



Project/Consultancy Title:	Consultant - Product Strategy and Execution
Project Location(s):	Remote

Background:

MicroMentor’s free and easy to use online platform enables the world's largest community of purpose-driven entrepreneurs and business mentors to create powerful connections, solve problems and build successful businesses together. We strive to overcome geographical limitations and deliver business resources at scale to underserved communities around the globe, in one-to-many mentoring forums and meaningful one-to-one relationships.

Purpose / Project Description:

MicroMentor is an initiative of the Mercy Corps Innovations Team. At MicroMentor, our mission is to leverage the power of mentoring to help small businesses thrive. We do so by offering entrepreneurs direct access to a pool of committed professional volunteer mentors via an easy-to-use online community. MicroMentor has an expanding community making thousands of mentoring connections every year. Entrepreneurs matched with a mentor have shown results in terms of improved job creation, business survival, and revenue growth along with near term results around developing skills and accessing networks. However, today we are just a matching platform, but we need to turn it into a platform where clear and measurable value is created for entrepreneurs and mentors. at scale and contributing to scale, and generating financial returns.

Objectives:

MicroMentor would like to increase scale, enhance value delivered to mentors and entrepreneurs and financial viability with revenue streams. The MicroMentor platform is the greatest means we have to deliver on those results. In service of those three objectives, we are seeking to employ the services of a firm to articulate a long term product strategy/execution plan. . The engagement will also result in a shorter term roadmap, and articulation of team roles and responsibilities to support such a vision.

We are looking for a consultant who has the the following experience and abilities:

- Experience working with platform strategy (social communities a definite plus)
- Experience working with platforms with revenue generation built in
- Experience developing SaaS platform strategy
- Experience developing novel streams of revenue
- Experience analyzing and leveraging data and insights to prioritize and solve customer problems.
- Ability to collaborate with senior leaders across business units and functions using data in order to gain alignment on groundbreaking corporate initiatives.
- Familiar with or have experience with mentoring

Consultant Activities:

- Work closely with the Executive Director to understand overall MicroMentor business strategy and priorities and ensure clarity of vision is communicated across the company and to the technology team and relevant senior leaders including the Advisory Board
- Work with key stakeholders to understand department level business results that need to be delivered as part of initial intelligence gathering
- Ensure alignment on business priorities with ED and Dir of Tech to make important product decisions that will drive MicroMentor’s growth and overall impact
- Build partnerships internally, with senior leaders and technical experts building and executing on a shared vision for how the product will amplify impact throughout our work.



- Build strong external partnerships, particularly with the private sector, institutional donors and foundations.
- Assimilating existing material and absorbing and synthesising large amounts of existing research and historical data
- Merge the needs of our users, partners, business customers, and ongoing maintenance into a single set of priorities
- Ensuring there are regular checkpoints to ensure the end product is staying on course with expectations
- Join key meetings to understand business context
- Participate in Annual Planning process held in early June

Consultant Deliverables:

- Confirm and articulate long term (3-5 year) product vision in consultation with the Executive Director
- Development of a Detailed Product Strategy/execution plan, in concert with MicroMentor Product Owner and other key stakeholders that articulates the path to:
 - Increased mentoring quality/value experienced by mentors and entrepreneurs such that the impact is measurable (Specify and review key metrics across all of MicroMentor primarily Product, Impact Analysis, Marketing). Show tangible ways that maximum efficiency is delivered from the time an entrepreneur and mentor enter the site such that they are realizing key areas of success/skills which then leads them to create jobs and increase their revenue as a result of their journey on MicroMentor.
 - Increased scale - key strategies for how entrepreneurs and mentors, once on the site, are powerfully contributing to our scale goal of reaching 1M entrepreneurs and beyond (organic growth and creating a regenerative community)
 - Revenue: Ways to optimize and scale current Saas/Enterprise offering, and identify at least one more revenue stream generating passive income for MicroMentor.
 - Clear indicators are defined at each stage of the funnel and measurements systems are built in to see leading indicators for success
 - Paths (more than 1) to financial sustainability and profitability
- 1 Year Product Roadmap is Delivered with high level plan and mile markers for year 2 and 3
- Train/mentor MicroMentor staff in market analysis & product ownership

Challenges:

- Gaps in functional parity between current platform and legacy platform
- Gaps in analytics, including around Key Performance Indicators
- Unclear roles and responsibilities to execute on platform development and support growth; limited structure and process to operate within
- Myriad platform feedback with little framework to make it actionable
- Undefined skill development paths for current resources
- Gaps between strategic project vision and execution
- Lack of scalable method for monetizing future product features and services

The Consultant will report to:

Gus Shaffer, Director of Technology, MicroMentor

Timeframe / Schedule:

6 months total

1. Vision articulation and plan of action communicated to the team 15 days from start of project
2. 3-5 year plan - No later than 45 days from start of project
3. 1 year Product Roadmap and 2nd and 3rd year mile markers - no later than 75 days after start of project (adjustments can be made as through the period of the contract)
4. Product Team Roles and Responsibilities and mentoring - as needed to be completed by end of Project



The Consultant will work closely with:

Anita Ramachandran, Executive Director, MicroMentor

Justine Raschio, Director of Operations, MicroMentor

SMEs:

- Community Organic Growth/Regeneration - Guillermo Castells, Director of Marketing
- Global Program Needs: Tatiana Petrone, Global Programs Director, MicroMentor
- Enterprise Product and Other Revenue Streams - Emily Joy, Business Solutions Manager
- Impact goals and Research - Paoa Wandke, MERL Specialist, MicroMentor
- Product Expert - Peter Abrahamsen, Product Owner, MicroMentor, Darin Sennett - Digital Solutions Manager
- Financial Efficiency - Sara Fustolo, Finance Manager

Other members of the MicroMentor leadership team