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|  | Email: [Steve.Douch@os.uk](mailto:Steve.Douch@os.uk)  Ref: BS0705.2018  Date: 9th May 2018 |

Dear Sir/Madam

**REQUEST FOR QUOTATION (RFQ) – Content Marketing Campaign**

Ordnance Survey Ltd is a company registered in England and Wales (company registration number 09121572) whose registered address is at Explorer House, Adanac Drive, SOUTHAMPTON, SO16 0AS, UK (**OS**). OS is a limited company in which the entire share capital is owned by the Department for Business, Energy & Industrial Strategy (**BEIS**).

OS is the national mapping agency of Britain and is responsible for the surveying, production, maintenance, and marketing of a wide range of geographic information, relied on by government, business, and individuals. Further information can be found on our website: <http://www.os.uk>

This RFQ sets out OS’s requirements for the provision of a content marketing campaign to include production and management of high-level content to re-position Ordnance Survey. It also provides participants with specific instructions which must be followed, when responding to this RFQ.

OS has undertaken a major strategic review, and the Board of OS has agreed a strategy to take the organisation in a new direction. The OS Strategy represents an ambitious choice for growth and as such needs thought leadership content to position Ordnance Survey at the centre of geospatial in GB. The campaign will align to OS goals and brand marketing strategy to move the dial on perception of the OS brand with content that informs, educates and excites. With articles, video, white-papers, interviews and infographics - audiences will see the future - where Ordnance Survey is going and understand the relevance of geospatial data in supporting government and business through the fourth industrial revolution.

To support this, OS are requesting services, as specified in Appendix A (Statement of Requirements). If you require any additional information in order to provide the required submission, please submit any questions to the procurement contact above, via the following email address: [Steve.Douch@os.uk](mailto:Steve.Douch@os.uk) (marked for the attention of the procurement contact), no later than **12noon on Monday 21sr May 2018**. OS reserves the right to issue the response to any clarification request made by you to all participants.

All submissions must be returned no later than **12 noon on Tuesday 29th May 2018** via the following email address: [Steve.Douch@os.uk](mailto:Steve.Douch@os.uk). Please note that OS may reject any submission not received by this date.

OS reserves the right to cease this procurement process at any time without any liability (whether in contract, tort or negligence) to the participant. All OS’s technical and commercial information contained within this RFQ must be considered confidential and must not be disclosed to a third party.

All documents and information contained in this RFQ shall remain the property of OS. Participants shall not disclose either: a) the fact that they have been invited to participate in this RFQ or release details of the proposed contract; or b) details of their quotation in whole or in part, other than on an ‘in confidence’ basis to those who have a legitimate need to know or with whom they need to consult for the purposes of preparing the quotation.

**Amendments to RFQ**

At any time prior to the date for submission of RFQ responses, OS may amend the procurement process or the RFQ. Any such amendment shall be issued to all participants at the same time, and if appropriate to ensure participants have reasonable time in which to take such amendment into account, the date for submission of RFQ’s shall, at the discretion of OS, be extended

Please do not hesitate to contact me if you have any questions concerning this project; thank you in advance for your support with this project.

Yours faithfully,

Steve Douch, Category Manager

For and on behalf of **Ordnance Survey Limited**

1. Communications and timetable
   1. **General**
      1. English is to be the language for all communications between OS and Participants on all matters relating to this tender.
      2. Participants must each appoint 1 individual who will continue to be responsible for all communications with OS and to whom OS should address any enquiries during the tender process. The name, address, telephone and fax numbers and e-mail address of the Participant’s contact must be notified (or confirmed if unchanged from that previously provided) to OS’s main contact at the address given below within 5 working days of the date of issue of this ITT. Any subsequent changes to the Participant’s contact details are to be notified to OS as soon as reasonably practicable.
      3. All formal communications (including, but not limited to, the submission of responses) to OS are to be made in writing to **OS's Main Contact** as follows:

