



Marketing strategy mission for a Kenyan microinsurance broker

– Terms of Reference (ToRs) –

Location: Nairobi, Kenya

Duration and date: 8-days field mission + 10 days remote support, Q3-Q4 2022

Organization: ACRE

Thematic: Marketing

CONTEXT

Microinsurance aims at providing access to a set of insurance products and services to people excluded from the financial system. Still at the pioneering stage in developing countries, microinsurance stimulates rural activity through insurance services provided to smallholder farmers and draws up the first stages of a journey towards financial inclusion.

Created in 2008, at the joint initiative of Crédit Agricole's Directors and the Nobel Peace Prize Laureate Professor Muhammad Yunus, the **Grameen Credit Agricole Foundation (GCAF)** is a cross-business actor committed to promoting financial inclusion and social entrepreneurship. Investor, funder, technical assistance coordinator and funds advisor, the Foundation supports over 80 microfinances institutions and social business in 37 countries with a €78 million portfolio. Women and rural populations represent respectively 90% and 81% of the 9.2 million people served by the institutions funded by the Foundation.

Launched in 2014, **ACRE is one of the pioneer of the microinsurance sector in Eastern Africa**. Based in Kenya but also operating in about 5 other countries, it offers crop insurance services to smallholders farmers. ACRE decided in 2018 to diversify its activities to offer advisory services, mainly to international development organisations and insurance players. ACRE is also developing fintech services. Acre wishes to improve its communication and marketing strategy.

In 2014, GCAF invested €400 000 in equity.

MISSION'S OBJECTIVES AND DELIVERABLES

ACRE needs to extend its customer base and brand its new range of services and activities. The organisation wishes to explore and maximise the use of social and traditional media, train its staff, and maximise its business outreach. ACRE's target institutions are banks, insurers, NGOs and DFIs in Africa and internationally.

The objectives and scope of the Solidarity Bankers mission listed below may be adjusted based on the profile of the expert and his/her recommendation on how to achieve the best results.

OBJECTIVES

1. Make a diagnosis of ACRE's marketing and communication strategy and tools
2. Propose strategy and tools to analyse the market and the media, especially in the digital field

ACTIONS AND DELIVERABLES

Together with the CEO and the management team,

Action 1: Make a diagnosis of ACRE's marketing and communication tools and activities

- Assess the existing processes and current organisational structure related to marketing and communication
- Assess the level of communication between departments, identify gaps and areas of specific branding
- Assess the different tools in place and evaluate their efficiency
- Collect some clients' feedbacks to better define their needs and expectations and understand the ACRE's market [brand identity, competition, segments (ex fintech) and market niches]
- Share experience on the practices in place in the Crédit Agricole Group

Deliverables:

- Concise diagnostic of the existing Marketing and Communication tools and strategy including its strengths and weaknesses in the context of the East African micro-insurance market

Action 2: Draft of new marketing and communication strategy and action plan for ACRE

- Define the basis for a solid and flexible strategy, with a strong focus on digital actions (define market position, delivery channels, digital community to build)
- Recommend tools and processes for an effective implementation
- Determine which organisational structure can be applied for the development of a new digital strategy and which training needs shall be fulfilled

Deliverables:

- Recommendations on processes and tools to improve the communication and marketing strategy
- Roadmap for the implementation of the new strategy (priorities, operational plan, organisational structure, tools)

CALENDAR AND LOGISTICS

WORK LOAD (For reference)

The Crédit Agricole expert will dedicate 18 working days to the mission:

- Remote support (before and after the mission): 10 days, based on a regular meetings and deliverables production
- Field mission: 8 days visiting ACRE and stakeholders in Kenya

CALENDAR (For reference)

- **SELECTION PROCESS (August-September 2022)**
 - Publication of the mission's ToRs at Crédit Agricole and GCAF websites.
 - Selection of the Solidarity Banker by GCAF team.
- **MISSION PREPARATION (September-October 2022)**
 - Signature of the Solidarity Bankers Convention between the Solidarity Banker, his/her employer (CA entity) and ACRE.
 - Preparation of the mission by the Solidarity Banker, ACRE and GCAF: organisation remote/field mission
- **FIELD MISSION (Q4 2022)**

LOGISTICS

LOGISTICS, EXPENSES COVERAGE AND INSURANCE

- Plane tickets and insurance: Crédit Agricole SA
- Accommodation, Food allowance, domestic transport and COVID-19 tests in Kenya: ACRE
- Personal expenses on site: Crédit Agricole expert
- Pre-mission training and mission coordination: Grameen Crédit Agricole Foundation

LOCATION

- The field mission will take place mainly in Nairobi, Kenya. Travels outside Nairobi may be required to meet with ACRE's clients.

PROFILE OF THE EXPERT

The expert is a Credit Agricole staff, willing to engage in the Solidarity Bankers programme, with the following expertise / experience:

- Marketing and communication experience required
- High proficiency in English is required.
- Background in communication, strategy, business development, consulting are encouraged to apply
- Exposure to insurance brokering services or agri-business will be appreciated.
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- Previous experience in technical assistance or advisory work in a developing country would be helpful.

CONTACTS

For information on Solidarity Bankers programme

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