

IDH Terms of Reference

Brand strategy and positioning
June 2021

Introduction

IDH is a non-profit organization that uses the power of markets to create positive impact on the SDGs. Its DNA is an architect, changemaker. It uses the central role that businesses play in the economy to create market efficiencies that benefit the environment and society. With its well-established partner network, IDH has built over a decades worth of credible, data-based solutions to solve global resource issues.

There is further potential for IDH to be the most agile, future-focused, catalytic, and multi-pronged sustainability organization, an organization that is top of mind for world leaders when faced with big, hairy, sustainability challenges.

However, the IDH brand has become stuck in the weeds of its mission. The communication team has been caught up in repackaging the 'how' stories, to keep stakeholders engaged and moving towards their goals. This has come with the cost of clarity on why IDH exists and what the brand is all about. Without a unifying story, IDH business units have defined their individual "whats" and "whys" further fragmenting the narrative and creating parallel work streams.

Now is the time for a renewed and focused narrative. A strong brand story that inspires and enables all of IDH with a guiding purpose, mission, and vision. We are extending this exciting invitation to co-develop this with us, and take our brand to the next level. Are you that agency or creative? If so please submit a proposal!



Who we are

Rational-idealists, pioneers, connectors, provocateurs, change-agents and doers

- Ambitious, we want to 'go big' to create meaningful global change for the benefit of people, planet and profit
- A little all over the place, we could benefit from focusing on our strengths
- Passionate about building communities and individuals with a sense of purpose
- Also understands power games, leveraging powerful people to create big change
- Consider making ourselves irrelevant to be a reflection of our success
- We don't always practice as we preach internally
- Enjoys solving 'wicked' problems
- Creates space for failure of self and others to learn from mistakes, shares gems of wisdom with others
- Easily perceives imbalances in systems and enjoys restoring for optimal outcomes
- Believes firmly in the power of capitalism and market systems to create efficiencies of scale
- Likes to inspire and innovate new solutions, very agile
- Encourages self and others to work together
- Enjoys matchmaking and networking
- Business and purpose driven - commercial mentality
- Relies on data to make important decisions
- More of an architect than a prophet. I.e designs, builds and crosses bridges to restore balance to the biosphere

Who we are looking for

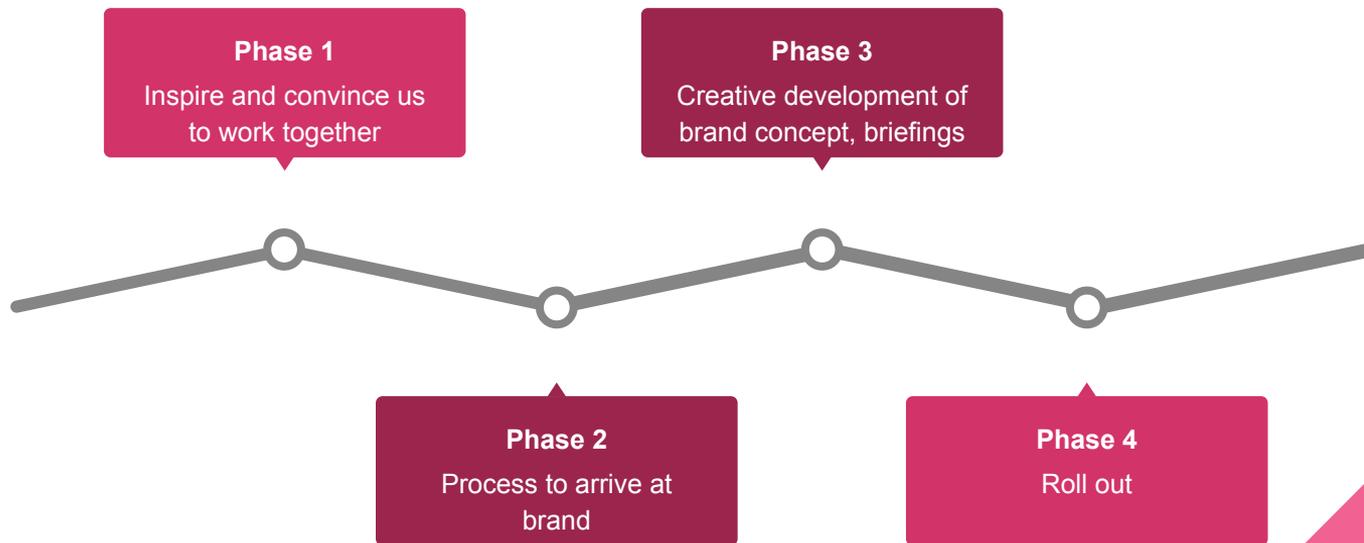
- Creatives that can challenge us and are not afraid to ask 'stupid' questions
- Those that like to play, take risks, blur boundaries and see things from different perspectives
- Must be daring, but also recognize cultural sensitivities and diverse interests
- Can sense beyond the obvious to feel what wants to emerge, feels comfortable creating that space
- Understands the start-up to scale-up mentality and struggles
- Commercially minded but value driven. Has worked with both public and private sector clients.
- Doesn't get overwhelmed by complexity
- Can stay strong in remembering your strengths
- Gets energy from helping brands realize their full potential
- Knows the importance of bringing the whole organization along on the journey and sees creative ways to organize
- Remembers to wear the hat of the audience



