

# Request for Proposals - System and Business analysis of Core Platforms

RFP n#: 2025-9-FS-COREPLATFORMS

Location: Remote

Start date: 7<sup>th</sup> November 2025

End date: 20<sup>th</sup> January 2026

**Better Cotton key contact:**

Rionald Chancellor

IT & Data



All applications must be submitted via this [form](#).

You may submit questions to [tender@bettercotton.org](mailto:tender@bettercotton.org) – with the subject RFP n# 2025-9-FS-COREPLATFORMS until 9<sup>th</sup> October 2025.

Questions, requests and applications sent after the deadline 17<sup>th</sup> October 2025 will only be considered in exceptional circumstances.

**Submission Update:**

We have changed how we are receiving bids. After submitting your details through the [form](#), you will receive a separate email to upload your supporting documents to a secure platform.

**AT THE END OF THIS DOCUMENT, THERE IS A QUESTION-AND-ANSWER SECTION WHICH YOU ARE ENCOURAGED TO GO THROUGH IN PREPARATION FOR SUBMITTING YOUR BIDS**

## Description

Better Cotton is the world's largest cotton sustainability programme. Our mission: to help cotton communities survive and thrive, while protecting and restoring the environment. In difficult times, we are meeting the challenge head on. Through our network of field-level partners we have provided training on more sustainable farming practices to more than 2.9 million cotton farmers in 26 countries. More than a fifth of the world's cotton is now grown under the Better Cotton Standard and our membership network includes more than 2,400 members.

More information about Better Cotton can be found on our website: [www.bettercotton.org](http://www.bettercotton.org)

## Background

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We are seeking proposals from skilled individuals or organisations interested in conducting a comprehensive business analysis of Better Cotton's existing core platforms. The consultant will be required to study the cotton supply chain across various regions to gain a deep understanding of business requirements, as well as thoroughly evaluate current core technology platforms. This role is ideal for organisations or individuals with proven experience in IT and business analysis, particularly those familiar with key technologies utilised by sustainability standards and textile organisations, including PLM, ERP, CRM, traceability and compliance tools.

The Business Analysis (Core Platforms) project aims to build on the successes of the current solutions by incorporating advanced features, improving user experience, and aligning with the strategic goals of all stakeholders. The consultant will conduct a thorough analysis of business needs, stakeholder requirements, platform capabilities and long-term vision—focusing on identifying needs, opportunities and gaps in both the supply chain and technology platforms—to design a robust and future-proof solution.

## Scope of Work

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The expected output will be a comprehensive analysis and documentation of the business needs for the future evolution of our technology systems. Applicants will need to consult with multiple stakeholder groups and understand their requirements.

### 1. Stakeholder Mapping and Analysis

- **Goal:** Analyse the different stakeholders based on their engagement, influence and impact on the systems to develop a comprehensive RACI analysis report.
- The stakeholder groups have been identified and would include:
  - **Internal Stakeholders:**
    - ♣ Platform super users
    - ♣ Teams that have supported in the development and design of current systems.
    - ♣ Teams that may wish to use core systems in future
    - ♣ Better Cotton leadership
  - **External Stakeholders:**
    - ♣ Various organisations / companies that use Better Cotton technology platforms (Ginners, Traders, Suppliers, Retailers etc.)
    - ♣ Benchmark partners

- ♣ There might be operational differences across regions, and this needs to be accounted for while collecting requirements. The major regions that need to be considered are India, China, Turkiye, Pakistan, Africa, USA, EU, Brazil

- **Activities:**

- o From the list of identified stakeholders, analyse and categorise stakeholder needs into internal (e.g., D&E, ITD, SSI) and external (e.g., suppliers, members, partners) requirements.
  - o Develop a comprehensive RACI analysis report

## 2. Business Requirements Gathering

- **Goal:** Capture business process requirements from each stakeholder group.

