

Marketing and Communications Lead: Strategy Development

Terms of Reference (ToR)

1. Background

The Partnership Brokers Association (PBA) is an international, not-for-profit organisation dedicated to enhancing the effectiveness and impact of multi-stakeholder collaboration. PBA's mission is to promote and support professional standards in partnership brokering and to advance the global understanding of effective partnerships. As the Association seeks to expand its influence and reach, strengthen engagement with Associates and host a global network of partnering practitioners, a robust marketing and communications strategy is essential to articulate its value proposition, engage key stakeholders, and drive membership growth.

2. Purpose of the position

It is the desire of PBA to create an enduring position for a Marketing and Communications Lead. Using our first allocation of resources, the purpose of this initial engagement (to be undertaken as a consultancy) is to develop a comprehensive marketing and communications strategy for the Partnership Brokers Association. This strategy will aim to enhance the organisation's visibility, strengthen its brand identity, and effectively communicate its mission and activities to diverse audiences, including its globally dispersed Associates. The nature of the ongoing Marketing and Communications Lead will also be shaped by this initial engagement, anticipating the opportunity of an ongoing role.

3. Objectives

- Assess the current state of PBA's marketing and communications efforts and platforms for both internal and external stakeholders.
- Identify key audiences and stakeholders for PBA's activities.
- Develop a marketing and communications strategy that aligns with PBA's mission and strategic goals.
- Provide a detailed implementation plan with timelines, key performance indicators (KPIs), and resource requirements, including the scope of an ongoing Lead role.
- Provide a debriefing info session to relevant stakeholders inside PBA on the sustainable execution of the strategy.

4. Scope of Work

The consultancy will be expected to undertake the following tasks:

4.1. Situation Analysis

- Conduct a comprehensive review of PBA's current marketing and communications activities.
- Analyse the organisation's strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Evaluate the existing brand identity and its alignment with PBA's mission and values.

- Identify and assess current communication channels, materials and the soon-to-be-launched new website.

4.2. Market Analysis

- Assess the current market landscape for partnership brokering and related services.
- Identify key trends, opportunities, and challenges within the sector.
- Analyse competitor activities and positioning.
- Evaluate potential market segments for growth and engagement.
- Identify potential partnerships and collaborations to enhance PBA's market presence.

4.3. Stakeholder Analysis

- Gather insights and perspectives from PBA portfolio leads, training, accreditation and operations managers, the Stewardship Team, Network Stewardship Group Chair, PBA training COP members, and other key internal stakeholders.
- Identify and segment key audiences, including PBA associates and training markets, alumni, partners, donors, and the broader community of practice.
- Gather insights into the needs, preferences, and behaviours of these audiences through surveys, interviews, and focus groups.

4.4. Strategy Development

- Develop a clear value proposition and messaging framework for PBA.
- Define strategic goals and objectives for marketing and communications.
- Formulate strategies for brand positioning, digital marketing, content marketing, public relations, and stakeholder engagement.

4.5. Implementation Plan

- Provide a detailed implementation plan outlining specific actions, timelines, responsibilities, and required resources.
- Develop the scope of a fully-fledged marketing and communications role for PBA.
- Develop a provisional content calendar and recommend tools and platforms for effective communication.
- Establish KPIs to measure the success of the strategy.

5. Deliverables

The consultancy is expected to deliver the following:

- Inception Report (3-4 pages): Detailed work plan and methodology.
- Analysis Report: Inclusive of a situation analysis whereby findings from the review of PBA's current marketing and communications efforts are outlined, a market analysis that includes opportunities and threats, and a stakeholder analysis that provides insights from audience research.
- Marketing and Communications Strategy: Comprehensive strategy document, including value proposition, goals, objectives, and strategic approaches.

- Implementation Plan: Detailed action plan with timelines, KPIs, and resource requirements.
- Debriefing Meeting: To provide an overview to relevant PBA internal stakeholders of insights gathered from the analysis report and recommended way forward with a presentation of the newly developed strategy and implementation plan.

6. Duration and Timeline

This initial engagement / consultancy role is allocated a total of 12 days over a period of 6 months, averaging roughly 2 days per month. The consultant will be compensated at a rate of GBP £400 per day for 12 days. As this is a consultancy position, the consultant will be responsible for their own taxes and legal liabilities under the laws of their country of residence. Please note that after 6 months, there is an expectation that funding will be secured to retain the services of an expert to lead the implementation of the new marketing and communications strategy for PBA, allowing for a more fully fledged role with responsibilities to be developed.

Month 1: Inception Phase

Month 3: Analysis Report

Month 5: Debriefing meeting to relevant PBA internal stakeholders on the draft strategy and plan

Month 6: Submission of final Marketing and Communications Strategy with Implementation Plan

7. Required Expertise

The consultant should possess the following qualifications and experience:

- Proven experience in developing marketing and communications strategies for not-for-profit organisations while also demonstrating knowledge of “sales” marketing.
- Familiarity with marketing and communications for member-based Associations and networks.
- Strong understanding of multi-stakeholder collaboration and partnership brokering.
- Expertise in market analysis, digital marketing, content creation, and public relations.
- Demonstrated ability to conduct thorough market and audience research.
- Excellent communication and facilitation skills.
- Ability to undertake the above tasks while navigating the diverse competencies and time zones in which PBA staff operate.
- Highly proficient spoken and written English, including the ability to write clearly and succinctly. English is PBA’s current core operating language.

8. Application Process

Interested consultants should submit the following:

- A CV and Letter of Motivation.
- A short portfolio highlighting examples of previous work.

All applications need to be sent to info@partnershipbrokers.org by 16th June 2024, 5pm (BST). Shortlisted candidates will be notified by the 21st of June 2024 and invited for an on-line interview.