Steve Douch, Category Manager

Email: Steve.Douch@os.uk

* + 1. OS will notify Participants of any changes to the contact details listed above.
  1. **Outline Timetable** 
     1. The timetable for each stage of the remainder of the procurement process from issue of this ITT to contract award is estimated to be as follows:

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| **Event** | **Target date** |
| Contracts Finder Contract Notice, Issue ITT | 9th May 2018 |
| Deadline for receipt of clarification questions | 12 noon on 21st May 2018 |
| Date of submission of Tenders | 12 noon on 29th May 2018 |
| Tender evaluation | June 2018 |
| Contract Award Decision Letter and Unsuccessful ITT Letters issued | By end of June 2018 |
| Implementation begins | July 2018 |
| Commencement Date of Contract | July 2018 |

OS may change this timetable at any time at its sole discretion.

* 1. **Participant Requests for Clarification** 
     1. OS recognises that clarification may be needed prior to submission of Tenders.

Participants should submit their questions, queries or clarification responses to OS’s Main Contact, as detailed in Section 1.1.3 above.

* + 1. All clarifications and responses will be logged and recorded by OS. OS will endeavour to respond to all clarifications within 5 working days of receipt. If the response is not going to be available within 5 working days then the originator of the clarification will be advised of when a response will be given.
    2. Participants should clearly identify any clarifications or parts of clarifications which they consider to be confidential or specific to its proposed solution, stating the reasons why it considers the clarification to be so. OS will decide at its sole discretion whether or not to accept the Participant's request. If OS does not accept the request for confidentiality or does not accept that it is specific to its proposed solution, the Participant will be informed and OS will specify a period within which the Participant may choose to withdraw its clarification. If the Participant does not withdraw its clarification in such circumstances, OS will proceed to respond on a non-confidential basis.
    3. The cut off for receipt of clarification questions is **12noon on 21st May 2018.**
  1. **OS Requests for Clarification**

5.5.1 Any requests from OS to a Participant to clarify, specify or fine-tune a tender following receipt of Tenders will be submitted via email to the Participant's nominated point of contact in the completed Response Document. Participants shall endeavour to respond to all such requests within 5 working days of. If the response is not going to be available within 5 working days then OS should be advised of when the response will be given as soon as is reasonably practicable but in any event no later than the initial 5 working day period.

* + 1. OS may, in its evaluation of Participant’s proposals, request demonstrations and/or site visits. Participants must accept responsibility for organising and providing any required demonstrations and/or visits. Participants must bear their own costs for such demonstrations and/or visits.

1. General Notices
   1. **Exclusion Of Liability**

OS reserves the right to cease this procurement process at any time without any liability (whether in contract, tort or negligence) to Participants.

Each Participant considering entering into contractual relationships with OS on the basis of the information provided in this ITT should make their own evaluation of the information provided pursuant to the ITT and make their own investigations and form their own opinion on OS and the project. Participants are recommended to seek their own financial and legal advice.

OS reserves the right not to enter into a contract with any Participant without any liability (whether in contract, tort or negligence) for any loss, cost or expense (including legal expenses) incurred by Participants in preparing for or participating in this procurement process, howsoever arising (whether under contract, tort or under any statutory provision or otherwise). OS is not liable for any costs Participants may incur in contemplation of a contractual relationship being entered into.

* 1. **Contractual Relationship**

Nothing in this ITT or any other pre-contractual documentation shall constitute the basis of a contract that may be concluded in relation to this procurement exercise, nor shall such documentation be used in construing any such contract.

Each Participant must rely on the terms and conditions contained in any contract when, and if, a written contract has been signed and countersigned by both parties and dated, subject to such limitations and restrictions that may be specified in such contract. It is envisaged that the successful Participant’s responses to the requirements set out in this ITT will be included in any contract.