### Expected Engagement:

Stakeholder Category	Stakeholder	Expected sample size	Expected engagement per stakeholder
Internal Stakeholders	Demand & Engagement	16-20 people (across sub-functions)	10-12 hours of interviews – 3 hours per sub-function
	IT	4	4-6 hours of interviews
	Finance	2	1-2 hours of interviews
	SSI/Certification	4	6-8 hours of interviews
	Leadership	4	4 hours of interviews
	Programmes	2-3	2 hours of interviews
	MEL	2	2 hours of interviews
	Retailers and brands	25	5 qualitative interviews, 20 by survey
External Stakeholders	Suppliers: gins, traders, spinners, fabric mills, manufacturers, sourcing agents	112	12 interviews, 100 by survey

- **Activities:**

- o Develop interview guides and survey questionnaires tailored to each stakeholder group.
  - o Conduct detailed discussions, interviews, surveys and FGDs with stakeholder groups to gather insights into their needs and expectations, ensuring that the needs captured are comprehensive and address all critical aspects.
    - ♣ For suppliers and manufacturers, document the different product types and processes involved in manufacturing
  - o Categorise stakeholder needs into internal and external (e.g., suppliers, members, partners) requirements.

Application Deadline: 17 October 2025

- o Document functional and non-functional requirements.
- o Prioritise requirements based on stakeholder influence and engagement level and impact on the system.
- o Consolidate findings into a Business Requirements Document (BRD).

### 3. Current Solution Analysis

- **Goal:** Document relevant information on the current architecture, including its various functionalities and features and integrations with other systems to gain a clear understanding of its present capabilities.
- **Activities:**
  - o Document existing features, to understand at a high level what functionality is currently available.
  - o Document existing integrations within our core systems.
  - o Due to historical operational reasons, there will be exceptions in the way functionalities are setup for a specific user group or country. This needs to be documented.

### 4. GAP Analysis

- **Goal:** Identify gaps between current system capabilities and captured business needs.
- **Activities:**
  - o Review current features, workflows, and limitations.
  - o Compare documented requirements against existing platform capabilities.
  - o Highlight areas of misalignment, inefficiency, or opportunity.
  - o Present findings in a GAP Analysis Report with recommendations.

In addition to skills, competencies and expertise, we will consider value for money and demonstrable commitment to the sustainability field to evaluate applications.

## Deliverables

Deliverable	Requirements	Date of Delivery
Stakeholder Mapping - RACI Analysis Report	<ul style="list-style-type: none"> <li>• A clear analysis of different stakeholders in the core systems based on the RACI framework.</li> </ul>	25 <sup>th</sup> Nov 2025
Solution Documentation	<ul style="list-style-type: none"> <li>• A high-level documentation of the existing core systems including their functionalities and integrations with other systems.</li> <li>• The report should document any exceptions / operational differences within the systems for different user groups or countries.</li> </ul>	20 <sup>th</sup> Jan 2026
Business Requirements Document (BRD)	<ul style="list-style-type: none"> <li>• Comprehensive analysis of needs and expectations of internal and external stakeholders of core systems.</li> </ul>	20 <sup>th</sup> Jan 2026

GAP Analysis Report	<ul style="list-style-type: none"> <li>• Comparison of business needs v/s current platform capabilities and recommendation.</li> <li>• Clear articulation of gaps in the current system and strategic recommendations highlighting misalignment, inefficiency and opportunities.</li> </ul>	20 <sup>th</sup> Jan 2026
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## High-level Timeline

<b>17<sup>th</sup> October 2025</b>	<p>Applications deadline</p> <p>All applications must be submitted via this <a href="#">form</a>.</p>
<b>19<sup>th</sup> - 26<sup>th</sup> October 2025</b>	Applications review & shortlisting / Interviews
<b>By 27<sup>th</sup> October 2025</b>	<p>The successful applicant will be notified</p> <p>Unsuccessful shortlisted applicants will also be notified</p>
<b>7<sup>th</sup> November 2025</b>	<b>Start of the consultancy</b>
<b>By 20<sup>th</sup> November 2025</b>  <b>Week 1-2:</b>  <b>7<sup>th</sup> - 20<sup>th</sup> November 2025</b>	<p><b>Current Platform Analysis</b></p> <ul style="list-style-type: none"> <li>• Study and document core platform functionalities, and integrations and exceptions.</li> <li>• Validate findings with key internal stakeholders.</li> <li>• Categorise and prioritise stakeholder groups for direct engagement.</li> </ul>
<b>By 28<sup>th</sup> November 2025</b>  <b>Week 3:</b>  <b>21<sup>st</sup> - 28<sup>th</sup> November 2025</b>	<p><b>Stakeholder engagement planning and RACI analysis presentation</b></p> <ul style="list-style-type: none"> <li>• Coordinate with relevant BCI teams and collect stakeholder information</li> <li>• Prepare and present the RACI report for approval to proceed with stakeholder interviews.</li> <li>• Plan and conduct stakeholder mapping workshops or desk research.</li> <li>• Prepare a stakeholder engagement plan.</li> </ul>

