



# Communications and Positioning Consultancy for LAC

## Terms of Reference

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<b>Job Title:</b>	Communications and Positioning Consultant
<b>Job Type:</b>	Consultant
<b>Reporting Manager:</b>	Director Programs, LAC
<b>Business Unit:</b>	Latin America and the Caribbean
<b>Office:</b>	Remote
<b>Date:</b>	June 2 <sup>nd</sup> , 2026

### About Corus:

Corus International leads an ensemble of social impact organizations working together in the world's most fragile settings to deliver the holistic, lasting solutions needed to overcome the interconnected challenges of poverty, health care access and climate change. Corus is a new model in the international space, creating a consortium of specialized non-profit and for-profit entities for greater impact. Additional growth is expected.

Corus combines over 150 years of experience of our non-profit and for-profit subsidiary organizations – Lutheran World Relief, IMA World Health, CGA Technologies, Ground Up Investing, and Farmers Market Brands. Together, the organizations take a systematic approach to grow rural economies, eliminate extreme poverty, ensure access to quality health care, and respond to urgent humanitarian needs in fragile settings.

Further details about the organization can be found at <https://corusinternational.org>

### Strategic Context:

Corus International in LAC is implementing a regional strategy to deepen engagement with the private sector and expand its role as a strategic partner in delivering innovative solutions for health, livelihoods, and technology for development.

Historically, Corus and many development organizations have been perceived primarily as donor-funded implementers. However, the evolving development landscape—combined with growing corporate focus on ESG and shared-value models—has created significant new opportunities for organizations that can deliver integrated, evidence-based solutions at scale.

To support this transition, Corus LAC is transcending their traditional “project-based” visibility model and requires a sophisticated positioning strategy that helps establish us as a high-value, trusted partner capable of deliver integrated, evidence-based solutions that align with corporate CSR/ESG priorities.

Corus LAC's 2025 market assessment reveals clear demand from corporate actors seeking partners who can integrate innovation into large-scale programs. This presents a critical opportunity for Corus to strengthen its market position and establish itself as a trusted innovation and solutions partner for the regional private sector.

For this transition, Corus LAC seeks a consultant or consulting firm to design a regional go-to-market and market positioning strategy that enables the organization to effectively engage

corporate stakeholders and expand private sector partnerships across Central and South America.

### Goal:

The goal of this consultancy is to develop a comprehensive go-to-market and market positioning strategy that enables Corus LAC to effectively engage corporate partners and position itself as a trusted provider of innovative, integrated solutions aligned with corporate ESG and shared-value priorities. The strategy should support Corus in transitioning from a primarily donor-funded implementer to a strategic innovation and solutions partner for the private sector in Latin America and the Caribbean.

### Objectives:

This consultancy will deliver a high-impact, practical strategy that enables Corus LAC to:

- **Define and validate the regional positioning for Corus International and its brands in LAC:** Establish a positioning framework for the overarching Corus brand and its specific innovation and service lines, ensuring relevance for priority private sector audiences in the region.
- **Establish a clear and credible value proposition and narrative for LAC audiences:** Translate technical solutions into a compelling commercial narrative that aligns with regional corporate priorities, including ESG, SDGs, risk management and shared value, specifically tailored to the LAC business context.
- **Produce client-ready messaging and materials:** Develop “sales-grade” communication materials that support business development efforts, partnership conversations and rapid penetration in relevant regional social media networks.
- **Define a visibility plan and digital penetration plan:** Increase presence in relevant corporate spaces across LAC, including but not limited to networks, forums, chambers, and accelerated social media strategies to reach decision makers in Central and South America.
- **Align internal stakeholders for regional consistency:** Ensure the organization communicates consistently in line with the Corus Style Guide and can operationalize the strategy across different countries in the LAC region.
- **Define metrics and a tracking approach:** Establish a framework to measure brand visibility, lead generation and conversion support, specifically focused on the growth of non-traditional partnerships in the region.