* 1. **Accuracy of information**

This ITT has been compiled in good faith. It is intended to provide sufficient information for Participants to provide a full and firm proposal. OS considers that all information (including numbers and other figures) given in this ITT and any information provided pursuant to this ITT is accurate at the time of preparation, but may change in the future. However, neither OS nor its financial or legal representatives, officers, agents or employees make any representation or warranty, or accept any responsibility for the information contained in this ITT (or any other information provided pursuant to this ITT) or for its fairness, accuracy or completeness, nor shall such persons be liable for any loss or damage arising as a result of reliance on such information or any subsequent communication. There is an absolute obligation on each Participant to query any perceived ambiguity in this ITT (or any of its associated documents) whether actual or potential, in the use of technical, functional or other terms. It is the participant’s sole responsibility to undertake whatever investigation and due diligence it considers to be appropriate in order to verify the accuracy of any information provided to it by OS through the ITT process.

* 1. ***Freedom of Information Act 2000* (FOIA) and *Environmental Information Regulations 2004* (EIR)**

OS is committed to open government and meeting its legal responsibilities under FOIA and EIR. Accordingly, any information submitted to OS (including, without limitation, the information contained in this ITT and the Tender submissions received from Participants in response) may need to be disclosed by OS in response to a request for information.

OS may also decide to include certain information in the relevant publication scheme maintained under the FOIA or EIR. In making a submission, each Participant therefore acknowledges and accepts that the information contained therein may be disclosed under the FOIA or EIR.

In respect of any information submitted by a Participant that it considers being commercially sensitive the Participant should:

* Clearly identify such information as commercially sensitive;
* Explain the potential implications of disclosure of such information; and
* Provide an estimate of the period of time during which the Participant believes that such information will remain commercially sensitive.

Please submit responses to each of the above in the RFQ response document.

However, Participants should be aware that even where a Participant has indicated that information is confidential or commercially sensitive, OS is responsible for determining, at its absolute discretion, whether such information is exempt from disclosure under the FOIA or EIR, or must be disclosed in response to a request for information.

Participants should also note that the receipt by OS of any information marked ‘confidential’ or equivalent does not mean that OS accepts any duty of confidence by virtue of that marking, and OS has the final decision regarding the disclosure of any such information in response to a request for information under the FOIA or EIR.

In making a submission in response to this ITT, each Participant acknowledges that OS may be obliged under the FOIA or EIR to disclose any information provided to it.

* 1. **Government Transparency Agenda**

Government has set out the need for greater transparency across its operations to enable the public to hold public bodies and politicians to account. This includes commitments relating to public expenditure, intended to help achieve better value for money.

As part of this agenda, Government has made the following commitments with regard to procurement:

* Publication of all new tender documents over £25,000 and their respective timetables; and
* Publication of all new contracts over £25,000.

Participants should therefore note that this ITT and resulting contract awarded will be published on the following websites:

* OS: <http://www.os.uk>; and
* Contracts Finder: <https://www.contractsfinder.service.gov.uk>.

OS may, at its sole discretion, make limited redactions to the information it publishes.

* 1. **Confidentiality**

All documents and information contained in this ITT or provided during the tender process are, and shall remain, OS’s property. Participants shall not disclose either:

* the fact that they have been invited to tender or release details of the proposed contract; or
* details of their Tender in whole or in part,

other than on an ‘in confidence’ basis to those who have a legitimate need to know or WITH whom they need to consult for the purpose of preparing the Tender.

Participants may only use information provided by OS to respond to the requirements set out in this ITT.

OS reserves the right to copy and electronically distribute all or any part of any Participant’s Tender exclusively for the purposes of analysis and assessment. Submission of a Tender shall be deemed as confirmation of OS’s right to do such acts.

* 1. **Cost of preparing response**

Each Participant will be responsible for all costs and expenses it incurs:

* in providing responses to this ITT and any other communications, including, without limitation, responses to any invitation to participate in meetings, technical demonstrations and workshops held at OS’s offices; and/or
* in any further stages of this procurement; and/or
* in obtaining any additional software and/or hardware and relevant licenses required in order to provide a full response to this ITT; and/or
* in obtaining or providing any additional information required in order to facilitate the evaluation process.

