

QUANTITATIVE AND QUALITATIVE AUDIENCE RESEARCH FOR ROYAL ARMOURIES

1. Introduction

The Royal Armouries (RA) is running a tender to develop and deliver audience research and analysis across its three sites in Leeds, London and Portsmouth. This research is the follow-on from a baseline audience research project carried out in 2015. The tender detail will be divided into two main work packages covering quantitative market research and qualitative market research. The contract will be awarded during the week beginning 20 March 2017. Prospective tenderers should note that the first phase of quantitative research and fieldwork is required from mid April to ensure coverage of the school Easter holidays and the associated events programme and is expected to run intermittently until the end of October half term.

2. Background

Royal Armouries is a national museum which receives annual grant-in-aid core funding from the Department of Culture, Media and Sport and raises additional financial support for educational and community outreach projects through commercial activities, sponsorship and fundraising. It operates on three UK sites: at the Royal Armouries Museum in Leeds, Fort Nelson near Portsmouth and at the White Tower within the Tower of London. (The White Tower's content is the responsibility of the Royal Armouries whilst the building itself is under the management of Historic Royal Palaces and this may impact on how research is carried out at this venue).

Acknowledged as one of the world's finest museums of arms and armour, Royal Armouries holds in trust for the nation one of the greatest and most comprehensive collections ever assembled – a treasure of international importance. With over 70,000 objects ranging from the royal armours of the Kings of England to armour of the first Shogun of Japan, the collection spans not only the history of arms and armour in Britain but also its development across the globe.

A corporate plan for the Royal Armouries has been in place since 2014 and will run until 2019. A new public engagement strategy was finalised during October 2016 which will run until 2021. To inform the development of the public engagement strategy an extensive programme of market research was carried out in 2015 and a new audience segmentation model based on motivations and needs now informs a range of RA's planning and activities. Priority segments have been identified and have started to be used within market research but to date not as part of a comprehensive suite of audience research across all three sites. Research findings by divided by segment a key requirement for this piece of audience research. Within a separate piece of project work Royal Armouries will be undertaking a review of its brand positioning during 2017. Findings will not be available in time for the development of the audience research survey. However, it would be useful for the branding consultancy to meet with the appointed agency carrying out the audience research to help inform the branding work.

A commercial strategy is also in place which covers 2014 – 2018 which will be updated and extended to cover the period up to 2021 to reflect the new public engagement strategy. A 3-5 year organisational fundraising strategy and associated plans on each of the funding sectors are also nearing completion. RA will want to ensure that the research also tests some of the ideas within these plans.

3. Requirements

3.1. Marketing Objectives

The main marketing objectives are to drive audience diversification and growth across related activities and events, to increase visitor engagement and satisfaction with the content and services offered by the RA and to drive growth in commercial spend and individual giving. To respond to these objectives the audience analysis is required to produce within the timescales an audience analysis report that identifies through research:

- a profile of audiences using RA's bespoke segmentation model across both users and non-users for all three sites and the RA website allowing RA to gain a picture of the museum's activity as a whole
- motivations for engagement amongst users – reasons for visit and visit drivers both to our sites and online - and inhibitors amongst non-users
- the needs and wants of different audience groups, to better meet their needs through content, programming, visitor services, opportunities for engagement (membership, volunteering etc.) opportunities for commercial activities, facilities, information, interpretation and communications
- visitor experience, journey, routes and content response to the three sites and online
- audience interests and potential interests which may help to inform much longer term development of the museums

The research will need to engage robust methodologies and use quantitative and qualitative fieldwork, desk research, profiling information, and provide a context of local, regional and national trends.

RA has conducted research with existing visitors in the past and these studies are available to the winning tenderer, along with a set of questions to identify segments within the research

3.2. Detailed requirements

3.2.1. Phase one: Quantitative research and data collection

To provide:

- Recommendations on appropriate approach to quantitative research to meet audience development objectives

