

TERMS OF REFERENCE

(TORS)

HIRING A CREATIVE

AGENCY FOR THE SONARWA

BRAND REFRESH PROJECT

SONARWA GENERAL

&

SONARWA LIFE

FEBRUARY 23, 2024

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1. BACKGROUND

Established in 1975, SONARWA General Insurance Company Ltd. and SONARWA Life Insurance Company Ltd. have become pillars in Rwanda's insurance sector, known for their commitment to excellence and customer-centric service. As we consider a brand refresh, we acknowledge the need to adapt to changing market dynamics and reach new demographics while maintaining our trusted reputation. We aim to modernize our image and messaging to resonate with contemporary audiences while staying true to our heritage. To achieve this, we seek a creative agency that can help us navigate these transitions smoothly, ensuring our brand remains relevant and impactful in today's competitive landscape.

2. WHO WE ARE

Established in 1975, SONARWA General Insurance Company has proudly served as a stalwart presence in Rwanda's insurance sector for nearly five decades. Our legacy is deeply rooted in trust and reliability, attributes that have guided us as we continually evolve to meet the ever-changing needs of individuals and businesses across the nation. With unparalleled insights and expertise gained through our extensive experience in the market, we are committed to delivering comprehensive insurance solutions and exceptional service to our valued customers.

SONARWA Life Insurance Company has distinctively emerged as one of the leading life insurance providers and it epitomizes our enduring commitment to safeguarding the financial futures of individuals and families in Rwanda. As a trusted insurer, SONARWA Life has earned a solid reputation for offering innovative and tailored solutions that address the diverse needs of our customers. Our longstanding presence in the market underscores our unwavering dedication to excellence and our relentless pursuit of customer satisfaction.

Furthermore, both brands actively foster partnerships and alliances, recognizing the value they bring in facilitating multi-channel service delivery and expanding our reach across different sectors of the economy. Through these collaborative efforts, we strive to

strengthen our position as a trusted insurance provider, safeguarding the financial interests of our clientele while contributing to the economic resilience and stability of Rwanda.

3. OBJECTIVE OF THE TASK

- **Enhance Brand Relevance:** The primary objective of the brand refresh is to enhance the relevance of SONARWA General and SONARWA Life Insurance Companies in Rwanda's evolving insurance landscape. This includes updating brand messaging, visual identity, and communication strategies to resonate with contemporary audiences while staying true to our core values and heritage.
- **Expand Market Reach:** Another key objective is to expand our market reach by appealing to new demographics and target segments. Through the brand refresh, we aim to attract a broader audience while maintaining strong connections with existing customers, thereby driving growth and increasing market share.
- **Strengthen Brand Recognition:** The brand refresh should strengthen brand recognition and differentiation in the marketplace. By refining our brand identity and positioning, we aim to create a distinct and memorable brand presence that sets us apart from competitors and fosters trust and loyalty among customers.
- **Strategically Reposition Entities:** We aim to strategically reposition both entities as innovative and customer-centric leaders in the insurance industry. This involves aligning our brand identities and messaging with our commitment to innovation, excellence, and customer satisfaction.
- **Rebuild Trust and Address Challenges:** The brand refresh presents an opportunity to address historical challenges and rebuild trust with clients and stakeholders. We aim to communicate transparency, reliability, and integrity through our refreshed brand identities and messaging.
- **Maximize Impact of Relocation:** We seek to maximize the impact of the relocation in April 2024 by unveiling refreshed brand identities. The brand refresh will coincide with the relocation to amplify visibility and reinforce our commitment to growth and progress.

- **Generate Positive Momentum:** By revitalizing our brand identities, we seek to energize stakeholders, instill confidence, and create excitement for future milestones.
- **Enhance Stakeholder Confidence:** Signal commitment to growth, stability, and long-term success to inspire confidence among stakeholders and potential partners.