<b>By 24<sup>th</sup> December 2025</b>  <b>Week 4 - 7:</b>  <b>29<sup>th</sup> Nov – 24<sup>th</sup> Dec 2025</b>	<b>Stakeholder Interviews and requirements gathering.</b> <ul style="list-style-type: none"> <li>• Develop interview guides and survey questionnaires tailored to each stakeholder group.</li> <li>• Conduct structured interviews and/or focus groups.</li> <li>• Document functional and non-functional requirements.</li> </ul>
<b>By 12<sup>th</sup> Jan 2026</b>  <b>Week 8 – 10:</b>  <b>25<sup>th</sup> Dec – 12<sup>th</sup> Jan 2026</b>	<b>GAP analysis and validation.</b> <ul style="list-style-type: none"> <li>• Review current platform features, workflows, and limitations.</li> <li>• Compare documented requirements against existing platform capabilities.</li> <li>• Highlight areas of misalignment, inefficiency, or opportunity.</li> <li>• Validate findings with stakeholders.</li> </ul>
<b>By 20<sup>th</sup> January 2026</b>  <b>Week 11 -12:</b>  <b>13<sup>th</sup> Jan – 20<sup>th</sup> Jan 2026</b>	<b>Final deliverables and presentation.</b> <ul style="list-style-type: none"> <li>• Prepare the RACI Analysis report, solution documentation, Business Requirements Document (BRD), and GAP Analysis Report.</li> <li>• Present findings and recommendations to stakeholders.</li> </ul>

## Required Skills & Knowledge

Skills, Knowledge and Experience
<b><i>Essential</i></b>
<ul style="list-style-type: none"> <li>• Proven prior experience in technical requirement gathering and analysis.</li> <li>• Experience working with digital traceability solutions, textiles or supply chain technology will be highly regarded</li> <li>• <b>Technical Knowledge:</b> Understanding of the technical aspects of digital platform development and integration.</li> <li>• <b>Business Analysis:</b> Ability to conduct thorough business analysis, including stakeholder identification, requirements gathering, and GAP analysis.</li> <li>• <b>Stakeholder Engagement:</b> Experience in engaging with diverse stakeholder groups and capturing their needs and expectations.</li> <li>• <b>Documentation:</b> Proficiency in documenting business requirements and analysis findings in a clear and comprehensive manner.</li> <li>• <b>Project Management:</b> Strong project management skills to ensure timely delivery of project milestones and final deliverables.</li> <li>• <b>Communication:</b> Excellent communication skills to effectively convey findings and recommendations to stakeholders.</li> </ul>

<ul style="list-style-type: none"> <li>• <b>Data Analysis:</b> Ability to analyse data and derive insights to inform business requirements and recommendations.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Fluent English:</b> Better Cotton's language of operation is English</li> </ul>
<i>Optional</i>
<ul style="list-style-type: none"> <li>• <b>Industry Experience:</b> Experience in the cotton or sustainable agriculture industry. Prior knowledge on cotton supply chain and the operations of each stakeholder.</li> </ul>
<ul style="list-style-type: none"> <li>• Experience of working with international organizations especially related to supply chain management and agriculture.</li> </ul>
<ul style="list-style-type: none"> <li>• Spoken experience in other languages such as Mandarin, Portuguese, Spanish Hindi &amp; Turkish.</li> </ul>

