

Annex A

Specification / Scope of Requirement

1. INTRODUCTION

This brief is issued by the National Museum of the Royal Navy (NMRN Operations) in partnership with Mary Rose Trust (MRT) as joint operators of Portsmouth Historic Dockyard (PHD Operations) for services required for PHD. Services are also required for NMRN across all entities including Fleet Air Arm Museum (FAAM), National Museum of the Royal Navy Hartlepool (NMRNH) and HMS Caroline (HMSC). For the provision of the following: media buying and media planning (all sites), affiliate marketing (all sites) and brand partnership services (PHD only)

This document provides you with:

- Further information on the National Museum of the Royal Navy
- Scope of Services being procured
- Process for response

2. OVERVIEW

2.1. National Museum of the Royal Navy Overview

The National Museum of the Royal Navy (NMRN) was established in 2009 and is the youngest national museum. It tells the story of the four fighting forces of the British Royal Navy, the Royal Marines, the Fleet Air Arm, the Submarine Service and the Surface Fleet.

The Museum is based across five geographical locations: Portsmouth and Gosport both in Hampshire, Yeovilton in Somerset, Hartlepool in County Durham and Belfast in Northern Ireland.

Across these sites NMRN holds the nation's richest and most diverse collection of historic warships including the 'nation's flagship' HMS Victory. Each site is unique, and features a mixture of ships and museums, details of each site and its corresponding audience are expanded on in the document.

2.2. Mary Rose Trust Overview

The Mary Rose Trust is a limited charitable trust, formed in 1979. It is responsible for conserving and displaying the Mary Rose hull and her unique collection of (19,000) artefacts for this and future generations. MRT is also responsible for developing the museum as a world-class visitor experience and as a scientific and educational resource. MRT's new museum opened in 2013, after securing over £23M in funding to build an immersive, atmospheric, interactive and modern museum that is fully accessible.

3. THE SITES

3.1. PORTSMOUTH HISTORIC DOCKYARD OVERVIEW



Portsmouth Historic Dockyard (PHD) is the destination brand attached to The Mary Rose and NMRN's offer at Portsmouth and Gosport. Geographically, it is located adjacent to His Majesty's Naval Base Portsmouth one of three operating bases in the United Kingdom for the Royal Navy. It is the headquarters for two-thirds of the Royal Navy's surface Fleet and the oldest naval base in the service history.

Maintenance and guardianship of the historic PHD estate is managed by our landlords the Portsmouth Historic Quarter who also operate some areas of the site directly. They offer free access to the site through the Heritage Quarter Pass (HQP), and to the attractions in their care which include restaurants, shops and boat building training facilities. They also have a collection of historic vessels which visitors can take a ride on for an additional charge.

The PHD brand however, is marketed and operated jointly by NMRN in partnership with the Mary Rose Trust (MRT), since August 2020 via PHD Operations introduced a joint ticketing offer. This enables visitors to purchase one ticket and visit all attractions on site under their care as well as the free assets offered by the HQP.

3.2. PORTSMOUTH HISTORIC DOCKYARD ATTRACTIONS

PHD is the home to:

- **The Mary Rose Museum – operated by MRT**
The Mary Rose was the flagship of Henry VIII that served in his fleet for 34 years before sinking during the Battle of the Solent in 1545, with the king watching from nearby Southsea Castle. Her remains were raised in 1982 and are now on display along with thousands of the original objects recovered alongside the ship, giving a unique and moving insight into life in Tudor England. She is the only ship of her kind on display anywhere in the world.
- **The National Museum of the Royal Navy Galleries – operated by NMRN**
The National Museum of the Royal Navy Portsmouth showcases treasures from the past 350 years and examines the common threads which link the sailor of England's 'Wooden Walls' to the professional crews of today across a series of galleries.

- HMS Victory – operated by NMRN**
 One of the most celebrated warships in Britain’s naval history, visitors can see HMS Victory through Vice-Admiral Lord Nelson’s eyes as his flagship is presented as she was in her Georgian heyday. Soak up the atmosphere as the ship and her crew get ready for the Battle of Trafalgar, see where sailors and officers ate and slept, and feel the drama and impact of the day that changed history forever.
- HMS Victory: The Nation’s Flag Ship – operated by NMRN**
 Discover the extraordinary story of this National Treasure from acorn to Icon. The gallery details the extraordinary story of the oldest naval ship in the world still in commission and explores her lesser-known history from construction through her illustrious career and meet some of the people who have worked on her.
- Victory Live: The Big Repair – operated by NMRN**
 Get under the skin of HMS Victory and learn about the once-in-a-lifetime project to fight the impact of moisture, fungus and pests that threaten her; meet the incredible teams fighting to protect her and see her as never before by climbing aboard the scaffold that encases her in this unique and ground-breaking experience.
- HMS Warrior – operated by NMRN**
 Climb onboard the largest, fastest and most powerful warship of Queen Victoria’s fleet, HMS Warrior and experience life onboard to reflect the crews experience of a Victorian battleship in 1860.
- HMS M.33 – operated by NMRN**
 Descend into the bottom of the dock and step aboard HMS M.33, the only British warship from the First World War that is open to the public. Immerse yourself in the stunning battle experience, hear the stories of the men who served on board and the bloody history of the Gallipoli Campaign which brings HMS M.33’s remarkable history to life.
- Commando Experience at Action Stations – operated by NMRN**
 Puts visitors at the heart of the Royal Navy’s elite amphibious force, with a series of Royal Marines Commando-style physical challenges for visitors. Visitors can scramble up a climbing wall, have a go at the Ocean Warrior assault course or book a private party in the laser quest facility. This site is expected to become the permanent home of the Royal Marines Museum as part of NMRN’s capital development plans.
- Boathouse 4 – operated by Portsmouth Naval Base Property Trust**
 Boathouse 4 was built in 1939 in response to the need for a rapid rearmament programme prior to the start of World War II. This vast building, incorporating its own dock and locks, is typical of 1930s military industrial architecture and houses boat building courses and training centre.

