

TERMS OF REFERENCE

(DEVELOPMENT OF A DIFFERENTIATED EV OPERATIONAL LEASING BUSINESS PLAN, UNIQUE SELLING PROPOSITIONS, AND MULTI-COUNTRY EXPANSION STRATEGY)

A. PROJECT BACKGROUND AND OBJECTIVES

Zoscales Partners is developing an Electric Vehicle (EV) operational leasing and fleet-management business focused on **multinational companies (MNCs) operating across Africa**. These organizations operate **commuter buses and benefit cars** for staff transportation, mobility, and corporate use. **The business does not target trucks, heavy-duty, or industrial vehicles.**

Multinational companies managing commuter buses and benefit cars require reliability, safety, operational efficiency, predictable mobility costs, and improved sustainability performance. A basic EV leasing offering is widely replicable and does not meet the operational complexities faced by these companies across African markets. To be competitive and attractive, the business needs a **differentiated business plan supported by strong Unique Selling Propositions (USPs)** designed around the needs of commuter-bus and benefit-car users.

Additionally, the business aims to expand across **six priority African markets**, requiring a structured and data-driven multi-country expansion strategy.

This ToR invites consulting firms to develop a **full EV Operational Leasing Business Plan**, define meaningful **USPs**, and prepare a **multi-country expansion strategy for six selected African countries**, explicitly focused on **commuter buses and benefit cars**.

B. SCOPE OF WORK

The consulting firm will design a **comprehensive EV Operational Leasing Business Plan** focused specifically on **commuter buses and benefit cars** used by multinational companies across Africa.

The scope of work includes but is not limited to:

1. Selection of Six African Target Markets

- a. The consultant will develop a structured selection framework to identify the most suitable countries for launch and expansion. Criteria may include:
- b. Presence and density of multinational companies
- c. Demand for commuter-bus and benefit-car fleets

- d. Regulatory environment for EVs
- e. Power availability and charging feasibility
- f. Importation rules, fiscal incentives, and local compliance requirements
- g. Cost structure and operating viability
- h. Ease of doing business and macroeconomic stability

The consultant will analyze a long list of African markets and recommend **six final priority countries**, with clear justification for each selection.

2. Market Assessment

- a. Analyse mobility requirements, operational challenges, and EV adoption considerations specifically for commuter buses and benefit cars used by multinational organizations.
- b. Benchmark global and regional EV-leasing and fleet-management operators serving similar vehicle categories.
- c. Review regulatory, infrastructure, power availability, importation, and policy considerations relevant to deploying and operating commuter buses and corporate cars across six African countries.

3. Development of Unique Selling Propositions (USPs)

Develop USPs tailored to commuter-bus and benefit-car operations, including:

- a. Telematics and visibility for passenger transport fleets
- b. Predictive maintenance and uptime assurance for high-usage commuter routes
- c. Smart charging optimized for bus routes, depots, and office locations
- d. ESG and carbon reporting aligned with corporate sustainability targets
- e. Driver-behavior analytics suited to passenger transport and corporate mobility
- f. Corporate-friendly contracting models tailored to benefit fleets and commuter operations

4. Development of the EV Operational Leasing Business Plan

- a. Define the operational leasing model specifically for commuter buses and benefit cars.
- b. Define service offerings, pricing structures, contract terms, and commercial strategy tailored to these vehicle types.
- c. Outline operational processes for maintaining, dispatching, charging, and managing commuter and benefit fleets.
- d. Specify technology and software requirements including telematics, route optimization (for buses), fleet visibility, and user reporting.
- e. Identify partnerships required to support operations across six markets (service centers, charging providers, OEMs focused on buses and corporate cars).
- f. Recommend organizational and operational structures that align with the needs of commuter and benefit fleet customers.

5. Multi-Country Expansion Strategy

<ul style="list-style-type: none"> a. Evaluate and select six African markets based on MNC presence, feasibility, regulatory environment, and suitability for commuter-bus and benefit-car EV deployment. b. Assess per-country operational considerations such as charging setup for bus depots and corporate offices. c. Recommend partnerships to support commuter-bus maintenance and benefit-car service networks. d. Develop a market-entry and expansion plan covering all six selected countries. <p>6. Business Case and Financial Framework</p> <ul style="list-style-type: none"> a. Develop financial logic and assumptions appropriate for commuter-bus and benefit-car EV fleets. b. Identify cost drivers for buses (high mileage, charging cycles) and corporate cars (distributed usage). c. Align pricing logic with customer needs and proposed USPs. <p>7. Four-Year Implementation Roadmap</p> <ul style="list-style-type: none"> a. Provide a four-year roadmap covering readiness, pilot operations, and rollout across six African markets. b. Detail steps for onboarding commuter-bus fleets and benefit-car fleets. c. Include partnership activation, regulatory approvals, operational setup, and capability building. 	<p>C - DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT</p> <ul style="list-style-type: none"> 1. EV Operational Leasing Business Plan for commuter buses and benefit cars. 2. USP Blueprint tailored to corporate commuter mobility. 3. Market Assessment & Benchmarking Report focused on commuter-bus and benefit-car operations. 4. Multi-Country Expansion Strategy for six African markets. 5. Financial Framework & Modelling Inputs supporting investor and lender discussions. 6. Four-Year Implementation Roadmap for rollout across six markets. 7. Workshops with Zoscales team. <p>D - SPECIFIC INPUTS TO BE PRESENTED BY THE CLIENT</p> <p>Zoscales Partners will provide:</p> <ul style="list-style-type: none"> 1. Access to Information: Relevant documents, market insights, feasibility notes, financial assumptions, and OEM discussions. 2. Dedicated Project Team: A team from senior leadership and functional staff to coordinate data, meetings, and decisions. 3. Logistical Support: Assistance scheduling meetings, workshops, and country-level engagements where applicable.
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E - SPECIAL TERMS & CONDITIONS / SPECIFIC CRITERIA

1. Relevant Expertise:

- a. The consulting firm must assign experts with a strong and proven track record in EVs, fleet management, African markets, and multinational enterprise mobility.

2. Proposal Submission Requirements:

- a. Technical and financial proposals **must be submitted separately**.
- b. The **financial proposal must be exhaustive**, showing a clear budget and detailed expenditure breakdown.

3. Experience Requirements:

- a. Demonstrated capability in strategy development, multi-country expansion, and complex mobility or infrastructure projects.

4. Quality & Timeliness:

- a. The consulting firm is expected to strictly meet all agreed deadlines and deliver high-quality outputs.

5. Confidentiality:

- a. All information is confidential; an NDA will be signed before project commencement.

6. Independence:

- a. Any actual or potential conflict of interest must be disclosed; the consultant must remain objective throughout.

7. Intellectual Property:

- a. All deliverables and outputs become the exclusive property of Zoscales Partners.