Objectives

- Bring new creative energy and clarity to IDH's purpose, values, look and feel, and possibly find us a new name!
- Strengthen the internal and external story, unify the organization, iterate new brand horizons

We will work in multiple phases to reach these objectives:



Description phase 1 of project

What we imagine the phase to look like

Inspire and convince us. We'd love to start the process in a creative way. We will arrange an inspiring briefing, where we share some thoughts on who IDH is and what we think our strengths are. This briefing session should be a set up for you to respond with:

- **First shower thoughts on IDH's purpose and values**

For the first assignment we ask the agencies we've selected to come up with first ideas for a renewed IDH purpose and values. We don't expect this to be the final solution, but we'd love to see how you think about and play with our brand. We will make a decision about which agencies to take to the next phase based on how we vibe with your creative energy, and the questions you ask to help you arrive at ideas.

- **How your agency proposes to arrive at a new brand. I.e. the whos, hows and whats of the inspiring process you would design for us.**

Also critical to us will be designing a journey that takes our management team along with the new brand direction and mines them for their insights. In this first phase we'd like to receive an inspiring plan for the journey you'd design to make this happen. If you have previous experience developing these kinds of journeys we'd love to hear about it and see the result.

Timeline

We will brief you in the week of June 28th and give you until week the 9th of August to prepare these points.

Deliverables

- 1) First creative ideas to inspire us on brand (particularly purpose and values)
 - 2) Proposal for how to arrive at brand and engage internal stakeholders on the journey
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Description phase 2 of project

What we imagine the phase to look like

Once we've agreed to work with you, that's when things start really getting fun! We hope you have co-developed with us a collaborative program to engage key stakeholders inside and outside the organization. We'll need to take people out of their normal way of doing, conduct interviews, commissioning deeper research, and prepare a competitor and market analysis. From the research and engagement phase, we'll need to make hard decisions to focus IDH's purpose and nail down the business problems that the brand strategy aims to solve. This process may also have external brand value, so we like when you think with us on what we can communicate along the way. We'll have an internal working group composed on senior members of the organization including Management Team and the Supervisory Board. They will provide input to and during the process and the Management Team will need to sign off on the final idea. This is all to reinforce your creative magic. When this phase is successful we will receive an inspiring presentation with possible directions to take the brand forward.

Timeline

+/- 3 month discursive process to arrive at brand (Sep-Nov)

Deliverables

- Recommendation for possible directions of strategic brand narrative
- Presentation to key stakeholders of possible recommendations
- Campaign ideas for what we can communicate inside and outside the organization along the way
- Sign off by communication team and management team on a concept to take forward



Description phase 3 of project

What we imagine the phase to look like

After we've signed off on a concept it needs creative development to bring it to life. Briefings will need to be developed for suppliers and global teams.