In addition, there is a **Harbour Tours** and **Water Bus service** (operated by a third party on behalf of PHD Operations) which provides visitors with the opportunity to get on the water and also to reach Gosport where they can visit:

- The Royal Navy Submarine Museum and HMS Alliance - operated by NMRN**
 Discover HMS Alliance, the only remaining Second World War era submarine. Explore the decks and narrow corridors, look through the original periscope and hear the stories of those who served onboard.

- **Explosion Museum of Naval Firepower – operated by NMRN**
Uncover the incredible stories of designers, makers, and seaman who worked on armaments over the centuries and listen to first-hand accounts of the munition workers who dealt with dangerous materials. Also, home to new permanent gallery; **The Night Hunters: The Royal Navy's Coastal Forces at War**. Discover the high-risk, high-octane operations of the coastal forces in both world wars.
- **NEW for 2026 - Reinvigoration of Boathouse 6 and Royal Marines Experience Museum**
In November 2024 NMRN submitted a National Lottery Heritage Fund stage 2 bid for funding to support the redevelopment Boathouse 6 in Portsmouth Historic Dockyard. This would involve the creation of a new set of permanent galleries devoted to the story of the Royal Marines Corps both historically and today. It would also include the creation of a 400sq ft devoted special exhibition space, a Royal marines themed laser quest and new flexible conferencing and events spaces. Estimate of reopening date June 2026.

3.3. PORTSMOUTH HISTORIC DOCKYARD TICKETING

Visitors to the site are presented with three paid ticket options:

- **One Attraction Ticket**
Currently priced at £36 (adult) whether bought onsite or online this ticket provides single use access to one of the attractions on site. It is our second most popular ticket and is bought largely through walk up sales. Uptake for the ticket is largely for visits to HMS Victory (including Victory Live and Victory Gallery), Mary Rose and the Submarine Museum.
- **Three Attraction Ticket**
Our least popular ticket, this is priced at £46 walk up and online adult. It gives visitors access to three attractions and can be used as many times as they like over a 12-month period from the date of the first visit. It is mostly used on HMS Victory, Mary Rose, HMS Warrior and the Submarine Museum.
- **Ultimate Explorer**
Our best value and most popular ticket it is priced at £46 online and £51 for a walk up adult. It provides unlimited access to all attractions for a 12-month period and is the only ticket which provides access to the Harbour Tours offer.

3.4. FLEET AIR ARM MUSEUM OVERVIEW



ROYAL NAVY
FLEET AIR ARM
MUSEUM

The Fleet Air Arm Museum (FAAM) is based in Yeovilton, Somerset. Geographically, it is located adjacent to the Royal Naval Air Station Yeovilton one of two active Fleet Air Arm bases.

The Museum is made up of four exhibition halls and holds over ninety aircraft as well as more than 2 million records and 30 thousand artefacts. It is Europe's largest naval aviation Museum. It also has an airfield viewing area, offering visitors views of modern service personnel take-off and landing at the site and providing an important link to the modern service story.

Highlights from the site include:

- **Concorde 002**
Find out the fascinating story behind this prototype as it was tested and developed to shape the 16 Concorde that went into service for Air France and British Airways On board the world-famous Concorde 002 you can marvel at this amazing feat of modern technology, discover how it reached incredible speeds in excess of 1,300 mph and changed the world of commercial aviation forever.
- **Saved! 100 years of Search and Rescue**
You will uncover the astonishing 100-year history of this service from the people who shaped it to the actual aircraft they use and even get the chance to walk through a Search and Rescue Sea King helicopter!
- **Pioneers to Professionals: Women of the Royal Navy**
Discover the awe-inspiring story behind the pioneering women who laid the foundations for the Women's Royal Navy Service and shaped it into what it is today.
- **Aircraft Carrier Experience – Airfield at Sea**
Be transported onto the flight deck of a working Aircraft Carrier and see naval aircraft in their natural home, the aircraft carrier. Discover the evolution of Aircraft Carriers from the dawn of naval air warfare to the everchanging modern world and the hurdles needed to overcome. You will witness the dangers of aircraft taking off and landing on a moving runway at sea, how crews overcome these challenges and how the highly skilled men and women of an aircraft carrier operate a city at sea.
- **Barracuda Live: The Big Rebuild**
Not a single complete Barracuda aircraft exists in the world today. The legend will live on with Barracuda Live: The Big Rebuild as the Barracuda DP872 is reconstructed in our new Arthur Kimberley Viewing Gallery. Barracuda live tells the incredible story of the Barracuda and Fleet Air Arm Museum's 50-year journey to rebuild the aircraft. This remarkable project has been underway since the 1970s.
- **40th Anniversary Falklands Conflict exhibition**

See the Falklands war through the eyes of a Royal Navy Petty Officer who served during the war.

