

PROACTIVE PROMOTION OF PRIORITY SECTORS THROUGH A NETWORK OF INTERMEDIARIES — OYO STATE (MARKETING SUPPORT SERVICES)

1. Executive summary

This report recommends a practical, scalable model to proactively market Oyo State's priority sectors using a network of intermediaries — i.e., trusted local and sectoral partners (trade associations, MSME hubs, export agents, universities, digital agencies, diaspora brokers, logistics providers, chambers of commerce, etc.). The network will act as an amplified, distributed marketing and deal-flow engine that sources investors/clients, delivers marketing services, and channels leads to OYSIPA and sector focal points. The approach leverages Oyo State's articulated priority sectors, investor incentives, and AfCFTA opportunities to increase investment, exports and jobs. [oysipa.oyo.gov.ng)

2. Context & why this matters

* Oyo State (Ibadan as a rapidly growing city) has positioned agribusiness, technology, infrastructure, renewable energy, solid minerals, education, tourism, healthcare, hospitality, and real-estate among key investment sectors — and OYSIPA is the central one-stop agency to coordinate investment promotion and PPPs. A distributed intermediary model multiplies OYSIPA's reach into communities, clusters and external markets. (oysipa.oyo.gov.ng)

* The state has published investor incentives and PPP disclosure documents that intermediaries will use as sales/marketing assets. Integrating these into intermediary toolkits ensures consistent, credible messaging. (oysipa.oyostate.gov.ng)

* National/regional trade opening (AfCFTA) increases demand-side opportunities for agribusiness, education, healthcare and ICT services — a selling point intermediaries can use when marketing Oyo-based suppliers and projects. (The Nation Newspaper, Vanguard News)

3. Objectives

- a) Increase qualified investor leads to OYSIPA and sector departments by 20% per year.
- b) Generate measurable deals (investments, MOUs, PPPs) in targeted sectors.
- c) Grow export-ready agribusiness/product lines using local exporters and aggregator partners.
- d) Strengthen MSME digital presence & B2B pipelines via intermediaries.
- e) Build a replicable intermediary network that can be scaled across zones of Oyo State.

4. The intermediary network model — actors & roles or intermediary types (with primary responsibilities)

- i. Trade associations & sector cooperatives (e.g., agribusiness cooperatives) — identify investable clusters, validate value chains, host investor site visits, certify supplier quality.
- ii. Chambers of Commerce & Industry — organize B2B delegations, coordinate investor introductions, run trade missions.
- iii. MSME hubs / Incubators / Universities — package tech and skills solutions, provide due-diligence for edu-tech/health-tech ventures, host demo days.
- iv. Local government focal points (LGAs) — provide locality-level permissions, help organize site visits and community engagement.
- v. Digital marketing agencies & PR firms — run targeted online campaigns (investor pages, case studies, paid campaigns), manage digital lead capture.
- vi. Export aggregators & logistics partners — prepare exporters for AfCFTA/ECOWAS markets, manage compliance and distribution.
- vii. Diaspora and external business brokers — market to diaspora investors and foreign buyers, facilitate cross-border partnerships.
- viii. Commercial consultants / investment brokers — package PPPs, prepare business cases, run financial IRR models.
- ix. Financiers / angel networks / impact funds — provide early-stage funding and matchmaking.

Network hub: OYSIPA (or an OYSIPA-appointed network secretariat) coordinates, accredits intermediaries, provides assets and central lead intake, and reports KPIs to government.

5. Selection, accreditation and onboarding of intermediaries

Selection criteria:

- ✓ Proven track record (2+ years) in sector-specific business development or marketing.
- ✓ Local presence or demonstrable market access (in target geographies).
- ✓ Capacity to deliver at least two of: lead generation, due diligence, event organization, digital campaigns, logistics support.
- ✓ Commitment to reporting, data sharing and code of conduct.

Accreditation steps:

- Open call + nominations by chambers/sector leads.
- Shortlisting & due diligence (documents, references).
- Standard MOU: SLA (leads, conversion follow-up, reporting cadence), non-exclusivity, fee structures or revenue-share options. (Template in Appendix.)
- Onboarding workshop (digital toolkit, incentive guide, message house, CRM access).

Onboarding materials:

- OYSIPA investment brochure & incentive inventory. (oysipa.oyostate.gov.ng)

- Sector pitch decks, sample investor FAQs, legal/permit checklist, export requirements and AfCFTA messaging. (The Nation Newspaper)

6. Marketing services & tactical offerings

Each intermediary should be able to deliver one or more of the following packaged services:

- ✓ *Digital demand generation:*
 - i. Sector landing pages and investor microsites (with CTAs tied into OYSIPA CRM).
 - ii. Targeted LinkedIn/Google ad campaigns for investor audiences (e.g., agri-processors, downstream manufacturers, edu-tech buyers).
 - iii. Content marketing: success stories, case studies, sector whitepapers, video testimonials from existing investors.

- ✓ *Outbound business development:*
 - i. Brokered investor meetings and site visits.
 - ii. Virtual investor roadshows (thematic e.g., “Agri-processing in Oyo” for Lagos/London/Abuja investors).
 - iii. Diaspora investor webinars and matchmaking sessions.

- ✓ *Events & trade missions:*
 - i. Sector sectoral investor forums, cluster open days, trade fairs and buyer-seller meetings (connect to AfCFTA trade weeks).
 - ii. Co-sponsored international delegation participation (London, Accra, Lagos business summits).

- ✓ *EXPORT readiness & B2B*
 - i. Training for aggregators on SPS/quality standards, packaging and export documentation.
 - ii. Aggregator marketing to regional buyers via intermediaries with trade networks.

