

TERMS OF REFERENCE | BRAC UGANDA BANK LIMITED
CONSULTANCY SERVICES TO REFINE THE MARKETING STRATEGY FOR BRAC UGANDA BANK LIMITED

1. Summary

Refinement of BUBL's marketing strategy to drive adoption of product refinements, take up of existing products and savings mobilization.

2. Organizational Profile

BRAC Uganda Bank Ltd (BUBL) transformed into a Tier 2 bank on 25 April 2019, following a successful history as a leading microfinance service provider in Uganda. Its microfinance operations launched in 2006 with two core product offerings: microfinance group loans and small enterprise loans. Today, BUBL operates 32 branches and 126 satellite offices covering 84 out of 146 districts in Uganda. The Bank is operationally and financially self-sustaining with over 175,000 active borrowers as at December 2023. Upon transformation into a Tier 2 financial institution, BUBL was licensed to mobilize customer deposits and hold and operate savings accounts. 94% of BUBL's borrowers are women and 88% are served through satellite offices in rural areas while an estimated 41% of BUBL's customers live below \$3.20/day.

BUBL operates with the mission to provide financial services responsibly to populations living at the bottom of the pyramid, especially women living in rural and hard-to-reach areas.

BUBL is implementing the Women Economic Empowerment project aimed at fast-tracking the growth of small-scale women entrepreneurs and their ability to manage their businesses. As part of the project, the bank seeks to reengineer its business processes to optimize the organization for scale.

3. Objective of the Consultancy

1. To create awareness and visibility for the brand for new and existing customers.
2. To increase adoption of all the bank's products among its targeted customers.

4. Scope of Work

The specific scope of work for this assignment includes the following:

- Develop a comprehensive marketing strategy to achieve business objectives, enhance brand image and reputation, increase customer retention and improve product usage and customer engagement.
- Conduct market research to identify customer profiles and segments, the competitive trends as well as BUBL customer needs.
- Support BUBL to articulate its social media strategy with clear objectives and KPIs
- Develop tools and processes to monitor and analyze the performance of marketing campaigns, using data-driven insights to optimize and adjust strategies.



- Develop and execute product launch plans for selected pilot products to ensure smooth rollouts. Develop procedures to be used by BUBL future product launches.
- Develop a customer loyalty program to foster loyalty and advocacy, with clear KPIs and an implementation plan.
- Create and execute strategies to increase product usage and customer engagement.
- Develop educational materials and resources, such as guides, FAQs, and video tutorials, to help customers understand and use the product effectively.
- Develop and implement strategies to increase customer retention and loyalty.
- Work closely with the business growth team to ensure that the products satisfy the needs of our customers.

5. Deliverables and Key Timelines

The duration of the engagement is expected to be 2 months from contract signing and is expected to be completed by the end of 2024.

Activities should begin upon contract award. After the project, all deliverables must be handed over to BUBL management for implementation.

6. Qualification of the Consultant/Firm

- Professional CIM certification
- At least 5 years' experience in Market Strategy and implementation.
- Experience in product development in a financial service setting in Uganda.
- Thorough knowledge of bank operational processes and procedures.
- Strong analytical, research skills in the form of interviews and focus groups with low-income communities (in local languages)
- Proactive project management skills with strong attention to detail.

7. How to Apply

If you meet the above qualifications, please submit a proposal detailing your previous experience in conducting similar work, a proposed work plan with a tentative timeline, a proposed budget, and CVs. The technical proposal should be no more than six pages (excluding profile, budget and CVs).

All proposals must be submitted by email to procurement_mfug@brac.net, diana.luutu@brac.net, jonathan.kiggundu@brac.net and kiseka.denis@brac.net no later than 14 August 2024 at 11.59pm East African Time (EAT). Any questions can be submitted to the same email address prior to the submission deadline.