Visitors to the site are presented with one paid ticket option priced at a £18 online and £22 walk up on site (adult). This is a full year ticket and can be redeemed multiple times across 12 months

3.5 NATIONAL MUSEUM OF THE ROYAL NAVY HARTELPOL OVERVIEW



The National Museum of the Royal Navy Hartlepool (NMRNH) is based in Hartlepool in County Durham. A seaside and port town it has a long history of Royal Navy recruitment and ship building. The Museum is made up of a series of spaces around a recreated 18th century seaport with HMS Trincomalee a Royal Navy Frigate and Britain's oldest floating warship at the centre of the quay.

Highlights from the site include:

- **HMS Trincomalee**
Climb aboard the last remaining Royal Navy ship to be built in India, HMS Trincomalee. Docked in Hartlepool, you will discover the rich history of this extraordinary ship and experience the hierarchy of life at sea from the captain's cabin to the crew's mess deck.
- **HMS Trincomalee Exhibition**
Located on the historic quayside, the HMS Trincomalee Exhibition is home to the story of HMS Trincomalee, from her build in India to her restoration in Hartlepool, as well as the famous figurehead which was mounted on the ship for 150 years!
- **Fighting Ships**
See the secrets of war unfold before you in the moving and stirring story of HMS Prosperity. Move through the exhibition as each part of the ship is brought to life and the stories of those who served onboard are revealed. Narrated by a young member of the ship's crew, the dramatic reconstruction of what happened is unleashed for all to see, hear and feel.
- **Recreated Georgian Quayside**
Take in the historic quayside setting at the National Museum of the Royal Navy Hartlepool. Travel back in time to the recreated 18th century seaport and its beautiful waterside setting. See how tradesmen like tailors, printers and instrument makers earned a wage. You can also see how people spent their leisure time playing traditional games.
- **Horrible Histories Pirates: UK exclusive!**
The bestselling series, by Terry Deary and illustrator Martin Brown, takes buccaneers of all ages on an epic adventure across the seven seas with hands-on displays and interactive exhibits in this temporary display. Follow a bossy pirate parrot and his ratty shipmate on a hilarious journey as you discover wicked weapons, terrible tactics and prisoner punishment used by Blackbeard himself. Lively illustrations, foul facts and gruesome games bring the stories of putrid pirates to life.

- **Diving Deep**

Diving Deep: HMS Invincible 1744 explores the fascinating discovery and underwater excavation of HMS Invincible in an inactive exhibition. Telling the story of HMS Invincible and showcasing an incredible collection of original artefacts that have been retrieved from its resting place on the bed of The Solent. The exhibition celebrates one of the most important underwater archaeological excavations to have ever taken place in UK waters.

- **NMRNH Waterfront Project**

As detailed the NMRNH has purchased a large area adjacent to the existing site which it seeks to expand into. This expansion projects connects to a wider piece of regeneration work being led by Hartlepool Borough Council which seeks to redesign the waterfront location around the NMRNH site providing new leisure facilities and public spaces. NMRNH's expansion would be a combination of new galleries and commercial spaces that seek to expand on the contemporary story of the Royal Navy and to support a more sustainable operational model for the site.

Visitors to the site are presented with one paid ticket option priced at a £11 online and £12 walk up on site (adult). This is a full year ticket and can be redeemed multiple times across 12 months.

3.6. HMS CAROLINE OVERVIEW



HMS CAROLINE
BELFAST

HMS Caroline (HMSC) is located in the Titanic Quarter of Belfast, a 185-acre urban-waterfront regeneration project and the site where RMS Titanic was designed and built. The Titanic Quarter is based in central Belfast, and through its location is aligned to the wider tourism offer for Northern Ireland.

HMSC is a decommissioned C-class light cruiser of the Royal Navy that served in the First World War at the battle of Jutland and as an administrative centre in the Second World War.

The site centres around the ship but is complimented by the adjacent pumphouse site which housed an exhibition on the history of HMSC.

HMSC closed in March 2020 in response to the pandemic and reopened in March 2023. Despite an initially strong start HMSC has struggled to reach operating targets so a number of different models have been tested throughout 2023. A new operating model and business plan is now in place.

Highlights from the site include:

- **Captain's Quarters**

Walk into the authentic historical spaces on board HMS Caroline and it will feel like the crew never left. Could you have slept in a hammock like the marines or seamen? Or would only the Captain's Quarters have been good enough for you?

- **Engine Room**

Dive down below the waterline of HMS Caroline and see the incredible engine room, preserved just as it was when it was an active warship. Experience the sights, hear the rumble of the turbines, and maybe catch the faint whiff of oil as you explore the very heart of HMS Caroline.

