Developing sustainable business model/s for the Foundation’s tech-based products

1. About us

At the Cherie Blair Foundation for Women we help release the potential of women entrepreneurs, so they can redefine the future. We deliver training, facilitate mentoring and share knowledge, inspired by the women involved in our work around the world – and by our partners, donors and collaborators. We open doors to finance, markets and networks and use technology to help women learn, and to start, sustain and grow their businesses. And we press for change to stop women being held back. With the Foundation’s support, women gain the confidence to reclaim the rights and freedoms they are too often denied. As a result, businesses flourish. Communities prosper. Economies grow. Attitudes shift. And women move the world in a whole new direction.

Since 2008, the Foundation has supported over 160,000 entrepreneurs in over 100 countries across Africa, Asia, Central and South America and the Middle East.

2. Purpose

The Foundation is seeking to contract a consultant/consultancy to review the potential of our digital based programmes to reach more women supported by a sustainable business model that generates income for the Foundation.

3. Background

The core programmes that we would like the consultant to review include:

**HerVenture** is a mobile learning app that provides essential business training and support, enabling women to access skills-building information ‘on the go’. In 2019, 17,535 women entrepreneurs downloaded the app across Nigeria, Indonesia and Vietnam, increasing the number of women entrepreneurs who benefitted from the app to 18,890. In 2020 the app will be launched in Kenya and the Foundation has plans to scale the app’s outreach in Nigeria, Indonesia and Vietnam. The app teaches business skills such as marketing, finance and operations in bite-sized chunks.
Road to Growth (and the related Massive Online Open Course – MOOC) is a training and development programme designed to build business skills and financial literacy through face to face and online learning tools. With programmes implemented in Nigeria and Mexico, Road to Growth has supported around 1,980 women entrepreneurs to date, 980 of which graduated from our programme in 2019. In 2020, R2G will be launched in Indonesia and Vietnam. The foundation has also developed a fully online version of R2G in the form of a MOOC, which was piloted in Nigeria with 500 women in 2019.

Mentoring Women in Business matches women entrepreneurs in low-middle income countries with mentors around the world for one year, to achieve their business goals. In 2019, we supported 1,000 women entrepreneur mentees through this programme, increasing our total global reach to 7,500 mentees and mentors in over 105 countries.

Historically the Foundation has developed, piloted and delivered these programmes using grant-based donor funding. The Foundation – which owns the IP for all existing products – has the ambition to develop new products whilst looking to explore and identify the most appropriate business model to scale our impact and reach sustainably for existing products.

4. Scope of the consultancy & analysis framework

The purpose of this work will be to develop a clear approach for foundation to scale our impact whilst increasing the income and impact value from our products and services. Because most of our programmes are delivered remotely and/or in partnership with in-country delivery partners, we see the potential to increase our reach, impact and the sustainability of our programmes by either moving from or complimenting our current funding model, which is primarily based on grant-funding, with a social enterprise and or trading model.

The project aims to inform answers to the following questions:

- **REACH** - How can our products reach more women entrepreneurs? What are the options and approaches we should consider?
- **INCOME** - How can our products once developed and tested (HerVenture; Road to Growth–MOOC; mentoring) become short and longer-term income-generators?
- **SUSTAINABILITY** - What are the potential business models which would be the most cost effective to achieve income and impact? We do not have significant resources to invest in adapting our approach.
- **MARKET** - How can we make our products more adaptable/flexible and future proof? Are there gaps in our offering that we need to fill to make our offering sustainable?
- **INTERNAL** - What adjustments would we need to the capability, capacity and structure of the organisations to deliver the preferred option?
- **OTHER CONSIDERATIONS** – what are the legal, tax or other compliance considerations relevant to this?
We would expect a consultant to consider the following potential models as part of this review, in addition to others not listed here, where relevant:

1. Paid for subscription service / End user fees
2. Freemium subscription service / End user fees
3. Value-add service delivery
4. Others potentially, e.g. Sponsorship/Advertising

The review is likely to need to include some background research, light touch market assessments and competitor analysis to explore potential models that are most viable.

Opportunities for scale and sustainability should be assessed against ROI for each recommendation.

It is not a priority to explore the development of new products, services or significant adaptations to existing products. Such recommendations should be made only where opportunities have been identified which would enable sustainable scaling of our work. If this research identifies other opportunities outside of our current focus these can also be shared for information.