### Scope of work and methodology:

This consultancy will advise on designing a regional go-to-market and market positioning strategy to position Corus LAC as a trusted provider of innovative, integrated solutions for the private sector in Central and South America. The scope will cover, at minimum, the following workstreams:

1. **Market and Organizational Assessment**
  - Conduct a rigorous diagnostic of Corus's current market positioning, competitive landscape, and readiness for private sector engagement in LAC, including review of key internal documents (strategic plans, market assessments, workshop outputs).
  - Analyze alignment between Corus's global communications standards and their effectiveness with LAC corporate audiences, identifying strategic pivots and changes required for regional relevance.
  - Identify key opportunities and barriers for private sector engagement, including competitive positioning gaps and recommendations for strengthening regional credibility.
2. **Regional Market Positioning**

- Define and validate a clear positioning framework for Corus and its service offerings in the LAC private sector landscape, including differentiation from traditional NGOs, consulting firms, and other development actors.
  - Develop compelling value propositions for priority corporate segments that translate Corus's technical expertise and programmatic experience into market-facing language aligned with corporate priorities (ESG, risk management, sustainability, inclusive growth).
  - Create supporting narrative architecture, including core positioning statements, key differentiators, proof points, and messaging guidelines for LAC audiences.
- 3. Target Market Segmentation**
- Identify and prioritize corporate segments with highest propensity for partnership (by sector, geography, business model, and CSR/ESG priorities).
  - Develop detailed decision-maker profiles (communication personas) for priority corporate audiences in Central and South America, including media consumption habits, engagement preferences, and organizational decision-making dynamics.
  - Map partnership entry points and recommended engagement models for each corporate segment.
- 4. Go-to-Market Strategy**
- Design a practical private sector engagement strategy, including identification of priority corporate segments, partnership models, and recommended entry points.
  - Identify and prioritize the most effective channels for positioning and engagement, including accelerated social media strategies, industry-specific forums, business networks, and executive events tailored to LAC corporate audiences.
  - Define specific communication tactics to transition Corus LAC's external perception from a traditional NGO to a strategic innovation and solutions partner for the regional private sector.
  - Design a 12-month visibility roadmap, including a strategic calendar of engagement moments (forums, SDG-related events, micro-campaigns) and digital penetration recommendations.
- 5. Implementation Roadmap and Investment Modeling**
- Develop a phased 1-year execution roadmap with clear milestones, responsible teams, and dependencies.
  - Create detailed financial projections for the next 3 years, modeling three investment scenarios (moderate, regular, and high penetration) to support organizational planning and budgeting for required audience reach and engagement levels.
  - Establish a KPI framework and monitoring dashboard to track brand visibility, lead generation, partnership conversion, and private sector engagement growth.
- 6. Internal Alignment and Capacity**
- Train LAC and Business Development teams on the new positioning strategy, narrative usage, and commercial engagement approaches.
  - Establish country office alignment guidelines and HQ communications coordination protocols to ensure local consistency with regional strategy and global brand standards.

**Geographic Scope:** The consultancy will focus on Latin America and the Caribbean, with particular emphasis on priority countries where Corus has strategic operations, including Colombia, Ecuador, El Salvador, Guatemala, Honduras, and Peru.

**Deliverables:**

The consultant will deliver the following products in English and Spanish (as required by the LAC team):

## 1. Market Assessment and Strategic Alignment Report

A comprehensive diagnostic report summarizing findings from market and organizational assessment, including recommendations to strengthen Corus's positioning for private sector engagement and analysis of global-regional strategic alignment.

## 2. Go-to-Market and Market Positioning Strategy

- Comprehensive strategy document that includes regional market positioning, value proposition framework, target segment profiles, recommended partnership models, and engagement strategies.
- Communication and positioning strategy addressing the NGO-to-partner transition, including narrative architecture, messaging frameworks, elevator pitches, and language guidelines for LAC audiences.
- Prioritized visibility and engagement roadmap with 12-month calendar, social media strategies, and targeted micro-campaigns for corporate audiences.
- Three-year financial investment model with three budget scenarios (moderate, regular, high penetration) and phased 1-year execution roadmap with KPI monitoring framework.

## 3. Internal Alignment and Capacity Building Package

- Delivery of at least two training workshops for LAC and Business Development teams on narrative usage, commercial engagement, and positioning in corporate conversations.
- Country office alignment guidelines and HQ-regional communications coordination protocol to ensure consistency across the region and alignment with global brand standards.