- **Drill Hall**

The first stop onboard HMS Caroline is the Drill Hall, where you can see the Battle of Jutland brought to life. This impressive, cinema-style experience put you right in the middle of the action.

- **Pumphouse**

Alongside HMS Caroline is the historic Pumphouse that served the dock where Titanic was built. This is the visitor centre for HMS Caroline and features much of the original Edwardian-era machinery and associated technology. The space also contains interpretation of the story of HMS Caroline.

Visitors to the site are presented with one paid ticket option priced at a £11 (adult) which is only available during peak season. This is a full year ticket and can be redeemed multiple times across 12 months.

- **Reinvigoration of Boathouse 6 and Royal Marines Experience Museum**

In February 2024 NMRNH submitted a National Lottery Heritage Fund bid for development funding to support the progression of plans to redevelop Boathouse Six in Portsmouth Historic Dockyard. This would involve the creation of a new set of permanent galleries devoted to the story of the Royal Marines Corps both historically and today. It would also include the creation of a 400sq ft devoted special exhibition space, a Royal marines themed laser quest and new flexible conferencing and events spaces.

- **NMRNH Waterfront Project**

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5.OUR AUDIENCES

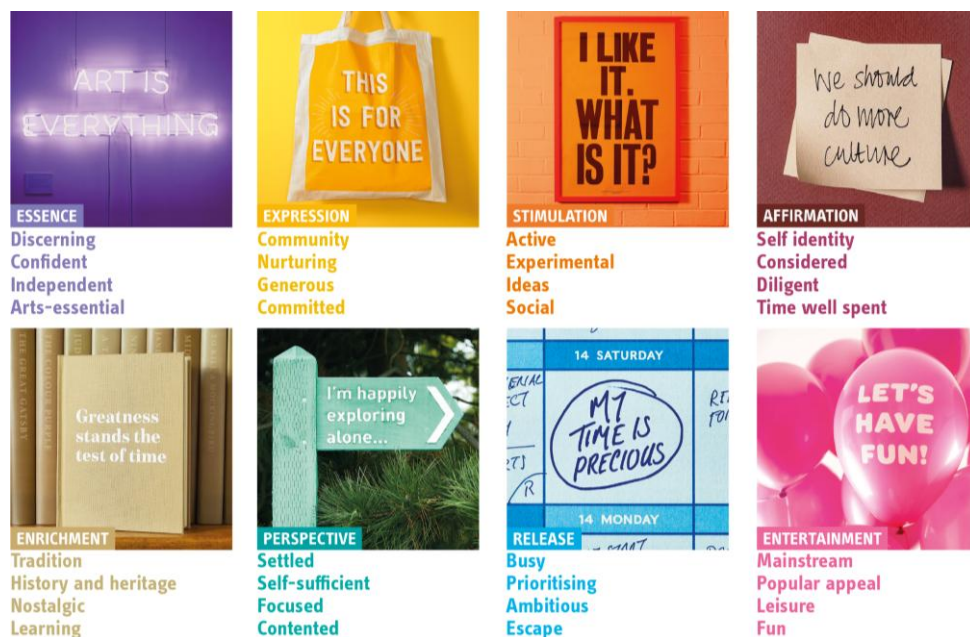
5.1 CULTURE SEGMENTS

In 2023 NMRN undertook a major piece of marketing analysis and audience research with Morris Hargreaves McIntyre (MHM). MHM researched each site to understand national and local markets and see where the opportunities for growth were. The survey was conducted with people that have an interest in days out and heritage using their segmentation system Culture Segments. A survey also went out to visitors that had booked in the last 12 months to understand more about them and which Culture Segments they are aligned to. Some detail of MHM's findings is shared below; a much fuller set of intelligence will be provided to the successful supplier.

The research focused on:



The Culture Segments:

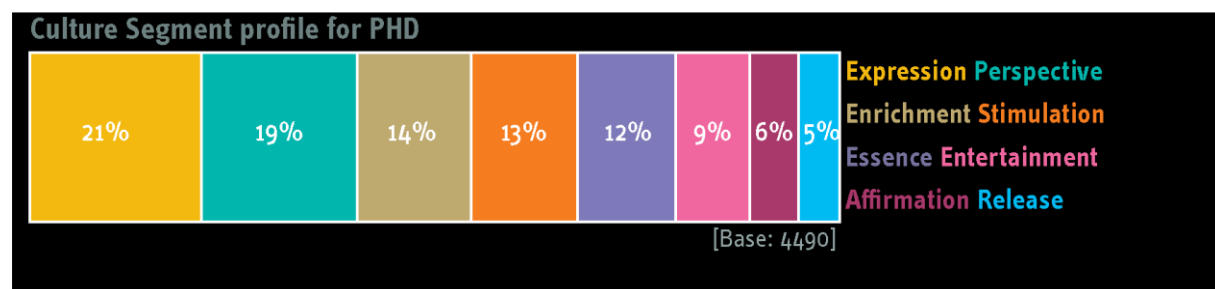


5.2 PHD

CURRENT AUDIENCES

From a survey of people that had booked in the past 12 months, PHD is perceived as an older, more specialist offer. This is reflected in the profile of current visitors, who are predominantly older individuals who are not attending with children. The results of the survey revealed 60% of our visitors are over 55, predominantly male and living up to 120 minutes drive time way but mainly coming from within a 60-minute drivetime.