OS accepts no liability for any loss, liability, cost or expense (including legal expenses) incurred by any Participant in preparing for or participating in this tender process, howsoever arising (whether under contract, tort or under any statutory provision or otherwise).

* 1. **Publicity**

Participants may not make any public statements or undertake any promotional activity relating to this procurement without OS’s express prior written consent.

* 1. **Conflict of interest**

Participants are responsible for ensuring that there are no conflicts of interest either between their own advisers and those of OS, or between the members of its consortium and their sub-contractors. Participant must notify OS of any actual or potential conflict of interest as soon as reasonably practicable as soon as it becomes aware of such a conflict and the measures it has taken and/or proposes to take to deal with such a conflict.

* 1. **Non-canvassing, non-collusion, compliance with *Bribery Act 2010* and The *Modern Slavery Act 2015***

OS takes a zero-tolerance approach to bribery. Participants must have demonstrated that they take a robust approach to bribery prevention through either written policies or oral communication and training of its staff and agents.

OS also takes a zero-tolerance approach to slavery and is committed to preventing acts of slavery and human trafficking (as set out in the *Modern Slavery Act 2015* (**MSAct**)) from occurring within both its business and supply chain. Ordnance Survey will expect any successful Contractor to be able to ensure it, and its supply chains, are compliant with the MSAct.

Participants must not canvass or solicit or offer any gift or consideration whatsoever as an inducement or reward to any officer or employee of, or person acting as an adviser to, OS in connection with the submission of a Tender, evaluation of responses, short-listing of Participants and in connection with the overall procurement exercise.

Participants must submit a bona fide response and confirm, by a signed return of the certificate contained in Appendix B, that it has not prepared its response in collusion with any third party and will not engage in collusive behaviour during the tender process.

1. Tender Submission Instructions

Refer to requirements sections before completing Appendix B.

* 1. Participants are invited to submit Tenders in accordance with the required responses set out in Appendix A (inclusive) of this ITT.
  2. Tenders must be returned by **12noon on 29th May 2018**. Late Tender submissions may at OS's sole discretion be rejected. It is the Participant's responsibility to ensure that the Tender submission is received on time.
  3. All documents to be completed in text point size not below 10 in the English (UK) language.
  4. Participants should ensure that their Tender contains all information required for evaluation. In particular, Participants should ensure that an adequately detailed response is given to each item in the ‘response required from Participant’ section of the Statement of Requirements. Web-links or other external references will not be taken into consideration.
  5. All prices in the Tender must be fully priced in Sterling (£) exclusive of VAT and totalled in clear terms. Tender must remain open for acceptance or non-acceptance for not less than 90 days from the tender closing date.
  6. Tenders should contain all of the information as required in this ITT.
  7. Subject to paragraph 7.14, the name of the Participant must be clearly indicated at the top of each Tender. The Tender and all supporting documentation should be page numbered and cross-referenced to this ITT where appropriate and should be fully indexed.
  8. Tenders must be valid for a period of 6 months from the date of submission.
  9. OS reserves the right to carry out reference checks and/or financial checks prior to the award of contract(s). By submitting Tenders the Participant will be deemed to have given such consent.
  10. Do not include publicity material of any kind, for example brochures and web references, unless specifically requested, as it will not be evaluated.
  11. Do not reference your answers from 1 requirement, or question, to another, even where there is commonality.

**Electronic Tender Submissions using Vault**

* 1. The information and documents relating to this procurement will be accessible via Contracts Finder (<https://www.contractsfinder.service.gov.uk>).
  2. Tender submissions should be submitted via email by no later than **12noon on 29th May 2018** as a single WinZip® file (identified with the Participant’s company/organisation name). Participants are reminded to allow sufficient time in submitting their Tenders prior to the closing date and time.
  3. Submissions will not be permitted after the stated deadline has passed.
  4. Participants must ensure that each document is clearly labelled with the name of their organisation and a title, identifying the content (i.e. Smith PLC - Tender.doc, Smith PLC – appendix1.pdf). Please allow sufficient time for all documents to be uploaded before the closing time of the tender.
  5. Where signatures are requested, typed entries are acceptable. Electronic signatures are not required on electronic tenders.

