inclusion and to providing equal opportunities in employment. We embrace diversity on the basis of gender, age, education, national origin, ethnic origin, race, disability, sexual orientation, religion, and HIV/AIDs status. We encourage women, Afro-descendants and persons of indigenous origins to apply.