Using the MHM segmentation system, [Culture Segments](#) we can see that our largest proportion of current audiences fall into Expression (21%) and Perspective (19%).

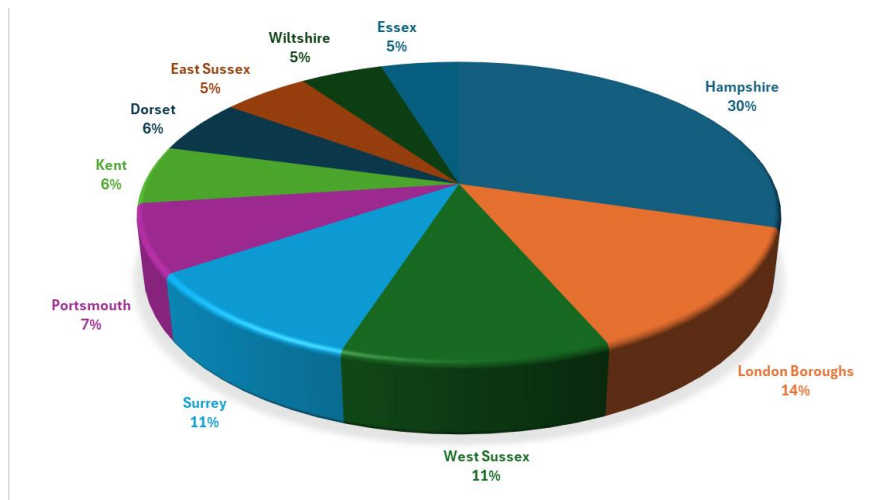


We also hold data on the number of visits we have:

Year	Total Visits (including returners and frees)	Paying Visits
August 2020 – March 2021 inc closure over November 2020 and Jan – March 2021	55,342	40,366
April 2021 – March 2022 inc closure April 2021 – May 2021	354,527	205,819
April 2022 to March 2023	718,990	508,872
April 2023 to March 2024	873,491	605,430

- Due to the nature of our ticket 37% of our visitors were returners in this period– they have bought their ticket and then returned multiple times.
- A majority of ticket purchases (April 23 – March 24) are adults not visiting with children at around 75% of all ticket purchases.

Visitor locations April 23 – March 24:



As the MHM research suggested - our postcode data tells us audiences are currently primarily coming from a 60 – 90 min drive time (40% coming from Hampshire, Surrey, East Sussex and West Sussex) and then up to 120 drivetime in a semi-circle around PHD and up through the A3 corridor to London. The second largest share of visitors come from London (14%) mainly from the outer boroughs primarily SE and SW postcodes. We also see some traction from the counties situated around the M25 i.e. Essex, Kent, Berkshire which are a 2.5 – 3.5 hours' drive away.

POTENTIAL AUDIENCES

From MHM research we undertook an exercise to develop an audience prioritisation matrix to help us to inform our marketing campaigns. The following segments were identified as the ones that had the largest market share and highest propensity to visit for PHD,

Expression	Affirmation	Stimulation	Perspective
Nurturing Committed Community Generous	Considered Self-identity Diligent Time well spent	Active Experimental Ideas Social	Fulfilled Self-sufficient Focused Reflective
People people	Nothing happens by accident	All about the big idea	Happy in their own bubble
'Celebrate' 'Dream' 'Get involved'	'Admired' 'Absorbing' 'Experiential'	'Edgy' 'Best kept secret' 'Adventure'	'Self-development' 'Learning' 'Meaningful'
Living life to the full: fun-loving, with a wide range of interests Community and family: enjoy inclusive activities and sharing experiences with others Civic responsibility: Support organisations who promote egalitarianism, access and democracy	Personal development: made a conscious decision to embrace more culture Quality experiences: looking for wholesome learning that helps them feel good Doing the right thing: careful researchers, want to be recognized as going to interesting places	Enjoying life: live in the moment, seek out the new and extraordinary Ahead of the curve: like to make discoveries first and see things before everyone else Spectacle: looking to be amazed, from risk-taking and rule breaking to the special and intimate	Fulfilled: happy doing their own thing, focused on a limited no. of interests Individuality: seek out private experiences, where stimulation is quite personal Thinkers: enthusiasm for their particular interests, motivated to focus their time in ways that relate

- Expression is our biggest audience share both in terms of current audiences and potential audiences.
- Affirmation is our second largest market opportunity audience. Currently only 6% of our audiences come from this segment.
- Stimulation is an important audience to us but attracting them is a medium to long term goal. This is a challenge audience.
- Perspective is currently our second biggest audience. This audience has a natural affinity to our offer. Whilst not the segment our marketing campaigns will be targeted at, they are an important consideration.