- Desk research to cover contextual information on cultural/visitor market profile and trends at a local, regional and national level
- Fieldwork with visitors and non-visitors to cover key holiday periods, commemorative anniversaries (associated events and exhibitions), weekdays and weekends during the period Easter 2017 to end of half term October 2017. To investigate awareness levels, perceptions, motivations, interests, nature of visits, frequency, likelihood to return, visit planning and inhibitors at different times of year and in response to different activity levels as a whole and split down by segment. We would also like to explore on-site behaviour for areas visited, visitor flow around each venue, activities undertaken, facilities used, money spent, unplanned behaviour, length of time of visit, and ratings for their visit. We are also keen to establish demographic information including age group; gender; ethnicity; NS-SEC; disability; area of residence; working status; profession; media consumption; tracking against previous survey in 2015
- Research to help identify where additional revenues in the visitor journey can be made
- The testing within research of key developmental ideas for each site
- Recommendations on approach and targeting of qualitative research arising from the first phase of research. Early indicative quantitative survey results will be required to enable some qualitative research to run alongside quantitative activity.

We can provide information on visitor numbers, marketing collateral and data from online activities.

3.2.2. Phase two: Qualitative research

Drawing on evidence gathered within the quantitative research to explore through depth methodologies, for example, semi-structured interviews, users and non-users awareness levels, motivations and inhibitors for engagement and response to the content (both existing and potential) drawing on individuals' values, attitudes, perceptions, satisfactions, interests/potential interests, expectations and views about RA. The qualitative research will also need to include further exploration of the key developmental ideas for each site within the Public Engagement and Commercial Strategy as well as the potential for longer term development.

4. Reporting

We would like to receive:

- An interim summary of findings from quantitative research to inform qualitative phase
- A summary and full written report of findings with supporting data to mark the completion of each phase
- Face-to-face presentation of the findings to the Executive Board, followed by one embedding workshop across departmental teams.
- Recommendations for future focus in research

5. Responsibilities

The appointed Contractor will at all times:

- Ensure compliance with Health & Safety at Work Act (including risk assessments, method statements and relevant certification) and be able to show proof if required;
- Provide all suitably qualified personnel and equipment necessary to carry out the agreed contract;
- Liaise with RA partners as required;
- Show a willingness to reduce impact on the environment;
- Where there is no specified standard or measurement in place (or to the extent that any standard of measurement is in any way incomplete), the required standard of delivery of the Contractor's obligations shall be that such delivery is to the Client's reasonable satisfaction.

6. Deliverables

The tender submission should consist of:

- A proposal for the delivery of each phase of work listed above.
- Recommended timings for development and delivery of each phase with conclusion of all research activity by end of October and reporting by end of December.
- Evidence of similar projects, including experience of working in the museums and wider cultural sector
- Recommended sample sizes to ensure robust results
- A pricing schedule to include a breakdown of costs by:
 - Phase One: Quantitative research and a breakdown of its component parts
 - Phase Two: Qualitative research
- An electronic copy of your submission (CD or USB Flash Drive **not** by email)

Please note any expenses **MUST** be included as applicable in the quoted costs. Royal Armouries reserves the right to award all or specific lots of the tender.

7. Location

Fieldwork will be largely undertaken on the contractor's premises with the exception of non-visitor research. Meetings may take place at any Royal Armouries site as required.

8. Contract Period

The contract will commence during April with completion by the end of December. This deadline includes delivery of results, findings and recommendations and the embedding workshop.

8.1. Sub-contracting

The successful contractor may choose to sub-contract elements of this contract to other suppliers. Your response should include details of any such situations.

The Royal Armouries requires advance notice of any intention to sub-contract and reserves the right to approve all sub-contractors in advance. No sub-contractor may attend site without the prior approval of the Royal Armouries.

8.2. Price Variations

All prices must be fixed for the duration of the contract term.

9. Tender period timetable

The dates below are only for guidance purposes. Royal Armouries reserves the right to change these accordingly.

Expressions of interest	By 10 February 2017
Tender Invitation	14 February 2017
Last date for tender queries	21 February 2017
Responses to queries raised	24 February 2017
Tender return	13 March 2017 hrs 13:00
Tender assessment	w/c 13 March 2017
Tender award	w/c 20 March 2017

10. Evaluation Weighting

Each of the requirements below will be considered fundamental in the selection of a supplier. In scoring your response the Royal Armouries will use the following weightings:

- Cost 30% weighting
- Understanding of the aims of the project 20%
- Suitability of proposed methodology 20%
- Quality and feasibility of work plan 15%
- Relevance of the previous experience in relation to this task 15%