### Indicative workplan and timeline:

The established period for carrying out the consultancy is 12 months, upon signature of the contract, as follows:

PHASE	MONTH	KEY ACTIVITIES	DELIVERABLE/ MILESTONE
<b>Phase 1:</b> Diagnostic and internal consultations	1 – 2	Kickoff; market assessment; internal interviews; global-LAC alignment analysis	Workplan and assessment report
<b>Phase 2:</b> strategy development	3 – 4	Positioning strategy development; communication personas; channel prioritization; investment modeling.	Positioning and market communications strategy and investment package draft
<b>Phase 3:</b> strategy validation and roadmap	5 – 6	SMT LAC and other key internal stakeholders review and feedback sessions, finalizing the roadmap and execution plan, along with investment scenarios	Positioning and market communications strategy and investment package final version
<b>Phase 4:</b> Internal training and alignment	7 – 9	Preparation and delivery of two workshops; rollout of country office and HQ coordination guidelines	Internal alignment and capacity building package

<b>Phase 6:</b> implementation oversight and closing	10 – 12	KPI review; Final report and handover of editable files.	Final report, consolidation and closing
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### Application process:

Interested candidates should submit the following documents to Maria Camila Castillo, Senior Manager, Strategic Partnerships South America at [adquisicionesLWRPeru@lwr.org](mailto:adquisicionesLWRPeru@lwr.org) by June 16<sup>th</sup>, 2026:

- **Individual CV/ team structure and CVs**
- **Cover letter**
- **Technical proposal:** This must detail the technical methodology to achieve the objectives described in the TOR, approach, workplan, deliverables and timeline.
- **Financial Proposal:** This must detail the cost of all the deliverables described in the TOR, including associated costs (if applicable). Likewise, the final budget must include all associated national and local taxes if applicable.
- **Relevant portfolio samples:** This could include messaging frameworks, pitch decks, one-pagers, etc.
- **At least one reference:** preferably for B2B positioning or private sector engagement support.

Questions can be submitted to [adquisicionesLWRPeru@lwr.org](mailto:adquisicionesLWRPeru@lwr.org) until June 8<sup>th</sup>.

### Evaluation criteria:

CRITERIA	VALUE
<b>Technical proposal:</b> Understanding of the assignment and quality of the approach	<b>20%</b>
<b>Technical proposal:</b> Relevant experience and portfolio quality	<b>20%</b>
<b>Technical proposal:</b> Individual/team capacity and LAC private sector familiarity	<b>15%</b>
<b>Technical proposal:</b> Workplan realism and deliverables quality assurance	<b>10%</b>
<b>Financial proposal:</b> Cost competitiveness and value for money	<b>35%</b>

### Budget and payment schedule:

Budget to be proposed by bidders. Payment schedule will be as follows:

- **Month 1 - 2:** 20% upon delivery of product 1 – workplan and strategic diagnostic
- **Months 3 - 4:** 25% upon delivery of the draft of product 2 – positioning and market communications strategy package
- **Months 5 - 6:** 20% upon delivery and approval of final version of product 2 – positioning and market communications strategy package
- **Month 7 - 8:** 15% upon delivery and approval of product 3 – conceptual toolkit and master templates
- **Month 9 - 10:** 10% upon delivery and approval of product 4 – internal alignment and capacity building workshops and guideline
- **Month 11 - 12:** 10% upon delivery and approval of product 5 – final report

### Supervisory:

- This role reports to the Managing Director, LAC.

## Qualifications:

We encourage applications from both individual consultants and consulting firms with relevant experience:

- Demonstrated experience in B2B positioning and strategic communications in Latin America and the Caribbean.
- Experience with purpose-driven organizations / development actors moving into private sector partnerships
- Proven ability to translate technical and programmatic information into market-facing value propositions
- Strong writing and facilitation skills
- Strong understanding of the LAC market and business environment.
- Experience working in diverse, multicultural environments/ with international stakeholders particularly in Latin America.
- Proficiency in English and Spanish is required.

## Diversity, Equity, Inclusion and Zero Tolerance to Abuse

As a member of the Corus Family, each employee is expected to:

- Help to develop and maintain an environment that welcomes and develops a diverse workforce.
- Foster a work environment where everyone feels valued and included.
- Support employees' evaluation and promotion processes based on skills and performance.
- Promote a safe, secure, and respectful environment for all members of the Corus family, stakeholders in general, and particularly for the communities we serve.
- Follow Corus Code of Conduct helping to prevent any type of abuse including workplace harassment, sexual abuse and exploitation, and trafficking in persons.
- Adhere to the Organizational Core Values

*Corus International prohibits discrimination and harassment of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, age, national origin, disability status, sexual orientation, protected veteran status, or any other characteristic protected by U.S. or International law.*