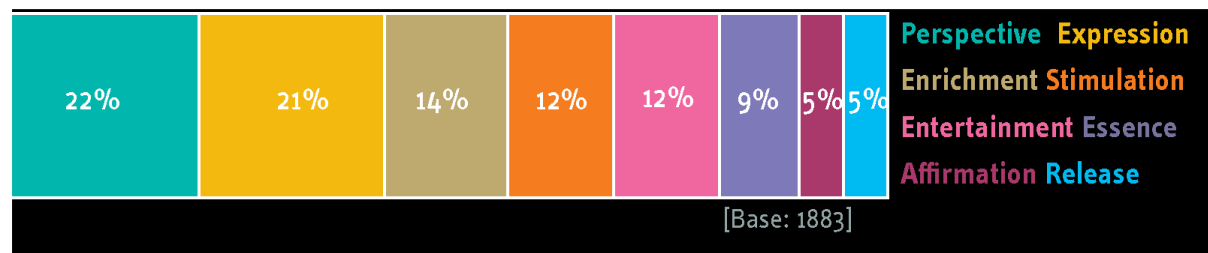
5.3 FAAM

CURRENT AUDIENCES

Visitors to Fleet Air Arm Museum are typically a more traditional audience of older, male individuals with a connection to the Royal Navy, or the wider armed forces. FAAM's visitors more likely to be adults visiting without children (59%) than families (24%).

FAAM's current visitors are mainly coming from within a <60-120 minute drive time of the museum (66%). With visitors coming from the main counties within that drivetime: Somerset, Devon, Dorset and Wiltshire. This is then Followed by Hampshire, Cornwall and Kent which sit slightly beyond a 90-minute drive time. There are no other significant patterns in the data to demonstrate clearly that visitors are coming to FAAM enroute to the most popular (see Visit Britain) tourist destinations in the South-West or that they are coming in numbers from further North.

From the research undertaken, FAAM current largest current audience segments are Perspective 22% followed by Expression 21%.



Visitor figures 23/24:

Year	Total Visits (including returners and frees)	Paying Visits
2019 – 2020 inc closure March 2020	83,132	71,799
August 2020 – March 2021 inc closure over November 2020 and Jan – March 2021	16,638	15,377
April 2021 – March 2022 (inc closure April 2021 – May 2021)	57,692	53,651
April 2022– March 2023	64,319	63,582
April 2023 - March 2024	87,626	85,900

POTENTIAL AUDIENCES

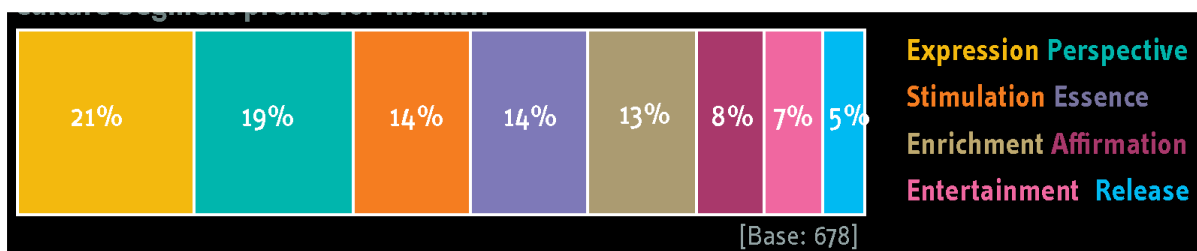
From the audience research work FAAM's priority audiences will be Expression followed by Affirmation and Stimulation.

			
Expression	Affirmation	Stimulation	Perspective
Nurturing Committed Community Generous	Considered Self-identity Diligent Time well spent	Active Experimental Ideas Social	Fulfilled Self-sufficient Focused Reflective
People people	Nothing happens by accident	All about the big idea	Happy in their own bubble
'Celebrate' 'Dream' 'Get involved'	'Admired' 'Absorbing' 'Experiential'	'Edgy' 'Best kept secret' 'Adventure'	'Self-development' 'Learning' 'Meaningful'
Living life to the full: fun-loving, with a wide range of interests Community and family: enjoy inclusive activities and sharing experiences with others Civic responsibility: Support organisations who promote egalitarianism, access and democracy	Personal development: made a conscious decision to embrace more culture Quality experiences: looking for wholesome learning that helps them feel good Doing the right thing: careful researchers, want to be recognized as going to interesting places	Enjoying life: live in the moment, seek out the new and extraordinary Ahead of the curve: like to make discoveries first and see things before everyone else Spectacle: looking to be amazed, from risk-taking and rule breaking to the special and intimate	Fulfilled: happy doing their own thing, focused on a limited no. of interests Individuality: seek out private experiences, where stimulation is quite personal Thinkers: enthusiasm for their particular interests, motivated to focus their time in ways that relate

CURRENT AUDIENCES

National Museum of the Royal Navy, Hartlepool visitors are predominantly locals (68% of people coming from under a 60 minute drivetime) from Hartlepool, County Durham, Stockton on Tees, Sunderland, North Yorkshire, Redcar and Cleveland. Visitors are attending with family (68%) with a strong returner rate. The appeal to families is in part due to the ticket price being viewed as excellent value for money, and partly the relationship with Horrible Histories. The biggest barriers to visitation outside of the 60 minute drivetime is awareness and location.

From the research undertaken, NMRNH current largest audience segments are Expression 21% followed by Perspective 19%.