## Getting to know you

Company Information	<ul style="list-style-type: none"> <li>• Full Legal Name</li> <li>• Address</li> <li>• Website</li> <li>• Background</li> <li>• Contact person &amp; email address</li> <li>• Telephone number</li> <li>• Your customers</li> </ul>
Experience	Please tell us about previous assignments.
Technical Skills	<ul style="list-style-type: none"> <li>• What relevant skills and expertise do you have?</li> <li>• What methodologies have you used in past projects/assignments?</li> </ul>
Data Security	<p>Technical Security – Provide a technical overview of how you keep data secure in your tool(s), including details of any technical security certifications you hold.</p> <p>Data Protection – Describe your approach to complying with data protection legislation from distinct parts of the world.</p>

## Application Requirements

Please note that we have changed our RFP submission protocol, and this is now in two phases.

- **Phase 1:** Initial details will be submitted on the [form](#) found in this link.
- **Phase 2:** You will receive an email with live links to upload relevant documents (please check your Spam and Junk folders)



Application Deadline: 17 October 2025

Interested applicants are asked to send, **in English**, the following:

- Relevant staff CVs
  - A detailed financial offer covering the Scope of Work above.
  - A list of references
  - A narrative proposal composed of:
    - A timeline for delivery
- A concise description of the approach that will be used to deliver on all deliverables listed above.

Proposals will be evaluated based on quality and clarity of the proposed approach, relevant expertise and experience of the team member(s), alignment with the criteria set out in the RFP and overall value for money.

We thank all applicants for their interest; however, only shortlisted applicants will be contacted.

Better Cotton is committed to good practice and transparency in the management of natural, human and financial resources. All applications will be reviewed under the principles and subject to Better Cotton's policies on equal opportunity, non-discrimination, anti-bribery & corruption and conflict of interest.

## Evaluation Criteria

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Proposals will be evaluated based on the following criteria:

### Technical Evaluation Criteria

- Demonstrated understanding of this RFP
- Quality and clarity of the proposed approach and methodology
- Feasibility of the proposed activity plan and timeline, and appropriateness of time allocated to delivering each task
- Relevant professional experience of the proposed consultant(s)
- Quality and relevance of the sample work submitted

### Financial Evaluation Criteria

- Quality and clarity of budget provided, and level of detail included
- Alignment of the budget to the activity timeline detailed in the technical proposal
- Value for money
- Adherence to the available budget



## **Questions & Answers for RFP 2025-9-FS-COREPLATFORMS**

### **1. Question 1**

Could you please clarify the expected level of detail for both functional and non-functional requirements in the Business Requirements Document (BRD) to ensure our deliverables align with your expectations within the 2.5-month timeline?

#### **Answer**

We want to see a thorough analysis of the current ways of working within our supply chain activities and how it is being handled by our systems. This includes the current data points that can be captured v/s what is currently being captured, how the data flows throughout the supply chain activities, etc. The end goal is for us to understand the gap between the current system and the current workflow that is being conducted within the supply chain. We require detailed information regarding the various production methods, including the influence of different processing techniques on volume at each stage.

### **2. Question 2**

Regarding the Technology Landscape, we understand that in scope of project there is the assessment of the better Cotton Platform (BCP) that is centralised and used by all stakeholders for the chain of custody. Could you confirm our assumption? Could you also confirm if external platforms (e.g., from ginners, traders, or benchmark partners) are integrated into the BCP central system, and whether these integrations fall within the scope of our analysis?

#### **Answer**

The project focuses on supply chain analysis and understanding the current supply chain operations and how our current supply chain systems fit into this. Any integration with external platforms (e.g. ginners, traders, benchmark partners) is not part of the current scope.

### **3. Question 3**

Could you please clarify which key business processes are in scope for this assessment (e.g., farmer engagement and licensing, supply chain transactions and traceability, etc.)?

#### **Answer**

We want to analyse key business processes from the farm / gin level to the retailer level covering processes starting with seed purchase until end product purchases by retailers. The analysis should also consider all process variations in between with a focus on traceability data along each supply chain pathway wherever possible.