Timeline

We expect this to take +/- 2 months. (Dec-Jan)

Deliverables

- Creative realization of concept
- Support developing briefings for suppliers



Description phase 4 of project

What we imagine the phase to look like

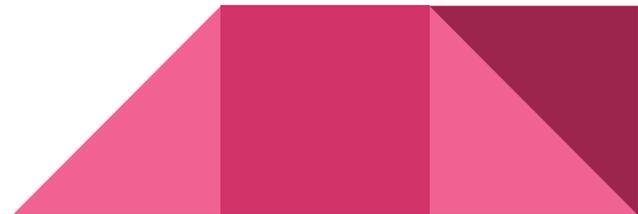
Roll out! Web, design, corporate materials, internal communications, internal structure all given briefs according to new direction.

Timeline

Starts in late January 2022 and ongoing. Lets us plan our content and main project for the year.

Deliverables

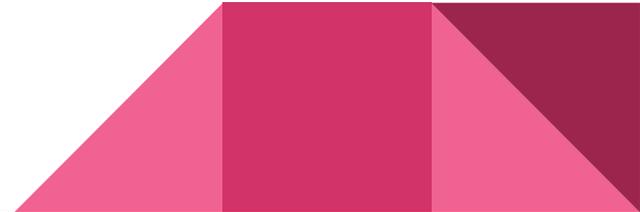
Project kick-offs for the development of assets



Proposal Guidelines

Please provide the following in the proposal:

- A response (presentation, written or visual) indicating interest to work with IDH on this project and why your agency or individual are well suited for the challenge
- Ideas on approach to the assignment
- Inclusion of a budget indication for phase 2 with a break-down of rate per team member
- Clear description of the project team, relevant experience of team members and time allocation per team member
- Expected timeline
- Statement of experience
- Examples of work with similar scope



Selection criteria and procedure (1 of 2)

Grounds for exclusion

Tenderers shall be excluded from participation in a procurement procedure if:

- a) they are bankrupt or being wound up, are having their affairs administered by the courts, have entered into an arrangement with creditors, have suspended business activities, are subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- b) they or persons having powers of representation, decision-making or control over them have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata;
- c) they have been guilty of grave professional misconduct proven by any means which the IDH can justify;
- d) they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established, or with those of the Netherlands or those of the country where the contract is to be performed;
- e) they or persons having powers of representation, decision making or control over them have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering or any other illegal activity, where such illegal activity is detrimental to the MFA's financial interests.

Tenderers must confirm in writing that they are not in one of the situations as listed above.

Tenderers shall not make use of child labor or forced labor and/or practice discrimination and they shall respect the right to freedom of association and the right to organize and engage in collective bargaining, in accordance with the core conventions of the International Labor Organization (ILO).



Selection criteria and procedure (2 of 2)

The initial terms of reference (ToR) procedure will be as follows:

- Inviting consultancy companies for presenting a proposal based on the ToR
- Evaluation of the proposals by an evaluation committee
- Invitation of select agencies to join phase 1 of the project

Proposals submitted after the deadline will not be considered in the tender procedure.

IDH will reject offers if any illegal or corrupt practices have taken place in connection with the award or the tender procedure.

Tender process	Timeline
Terms of Reference published	June 3rd, 2021
Deadline for submission of proposals	June 28th, 2021
Selection of consultancy	August 12th, 2021
Awarding of contract to successful consultant	August 13th, 2021

Confidentiality

The Tenderer will ensure that all its contacts with IDH, with regards to the Tender, during the tender procedure take place exclusively in writing by e-mail to Gillian Evans via evans@idhtrade.com. The Tenderer is thus explicitly prohibited, to prevent discrimination of the other Tenderers and to ensure the diligence of the procedure, to have any contact whatsoever regarding the tender with any other persons of IDH than the person stated in the first sentence of this paragraph.

The documents provided by or on behalf of IDH will be handled with confidentiality. The Tenderer will also impose a duty of confidentiality on any parties that it engages. Any breach of the duty of confidentiality by the Tenderer or its engaged third parties will give IDH grounds for exclusion of the Tenderer, without requiring any prior written or verbal warning.

All information, documents and other requested or provided data submitted by the Tenderers will be handled with due care and confidentiality by IDH. The provided information will after evaluation by IDH be filed as confidential. The provided information will not be returned to the Tenderer.



Contact information

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