1. Requirements, Evaluation and Award criteria
   1. The criteria are as follows:
2. the Participant's response to the commercial requirements;

the Participant’s response to the technical requirements; and

the Participant’s response to the pricing requirements.

* 1. OS’s requirements are set out in Appendix A and it has allocated each of the criteria an overall weighting (within Appendix B) reflecting its relative importance to OS:

1. response to the commercial requirements – Pass / Fail

response to the technical requirements – 475 points

response to the pricing requirements – 25 points

* 1. Further detail concerning the requirements, sub-criteria, sub-weightings and marking schemes are contained in Appendix B. The technical requirements will be evaluated using the following scoring methodology:

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| **Score** | The Participant’s response: |
| **0 (Inadequate)** | a) does not provide a response to the requirement/s; or  b) responds to the requirement/s, however fails to address the specific issues (if any) identified by OS; or  c) fails to provide any evidence (where applicable) to support its response. |
| **1  (Concerns)** | a) responds to the requirement/s, however, has only partially addressed the specific issues (if any) identified by OS; and/or  b) provides insufficient evidence (where applicable) to support its response; and/or  c) responds to all the requirement/s with insufficient detail raising significant concerns about the Participants ability to meet all the requirement/s; and/or  d) provides a response which raises significant concerns about the Participants ability to meet the requirement/s. |
| **3  (Potential)** | a) provides a full response to the requirement/s, however the supporting evidence only partially   addresses the requirement; and/or  b) provides a response to the requirement/s, which raises concerns about the Participant’s ability  to meet the requirement/s. |
| **5  (Capable)** | provides a full and comprehensive response to the requirement/s, supported by evidence (where applicable), to indicate the Participant can fully meet the requirement/s and does not raise any concerns about the Participants ability to meet all of the relevant requirement/s and/or to deliver the services to the required standard. |

**Note that**:

If a score of **0** is applied, the Participant may be **eliminated.**

If a score of **1** is applied, **1/5 available marks** for that question will be awarded (rounded up to the nearest whole number).

If a score of **3** is applied, **3/5 available marks** for that question will be awarded (rounded up to the nearest whole number).

If a score of **5** is applied, **all available marks** for that question will be awarded.

**Example:**

If there are **10** **marks** available for a question and a score of **3** is applied to a Participant’s response, the Participant will be awarded **6 marks** for that response.

If there are **5** **marks** available for a question and a score of **3** is applied to the Participant’s response, the Participant will be awarded **3 marks** for that response.