4. SCOPE OF WORK, DELIVERABLES & TIMELINES

The selected firm will be responsible for the following tasks that are categorized into 4 categories for both SONARWA General and SONARWA Life:

Category I: Discovery and Strategy Phase		
Deliverable	Description	Timeline
Brand Audit	Review the existing brand elements, market position, competitor analysis, and customer perceptions.	• 1 st week of March
Stakeholders' Interview	Conduct interviews with key stakeholders to understand their vision, goals, and expectations for the refresh	• 1 st week of March
Targeted Audience Research	Analyze the current target audience and identify potential new audiences.	• 1 st week of March
Brand Strategy Development	Formulate a brand strategy that includes a unique value proposition, positioning, messaging, and differentiation	• 1 st week of March

Category II: Design Phase		
Deliverable	Description	Timeline
Visual Identity	Redesign the brand's visual elements, including the logo, color palette, typography,	• 2 nd week of March – 3 rd week of March

	and other visual elements to create a fresh and cohesive brand identity.	
Brand Guidelines	Create comprehensive brand guidelines that detail the usage of visual elements, mission, vision, strategy statement, tone of voice recommendations, slogans/taglines, value proposition, and messaging.	<ul style="list-style-type: none"> • 3rd week of March
Marketing Collateral and Creative Assets	Update or create new marketing materials such as business cards, letterhead, brochures, PowerPoint templates, outdoor advertising, branding material for agents, umbrellas, pull-up banners, teardrops, T-shirts, Corporate lapper pins, corporate shirts, meeting kits, and digital templates.	<ul style="list-style-type: none"> • 4th Week of March – 1st week of April

Category III: Implementation and Launch		
Deliverable	Description	Timeline
Internal Branding	Ensure that the brand refresh is communicated and adopted internally, including training for staff on how to use the new brand elements, and develop branding materials for headquarters and branches, including signage and interior decor.	<ul style="list-style-type: none"> • 4th week of March <p>Note: (Headquarters must be branded by March 25, 2024)</p>
Launch Plan	Develop a plan for the public launch of the refreshed brand, including timelines, channels, and key messages.	<ul style="list-style-type: none"> • Last week of March

PR and Communication	Prepare press releases and communication materials to announce the brand refresh to media, customers, and partners.	<ul style="list-style-type: none"> • 3rd week of March
Above-the-Line Activities	<p>Produce jingles in Kinyarwanda and English, and a video showcasing the essence of the brands, and coordinate out-of-home (OOH) advertising, including digital billboards and side street poles in Kigali and 4 in upcountry.</p> <p>In addition, the firm will deliver an activity report at the end of the assignment, on the base of the template they shall create themselves but to be approved by SONARWA General & Life.</p>	<ul style="list-style-type: none"> • 1st week of May

Phase IV: Monitoring and Evaluation		
Deliverable	Description	Timeline
Feedback Collection	Gather feedback from internal and external stakeholders on the brand refresh.	<ul style="list-style-type: none"> • 2nd week of March – 4th week of March
Performance Metrics	Set up metrics to evaluate the impact of the brand refresh on brand awareness, customer engagement, and business outcomes.	<ul style="list-style-type: none"> • 2nd week of March – 4th week of March
Adjustment Plan	Based on feedback and performance, plan for any necessary adjustments to the brand elements or strategy.	<ul style="list-style-type: none"> • 2nd week of March – week of March

5. EVALUATION CRITERIA

Firm proposals will be evaluated based on the following criteria:



- Demonstrated experience and expertise in brand strategy, design, and implementation, particularly within the insurance or financial services sector.
- Understanding of the Rwandan market and target audience for insurance products and services.
- Creativity and innovation in approach, evidenced by past work samples and case studies.
- Cost-effectiveness and value proposition relative to the proposed scope of work.
- Ability to meet project timelines and deliver high-quality results within budget constraints.
- Ability to provide an implementation team and account manager for day-to-day deliverables.

6. SUBMISSION REQUIREMENTS

Interested firms should submit:

- Company profile, including relevant experience and credentials.
- Proposed methodology and approach for the brand refresh project.
- A brief presentation will be scheduled during the tender process.
- Portfolio of past work, highlighting relevant projects and achievements.
- Detailed project timeline with key milestones and deliverables.
- Itemized cost breakdown and budget proposal.
- Contact information for references or client testimonials, and certificates of completion.

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