<table>
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<tr>
<th>FRAMEWORK OF POTENTIAL AREAS FOR ANALYSIS</th>
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<tr>
<td><strong>THE MARKET - Assessing the ecosystem - competitive analysis</strong></td>
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<tr>
<td>• Understand Foundations current offering of products and services and how they are delivered</td>
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<td>• Limited review of needs of women entrepreneurs (WEs) – keep scope of review limited to agreed desk research</td>
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<tr>
<td>• Top line scoping of 6-10 priority markets for Foundation products and services</td>
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<td>• Research competition to provide WEs with learning products and services – relevant to review</td>
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<td>• Identify the paying customers vs beneficiaries of the service/products (they may not be the same), the benefits, and channels to market</td>
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<td>• Identify potential sectors; companies and professionals should we prioritise engaging with in order to strengthen and scale our products</td>
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<td><strong>VALUE - Product development</strong></td>
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<td>• Comparison of the needs of women entrepreneurs and those fulfilled by our products/services. Gap analysis.</td>
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<td>• Analysis adaptations to our products will improve impact and income – including new technologies should we consider utilising</td>
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<td>• Value propositions that could respond to existing and/or future need, demands and opportunities – what is it; what is not it and how does it differ from competitors?</td>
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<td><strong>IMPLEMENTATION - routes to market;</strong></td>
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<td>• Review potential delivery and business models for learning for WEs</td>
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| partners; resources etc. | • Map and rate the most appropriate methods and models  
• Are there other new delivery and business models that are very early stage we should consider which will maximise visibility and market penetration?  
• Advise on the key partners we could work with and how?  
• Identify key resources and activities required for successful delivery - people, including skills, systems, and money required to deliver the value through a product/service offer.  
• What are the legal or tax questions on structuring the product/service – thereby balancing the risks/rewards appropriately as a charity |
| Financial analysis | • Financial forecasts including income and expenditure with key assumptions for top alternatives |
| Final set of recommendations | • Set of options with rational for pros’ cons  
• Risk analysis  
• Go to market strategy for best option/s  
• Recommended list of partners – if appropriate  
• Plan for product and organisational adaptation needed |

5. Deliverables

The following deliverables are expected during the consultancy:

• Initial kick-off meeting with the Cherie Blair Foundation for Women to discuss/agree the scope of work and agree methodology  
• An inception report which will detail the work plan and methodology  
• A draft report including all preliminary findings, and recommendations  
• Final report including findings, conclusions and recommendations.

The due dates for all deliverables will be finalised by the consultant with the Cherie Blair Foundation for Women prior to submission of the inception report/work plan.

6. Summary Methodology

• Investigate demand for services through desk top research, competitor analysis with a focus on the priority countries  
• Identify and review delivery models for similar products and services in this space  
• Identify potential value propositions, business models and develop a framework to assess their suitability and potential impact  
• Develop an implementation recommendation that identifies, external partners, advice needed or considerations (legal/tax) and internal development areas (structure, staff capacity etc.)
7. Scoring criteria for consultant selection

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<th>Criterion</th>
<th>Details</th>
<th>Weight</th>
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<tr>
<td>Experience of working on related projects</td>
<td>In-depth expertise in relevant studies. Previous experience or understanding of monitoring digital learning or development products and services will be highly regarded.</td>
<td>30%</td>
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<tr>
<td>Proposed methodology</td>
<td>The consultant must display the ability to clearly explain in its proposal how it will go about addressing the objectives. It may take an approach that is different from the framework suggested above – provided the objective is delivered. The consultant must work in consultation with the Cherie Blair Foundation for Women to finalise the methodology.</td>
<td>30%</td>
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<tr>
<td>Financial proposal</td>
<td>The most economical proposal that meets the expectations of the work will be highly regarded. We would be very happy to receive pro bono or low bono proposals.</td>
<td>40%</td>
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7. Timeframe

The consultancy is expected to take place between July-September 2020. Draft report and findings shared in early September. Final report and project complete by 1 September 2020.

8. Payment terms

- 30% of the fee will be paid upon satisfactory approval of the inception report
- 30% of the fee will be paid at an agree halfway milestone e.g. presentation of initial findings
- 40% of the fee will be paid upon satisfactory completion of the final report

The consultant is expected to provide their own office space and working equipment. In addition, the consultant is expected to cover the cost of insurance, travel, communication and any expenses associated with the consultancy within the available budget.
9. Instructions for submission

As referenced in the Background section above, the Foundation welcomes applications from consultants or consultancy firms.

Prospective consultants are expected to submit proposals in English including the following:

- Profile of consultant/firm, clear demonstration of previous relevant experience
- Understanding of the Terms of Reference
- Approach and methodology
- Work plan
- Proposed budget in GBP and inclusive of VAT.
- Applications for probono or low bono work will be favourably considered

Appendices to the proposal must include:

- CVs/profiles of the consultancy team
- References from similar market research studies undertaken by the consultant(s), including email contacts and phone numbers.

Questions and clarifications regarding the Terms of Reference should be sent to: recruitment@cherieblairfoundation.org

We welcome applications as soon as possible and will be reviewing proposals as received. Our aim is to appoint a consultant/consultancy early in July.

All submissions must be sent to recruitment@cherieblairfoundation.org Please use ‘Sustainable Business Models’ as the subject title to your email application.