**APPENDIX A – STATEMENT OF REQUIREMENTS**

**Ordnance Survey - Content Marketing Campaign Brief**

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| **Project name:** Everything happens somewhere  **Region:** UK  **Phase**: 2018 launch over three years | **Key client approvals:**  Rebecca Paterson Claire Savage  Nic Hamilton (key client contact) |
| Contents  [What is required from this brief? 2](#_Toc507766926)  [Campaign description 2](#_Toc507766927)  [Primary outputs 2](#_Toc507766928)  [Marketing Objectives 2](#_Toc507766929)  [Communications Objectives 3](#_Toc507766930)  [WHAT: 3](#_Toc507766931)  [Measuring performance 4](#_Toc507766932)  [GET: 5](#_Toc507766933)  [TO: 8](#_Toc507766934)  [BY: 8](#_Toc507766935)  [WHY: 8](#_Toc507766936)  [HOW: 9](#_Toc507766937)  [How does this support our vision ‘To be the world’s most inspiring and trusted geospatial partner’? 10](#_Toc507766938)  [Content requirements 10](#_Toc507766939)  [Supporting components in the response 11](#_Toc507766940)  [Timings 11](#_Toc507766941)  [Budget 11](#_Toc507766942)  [Additional supporting information 11](#_Toc507766943) | |
| What is required from this brief? What we expect from the response in a single sentence. | |
| An agency response outlining a content marketing campaign including production and management of high-level content to re-position Ordnance Survey from just a map producer to a world-leading geospatial organisation in GB. | |
| Campaign description Describing the campaign in a simple paragraph | |
| A content initiative to position Ordnance Survey as a geospatial thought leader. The campaign will align to OS goals and brand marketing strategy to move the dial on perception of the OS brand with content that informs, educates and excites. With articles, video, white-papers, interviews and infographics - audiences will see the future - where Ordnance Survey is going and understand the relevance of geospatial data in supporting government and business through the fourth industrial revolution. | |
| Primary outputs The key campaign outputs to be brought to life in the response | |
| The response should demonstrate how we achieve two core outputs:   1. **Content production -** we need to know the agency can produce compelling high-level content to achieve the brand and marketing objectives. This is content marketing at thought leadership level - what will the content look like, how will it be produced, how is it made relevant for our audience, why will they engage? 2. **Content management –** we require a strategy outlining how we should manage content. How do we organise the content, so it is published at the right time to the right target audiences? How will we maximise distribution via our channels? How is the content managed, edited, tagged and served up? How do our brand and marketing teams engage with the content? | |
| Marketing Objectives What are the relevant business targets Ordnance Survey needs to achieve? | |
| The campaign should deliver a demonstrable and maintained uplift in brand metrics (see separate measuring performance section).  Specifically;   * **Reposition perception** of the OS brand from a map business to a world-leading geospatial organisation * **Increase brand strength and awareness** of OS as the heart of geo in government, geospatial community, industry and SME audiences. And we can provide leadership in meeting the future needs of GB. * **Educates the audience** about the importance of geospatial in delivering the digital economy * **Positions OS as a thought leader and the expert organisation**for geospatial knowledge and advice | |
| Communications Objectives What do we need to focus on in our communications in order to help drive the above behaviour? | |
| The campaign will be executed via *Everything Happens Somewhere* - every interaction requires precise geography. The content should be forward looking and enhance understanding that geospatial data is essential to the future of GB.  We want our target audiences to know Ordnance Survey is the expert for government and business in Britain for location-based data and services.    We will do this through the following communication objectives:   * Promote of business goals and strategy * Demonstrate our value to GB * Align communication activity to MFU marketing strategy * Business growth – OS revenue and wider geospatial community * Develop international brand – exemplar to springboard | |
| WHAT: **(What will the campaign deliver?)**  As a result of the campaign, what will happen? | |
| The campaign will deliver:  **1. Awareness** *that:*  Ordnance Survey is a world-leading geospatial organisation  Geospatial data is important because it enables new technologies e.g. IoT, 5G, CAV  Geospatial information enables informed decision making and is a key part of the Industrial Strategy  Geospatial data can unlock efficiencies in a wide range of sectors e.g. infrastructure (NIC), energy, utilities, finance, transport  **2. Need recognition** *of:*  Our value to GB and the work we’re doing internationally  Our involvement in key projects, research and development (E-CAVE), data standards (OGI)  **3. Establish relationships**  By positioning Ordnance Survey as a thought leader in the geospatial sector, we want to be the go to expert for government and business in Britain for location-based solutions.  **4. Education/information**  Geospatial data is becoming more relevant and is increasingly informing decisions in forward-thinking organisations worldwide.  **5. Perception change**  Shift perception of OS from just a paper map business, to a forward-looking geospatial organisation which will help enable the fourth industrial revolution.  We want to be perceived to have deep expertise and rich data, which is enabling new technologies. That we are developing new ways to capture and manage data which can be used across a range of sectors and play a role in unlocking efficiency and economic potential.  And we want to increase the perception in government that Ordnance Survey is relevant to the future success of Britain. That our data and expertise can support the government’s Industrial and Digital strategies.  That we are an innovation organisation because we are researching, testing and developing new technologies. | |