Visitor Figures 23/24:

Year	Total Visits (including returners and frees)	Paying Visits
2019 – 2020 inc closure March 2020	48,801	37,030
August 2020 – March 2021 inc closure over November 2020 and Jan – March 2021	2,749	2,462
April 2021 – March 2022 (inc closure April 2021 – May 2021)	34,042	29,981
April – March 2022	46179	46920
April 23 – March 2024	52915	52650

POTENTIAL AUDIENCES

From the audience research work NMRNH priority audiences will be Expression followed by Affirmation and Entertainment.

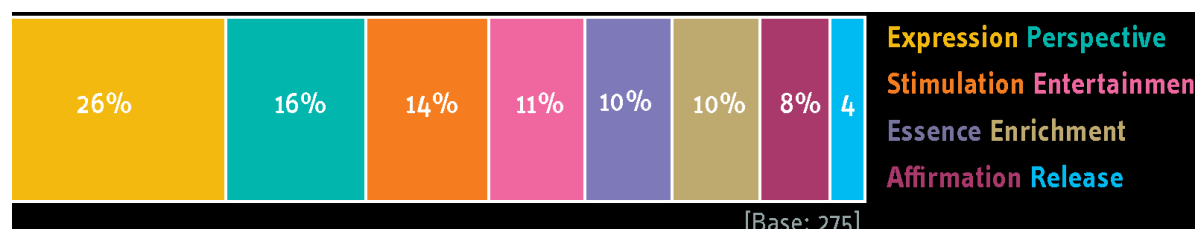
			
Expression	Affirmation	Entertainment	Perspective
Nurturing Committed Community Generous	Considered Self-identity Diligent Time well spent	Mainstream Popular appeal Leisure Fun	Fulfilled Self-sufficient Focused Reflective
People people	Nothing happens by accident	Looking for good fun	Happy in their own bubble
'Celebrate' 'Dream' 'Get involved'	'Admired' 'Absorbing' 'Experiential'	'World-class' 'Feel good' The best'	'Self-development' 'Learning' 'Meaningful'
Living life to the full: fun-loving, with a wide range of interests Community and family: enjoy inclusive activities and sharing experiences with others Civic responsibility: Support organisations who promote egalitarianism, access and democracy	Personal development: made a conscious decision to embrace more culture Quality experiences: looking for wholesome learning that helps them feel good Doing the right thing: careful researchers, want to be recognized as going to interesting places	Socially motivated: use leisure time for fun and escapism Popular appeal: view quality in terms of popularity and celebrity factor Spectacle: seek out the most shiny, special experience on the market	Fulfilled: happy doing their own thing, focused on a limited no. of interests Individuality: seek out private experiences, where stimulation is quite personal Thinkers: enthusiasm for their particular interests, motivated to focus their time in ways that relate

5.4 HMSC

CURRENT AUDIENCES

HMS Caroline holds a broad appeal across ages, particularly for those 35 and over (people with families 60%). While the main audience are locals (64%), we also see a number of visitors who have travelled over 2 hours, who are likely tourists visiting Belfast for multiple days. The greatest barrier HMS Caroline faces is awareness, particularly outside of Northern Ireland and compared to other tourist attractions in Belfast.

From the research undertaken, Caroline's current largest current audience segments are Expression 26% followed by Perspective 16%.




Visitor Figures 23/24

Year	Total Visits (including returners and frees)	Paying Visits
2019 – 2020 Closed	N/A	N/A
August 2020 – March 2021 Closed	N/A	N/A
April 2021 – March 2022 Closed	N/A	N/A
April – March 2022 Closed	N/A	N/A
April 23 – Feb 2024	22,174	20,481

POTENTIAL AUDIENCES

From the audience research work HMS Caroline's priority audiences will be Expression followed by Stimulation and Essence.

			
Expression	Essence	Stimulation	Perspective
Nurturing Committed Community Generous	Discerning Arts - essential Independent Confident	Active Experimental Ideas Social	Fulfilled Self-sufficient Focused Reflective
People people	Core cultural attenders	All about the big idea	Happy in their own bubble
'Celebrate' 'Dream' 'Get involved'	'Excellence' 'Depth' 'Visceral'	'Edgy' 'Best kept secret' 'Adventure'	'Self-development' 'Learning' 'Meaningful'
Living life to the full: fun-loving, with a wide range of interests Community and family: enjoy inclusive activities and sharing experiences with others Civic responsibility: Support organisations who promote egalitarianism, access and democracy	Arts and Culture: Considered essential to their very being Explore: culture as a way of deeply reflecting on the world, intellectually and emotionally Confident and knowledgeable: Seek high quality and sophistication	Enjoying life: live in the moment, seek out the new and extraordinary Ahead of the curve: like to make discoveries first and see things before everyone else Spectacle: looking to be amazed, from risk-taking and rule breaking to the special and intimate	Fulfilled: happy doing their own thing, focused on a limited no. of interests Individuality: seek out private experiences, where stimulation is quite personal Thinkers: enthusiasm for their particular interests, motivated to focus their time in ways that relate

6. THE BRIEF

Lot 1: Media Buying and Planning (all sites)

We are seeking a dynamic media planning and buying agency to help us maximise the visibility of our campaigns in a competitive landscape. We want to get people talking about our brand in a way that they haven't before.

