Artisan Production Development Consultant

Background

Turquoise Mountain Trust was established in 2006 by HRH The Prince of Wales. The charity’s aim is to revive traditional crafts and regenerate historic areas. The charity’s activities began in the old city of Kabul, Afghanistan. A core part of the programme is to support artisans in bringing their products, including carpets, jewellery, fabrics, furniture, homeware items and artworks to market, through a network of commercial clients across the US, Europe, the Middle East and Asia.

Context

Building on the excellent relationships which have been established with key retailers, wholesalers, designers and hoteliers, Turquoise Mountain is now scaling up its production and trading operations. Working in four countries (Afghanistan, Jordan, Saudi Arabia, Myanmar), each with their own production processes, Turquoise Mountain is seeking an independent consultant to review the existing production process in each country, and identify ways of streamlining and improving current production processes to achieve greater efficiency and transparency and to enable production volumes to be increased and the level of customer service improved.

Purpose

The project’s main objective is to recommend how production processes might be improved and potentially standardised across the four countries of operation. This might potentially require the introduction on new software to tackle current pain points, give greater transparency to the production process, improve financial control and customer order management, and enable the scaling up in production volumes.

The project will be split in two stages. Stage I will serve to update recent assessments of current production processes and finalise a project plan to build improvements and better enable increasing scale of production. Depending of findings in Stage I, moving forward to Stage II would be the execution of that project plan and implementation of the recommended solution.

Any solutions should be workable and realistic within the different and often challenging country contexts in which Turquoise Mountain operates, creating straight forward, user-friendly and accessible improvements to existing systems and processes.
Project scope

Stage I: Initial review

- Based on existing 2019 documents, review and analyse current production process – and associated operational, financial and order management systems - from product development to order delivery across the four countries.
- Assess current global trading operations and recommend how we can:
  - Ensure customer order management and communication is streamlined
  - Improve visibility and management of materials and product inventory
  - Create clarity and transparency in production management cycles
  - Ensure data and financials linked to trading operations are accurate and available in real-time
- Identify pain points and gaps in current system and processes at local and global level. Prioritization of ways to bring greater transparency, accuracy, quality assurance and agility to processes.
- Identify tools, processes and workable solutions, with associated budgets. This should include, as a priority, an evaluation of any potential new technology solution or adaptations and enhancements to current systems used by Turquoise Mountain.

Stage II: Implementation

- Based on Stage I report and recommendations, define a detailed roadmap for implementation. This should include:
  - Initial testing platform for proposed solutions
  - Timeframes and steps for implementation of any new tools or software
  - Overview and practical implementation of training for relevant staff
  - Budget allocation and milestones, based on agreed Stage I plan
  - Breadth and timing of involvement of any external suppliers
- Oversight of project delivery in all its parts, in close collaboration with UK and in-country teams
- Regular reporting to UK team project coordinator and wider management, to give updates on project process

Project deliverables

Stage I: Initial assessment

- Recommendations report, showing accessible and realistic options for enhanced production and scalability
- Proposal for new process flow, showing solutions and budget options
- In-person presentation of findings
Stage II: Implementation

- Building on agreed Stage I proposal, develop detailed project roadmap, including:
  - New Process Flow Chart
  - In-Depth Implementation Schedule
  - TM Staffing Plan – who is involved and when
  - Budget
  - Suppliers – Providers
  - Training Schedule – resources, content, oversight
- Oversight and delivery of solutions within agreed timeframes.

Experience and skills

- +5 years of relevant international work experience in process transformation consulting and/or project management
- Excellent understanding of artisan/small-scale workshop-based manufacturing processes preferably within the context of developing countries
- Working knowledge of technologies currently available to support production oversight
- Excellent communication and presentation skills and ability to interact with a range of stakeholder seniority and experience levels

Terms

- Based in UK
- Possible travel to four countries - costs covered by TM, including visas, transportation, accommodation and food
- Proposals for estimated timeframes and day-rate fees for Stage I only to be submitted with CV and covering letter to the email address below.

Please send your proposal, covering letter and CV to vacancy@turquoisemountain.org

Application deadline: 28 February 2020