

## REQUEST FOR PROPOSALS: STRATEGIC REVIEW OF PRI INVESTOR EDUCATION

The PRI is inviting proposals from consultants to undertake a strategic review of its commercial Investor Education business.

### OVERVIEW

The Principles for Responsible Investment (PRI) seeks an experienced strategic consultant or team to conduct a comprehensive review of its commercial Investor Education strategy, existing and future market opportunities within the competitive landscape, and PRI operational structure and capabilities to support its delivery – to address effectively current market weaknesses and to accelerate the delivery of the strategy and new revenue streams.

### BACKGROUND

The PRI Academy is the training arm of the PRI, it provides practical and applied online ESG training courses, which are marketed on a B2B basis to investment organisations seeking to rapidly upskill their teams in a common language and understanding of responsible investment.

The Academy has a dual mandate:

1. To disseminate knowledge, build capacity and effect change,
2. To deliver a diversified revenue stream to PRI to fund wider activities.

Responding to the market, in March 2024, an ambitious strategy was approved to transform PRI's Investor Education function, with the PRI Academy as a cornerstone product. The strategy aimed to:

- Integrate the business more closely with the wider PRI to more effectively utilise its unique sources of competitive advantage;
- Address strategic challenges around cyclicalities, scalability and sustainable revenue, by the development of new products, learner pathways, subscription-based pricing, and partnerships with other learning providers;
- Addressing evolving market needs by creating a holistic and curated educational ecosystem aligned with PRI's Progression Pathway framework to address industry pain-points and drive;
- Leverage PRI's unique competitive advantages by more effectively integrating the business with the wider organisation.

## CURRENT CONTEXT

We are seeking consultants to help review and accelerate the delivery of this strategy to grow Investor Education.

## PROJECT OBJECTIVES

The consultant will be commissioned to:

### 1. External Environment and Market Opportunity

- Conduct high-level analysis of the global ESG/responsible investment training market
- Identify emerging trends, market segments and the scale of potential market opportunities
- Evaluate the viability of current and proposed products, partnerships and collaborations including marketing positioning, business model and pricing

### 2. Strategic Alignment

- Critically assess the strategy against current market realities in our traditional market and opportunities from new sources
- Review the extent to which the strategy effectively utilises PRI resources and capabilities and realises potential sources of sustainable competitive advantage.
- Identify strategic gaps, potential pivots, and optimisation opportunities

### 3. Implementation Roadmap

- Develop a detailed, actionable plan to maximise the market opportunity and accelerate the delivery of the strategy with current resources or identify areas for additional investment
- Propose specific interventions to rapidly improve revenue generation
- Propose investment or organisational changes required to effectively discharge the strategy

## SCOPE OF WORK

### Phase 1: Market Research and Analysis

- Comprehensive market mapping (including market segmentations, unexplored opportunities and overall scale of opportunities)
- High level competitor benchmarking and partnership opportunities

### Phase 2: Strategic Review and Recommendations

- Detailed strategic analysis
- Gap analysis of current strategy
- Development of alternative strategic scenarios
- Preliminary recommendations

### **Phase 3: Final Recommendations and Roadmap**

- Refined strategic recommendations
- Financial modelling, required investment and/or organisational resources to effectively deliver the strategy
- Detailed implementation framework
- Presentation of findings to PRI Board

### **Deliverables**

1. Comprehensive written report
2. Executive summary presentation
3. Detailed implementation roadmap and resourcing requirements
4. Financial models including size of potential market opportunity and required investment
5. Final presentation to PRI Board or Executive in March 2024

## **REQUIREMENTS**

We seek a consulting team with demonstrable expertise in:

- The asset management and responsible investment sector;
- Strategic market analysis;
- Operational transformation;
- Revenue diversification and commercial activities in not-for-profit and mission driven organisations;
- Ideally, the consulting team would have experience in industry training and/or professional education.

## **TIMELINE**

- Project commencement: January 2025
- Interim report: February, 2025
- Final report and Board presentation: March, 2025

## **SUBMISSION REQUIREMENTS**

Interested consultancies should submit:

- Outline methodology
- Team credentials
- Examples of similar projects
- Cost breakdown

## **ASSESSMENT CRITERIA**

Proposals will be assessed on their proposed methodology, team credentials and expertise, and cost-effectiveness.

## **SUBMISSION DEADLINE**

Proposals must be submitted electronically by January 6th, 2025, at 17:00 GMT.

## **CONTACT DETAILS**

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