The strategy needs to be rooted in our research by MHM and aligned to our priority audiences. We utilise a marketing funnel as a framework for connecting and engaging visitors from brand awareness to conversion. Campaigns run continuously throughout the year with an 'always on' approach. As with any visitor attraction the make-up of our audiences changes seasonally i.e. more families in the holidays and mainly adult visitors in the shoulder seasons, which needs to be considered carefully in terms of types of media and spend.

Our sites are all ticketed and the objective of our campaigns is to drive awareness and ultimately ticket sales. Our campaigns need to be data driven and robust on proving ROI.

Media buying channels (not restricted to these channels):

- OOH (billboards, posters, bus sides etc.)
- Programmatic
- CTV
- Radio
- Podcast
- Publishing
- Distribution
- Guerilla advertising
- We have a digital agency that supports digital media buying PPC, display and social

The scope:

- Provide a data driven media buying strategy aligning to our priority audiences and marketing funnel to maximise brand awareness and conversions
- Conduct research to ascertain the most impactful media and platforms to reach target audiences ensuring maximum reach, frequency and impact
- Purchase advertising space across different channels and platforms in a holistic way building an omnichannel approach
- Negotiate with media outlets for the best placements and price in geographical areas outlined by the marketing team
- Work with our advertising agencies, digital agency and internal teams to develop creative approaches to media buying that connects to the campaign. Using formats for content imaginatively to elevate the campaigns messages.
- Ensure continuous monitoring and optimisation of campaigns making adjustments where necessary
- Provide quarterly reporting on placements, ROAS and spend
- Feed into internal teams content planning
- Provide expert insights and information and keep team abreast of any new approaches and innovations
- Work collaboratively with our advertising/design, digital and PR agencies alongside our in house team to plan and evaluate yearly campaigns

Lot 2: Affiliate Marketing (all sites)

We are looking for a bespoke affiliate strategy that complements our media buying and digital media buying strategies. A solution that targets audiences that cannot be reached through other marketing tactics and requires specialised knowledge and specific partnerships. The main objective is to create brand awareness and conversions that can be tracked and prove ROI.

Our web sales are made up from the following channels direct, organic, paid, cross media platforms, referrals and email. We are looking for an affiliate programme to drive 9% of our total web sales.

Channels (open to more suggestions):

- Online publications
- Closed user groups
- Incentive sites
- Influencer marketing

The Scope:

- Develop a bespoke affiliate strategy that aligns to our priority audiences and marketing funnel with the objective of driving conversions
- Conduct research and competitor analysis
- Source, manage and onboard all affiliate partners
- Liaise with our digital agency and in house team to ensure affiliates are viable, trackable and sit within our current discounting playground (where discounts are offered as an incentive)
- Work with the inhouse team to ensure affiliates are receiving pertinent information and content
- Measure, track and report on leads generated and conversions. Report on cost per sale against ROAS
- Evaluate and optimise affiliates performance
- Responsible for compliance and anti-fraud on affiliate channels
- Work collaboratively with our advertising/design, digital and PR agencies alongside our in house team to develop marketing plans and campaigns

Lot 3: Brand Partnership Services (PHD and FAAM only)

We are seeking support to introduce brand partnerships into our marketing strategy for PHD. We would like to collaborate with other brands that share our values, have relevant audiences, offer something new to our visitors and enhance the perception and reputation of PHD.

The Scope:

- Conduct research into the viability of brand partnerships for PHD, including analysis of market reputation, visitor reviews, social media and past interactions with other brands
- Create a brand partnership criteria
- Develop a list of brands that are potential matches for PHD
- Approach and pitch to agreed brand partners
- Negotiate clear objectives and any contracts required
- Develop ideas for the joint campaign
- Deliver campaign with support from in house marketing team
- Report on ongoing campaign – tracking reach, conversion and ROI

TENDER AND CONTRACT DETAILS

7. TIMELINE

No	Event	Date
1	Issue of ITT	Friday 10 th January 2025
2	Market Engagement Day <i>Hosted online only</i>	Monday 27 th January 2025 1000-1200
3	Final date for Clarification Questions/Requests for additional information	Midday (1200) Monday 3 rd February 2025
4	<u>Deadline for return of tenders</u>	Midday (1200) Monday 10th February 2025
Post Submission		
5	Desktop Evaluation of tenders	Week Commencing 10 th February 2025
6	Post Submission Interviews	Week Commencing 17 th February 2025
7	Award Notices Issues	Week Commencing 24 th February 2025
8	Commencement of Contract and Kick Off Meeting	Earliest Commencement 6 th March
9	Winning Bidder(s) Present Proposed Strategy	Mid-March 2025

7.2. TENDER

The Lots can be bid on individually or in any combination i.e. Media planning and buying and Affiliate marketing. Services will be required for PHD and all entities of NMRN apart from Lot 3 which will only be required by PHD and FAAM.

Partners may feel able to support all lots themselves or may wish to collaborate with another supplier to provide the full range of services and make a joint bid.

The core pricing is for Lot 1 with options on Lot 2 and Lot 3.

This process is being procured as part of an open tender process. Responders should note that the timeline above is fixed.

Any prices submitted as part of the tender process should clearly indicate the costs associated for delivery of each lot separately.