- ✓ *PPP and large project packaging:*
 - i. Investment memoranda, financial models, procurement and legal advisory — led by commercial consultants in the network.

- ✓ *Aftercare & investor relations:*
 - i. Local on-boarding support (local permits, site visits, recruitment links) and regular check-ins to ensure investor retention.

7. Operating model & incentive structures

a) *Financial models for intermediaries:*

- Retainer + success fee for complex, high-value deals (e.g., 1–2% success fee on capital invested or project value).
- Fixed fee for discrete marketing services (campaigns, events).
- Grant/co-funding pool for local MSME digitalization and export readiness (funded by state, donors, or APFA instruments). (oysipa.oyostate.gov.ng)

b) *Non-financial incentives:*

- Access to official OYSIPA branding and co-marketing.
- Preferential listing in OYSIPA investor portal and priority at government matchmaking events. (oysipa.oy.gov.ng)

8. Governance, coordination & data flows

A. Coordination structure

- Network Secretariat (hosted at OYSIPA): central intake, accreditation, CRM management, KPI aggregation. ([oysipa.oy.gov.ng][1])
- Sector Working Groups: OYSIPA + 3–5 accredited intermediaries per sector + ministry focal point.
- Quarterly Steering Committee: OYSIPA, Ministry reps, Chamber reps, donor/finance partners.

B. Data & reporting

- Standard lead record format (company profile, contact, sector, lead source, engagement stage, value estimate, next steps).
- Quarterly dashboard with: leads generated, qualified leads, site visits completed, deals closed (MOUs/investments), jobs projected, export consignments facilitated.

9. KPIs (core metrics)

Track and publish:

- * Leads generated (monthly) — by intermediary and sector.
- * Qualified investor meetings and site visits.
- * Deals closed / MOUs signed (value and sector).
- * Jobs projected & created.
- * Exports facilitated (volume/value) and number of exporters assisted.
- * Investor satisfaction / aftercare NPS.

(These KPIs should be part of the intermediary SLA, with monthly reporting into OYSIPA's CRM.) (oysipa.oyostate.gov.ng)

10. Implementation roadmap (12-month pilot + scale)

✓ Phase 0 — Preparation (Month 0–1)

Finalize network design, budget, governance and outreach materials. Pull together OYSIPA brochures and incentives. ([oysipa.oyostate.gov.ng])

✓ Phase 1 — Accreditation & Onboarding (Month 2–3)

Issue call for intermediaries, select and sign MOUs, host 2-day onboarding workshop. Provide digital toolkit.

✓ Phase 2 — Launch Campaigns & Quick Wins (Month 4–6)

Run 2 flagship digital campaigns (agri processing; tech/edu-tech). Organize 1 investor forum and 1 export readiness clinic.

✓ Phase 3 — Scale & Institutionalize (Month 7–12)

Strengthen high-performing intermediaries, expand to additional LGAs, embed AfCFTA trade linkages and begin PPP packaging for major projects.

✓ Phase 4 — Review & Rollout (Month 12)

Evaluate pilot (KPIs), publish results, refine funding/incentives, plan 3-year scale.

11. Indicative budget (pilot-level)

(High-level examples; adjust after scope finalization)

- * Network Secretariat staffing & CRM: NGN 8–12M / year.
- * Accreditation & onboarding: NGN 1–2M.
- * Digital campaigns & content: NGN 4–8M (two sector campaigns).
- * Events & trade missions (1 local investor forum + 1 trade mission): NGN 6–10M.
- * Grant pool for MSME export readiness: NGN 5–10M.
- * Monitoring & evaluation, reporting tools: NGN 1–2M.

12. Risks & mitigations

- ❖ Fragmented messaging / inconsistent investor information — Mitigation: single approved toolkit, mandatory use of OYSIPA materials and sign-off for large investor pitches. (oysipa.oyostate.gov.ng).
- ❖ Poor data reporting by intermediaries — Mitigation: simple mobile-friendly CRM forms, KPI-based incentives.
- ❖ Conflict of interest / double brokering — Mitigation: clear MOUs, disclosure rules and performance-based compensation.
- ❖ Low conversion of leads — Mitigation: focus on investor readiness support (land, permits, workforce) and faster aftercare.

13. Monitoring, evaluation & learning

- * Baseline assessment at start (current lead flows, sector metrics).
- * Monthly operational reports + quarterly impact evaluation.
- * Annual public report on network performance (transparent KPIs).
- * Continuous feedback loops with intermediaries — monthly sector working group calls.

14. Next steps (recommended immediate actions)

1. OYSIPA to designate a Network Secretariat contact and publish a short “call for intermediaries” (2–3 pages). (oysipa.oyostate.gov.ng)
2. Assemble digital toolkit (investment brochure, incentive inventory, sector briefs, AfCFTA messaging). (oysipa.oyostate.gov.ng)
3. Launch a 3-month pilot focused on agri-value chain and technology/education (two highest-impact sectors for jobs & exports), measure learnings and scale.

Appendix (templates & sample materials)

A. Sample MOU elements (short list)

- Parties and term; scope of services; deliverables; reporting cadence; fee/success fee schedule; confidentiality; termination.

B. Sample KPI dashboard (fields)

- Intermediary name | Sector | Lead ID | Date | Lead source | Engagement stage | Value estimate | Next action | Status

C. Suggested digital toolkit items

- One-page sector pitch | 5-slide sector pitch deck | FAQ: incentives & permits | Contact sheet for LGA approvals.

References:

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