| Measuring performance What metrics should this campaign shift? | |
| **Brand benchmarking research** will be carried out to enable OS to continually monitor the progress of the brand towards meeting the campaign objectives.  **Please note** measuring performance is not required in the response, it will be done separately. We outline here so expectations on success are understood by the agency.  **Research objectives**  Ordnance Survey will carry out research to:  ***Primary objectives:***   * Determine current perceptions and awareness of the Ordnance Survey brand, to provide a benchmark that can be used to measure the success of future brand initiatives and campaigns; * Understand sentiment and consideration, exploring how positive, neutral or negative key audiences are to the brand; * Establish whether OS is associated with new technologies and innovations, such as: 4IR, 5G, CAV, AR, and IOT; * Track changes in awareness and perceptions of the brand over time; * Identify the drivers of perception on the brand, understanding what people have seen or heard about the brand, where, and what the key message and take out was; * Determine differences in brand perceptions by audience type, user personas (available from March) and OS segments (available on commissioning).   ***Secondary objectives:***   * Track knowledge and awareness of Geospatial data/analysis and the capabilities it can provide to their organisation, amongst the key target audiences for OS * Understand what a ‘world-leading geospatial provider’ would need to provide to earn the title * Establish the success of OS at portraying the corporate vision, values and strategy through communications; * Identify the impact of specific campaigns, PR or other changes made by Ordnance Survey over the year;   Explore the barriers or challenges to meeting brand campaign objectives. | |
| GET: **(Who are we speaking to?)**  The target groups we are aiming at, and what they currently feel about Ordnance Survey | |
| We want to target influencers and decision-makers in four target audiences, and prioritised as follows:   1. **Government**   Government is our shareholder, and as our owner we are scrutinised for value for money, relevance and effectiveness to the nation. The current perception of Ordnance Survey broadly speaking is positive – we are trusted, seen as relevant and as geospatial experts. However, with government customers particularly day-to-day users of our data, we are seen to be complex, hard to understand and expensive.   1. **Policymakers** - people who use OS data as evidence to influence the policy making process.   Job titles include: Policy Lead, Data Officers, Government Science & Engineering professions - Chief Geographer, Chief Scientist, Chief Economist  Location: Whitehall and devolved administrations  Media consumed: The Economist, FT, Civil Service World, BBC Today Programme, The Guardian, The Times   1. **Delivery bodies** - people who use OS services and data to deliver government policy.   Job titles include: Leads on delivery, Heads of delivery,  Location: Whitehall and nationwide at local government level  Media consumed: BBC, local and national mainstream media   1. **Capability –** technical GI and data experts providing the tools and geospatial information to people making or doing policy.   Job titles include: Data specialists, GI experts, economists, analysts and researchers across government particularly Government Digital Service (GDS), The Treasury (HMT), Dept for Culture, Media and Science (DCMS).  Location: Whitehall and nationwide at local government level  Media consumed: as above   1. **Geospatial and data community**   The geospatial community are our peers. It is where we are judged for being at the leading edge of technology and capability. Our reputation in government and business is shaped by geospatial experts working with our data and services. Many of these people love the volume and detail of our data, however it can also be seen to be inflexible and hard to work with.   1. **Data and GI experts in government**   Geospatial Commission will look at how government uses geospatial information. The Commission will include British Geological Survey, UK Hydrographic Office, Land Registry, Valuation Office Agency and Coal Authority.  The National Infrastructure Commission (NIC) is an important target because they use geospatial data to inform major government decisions on large infrastructure projects e.g. Crossrail, HS2.  We want to reach other government agencies with data wells e.g. The Met Office and The Environment Agency.   1. **UK geospatial community**   Examples include; AGI, Royal Geographic Society, TSA,  Location: nationwide  Media: tbc, Geospatial World, GIS News, GeoConnection, Directions Magazine   1. **International geospatial community**   Examples include ESRI, OGC, UN-GGIM  Location: worldwide – EMEA and APAC. Further detail can be provided on countries we are targeting and currently operating in.  Media: tbc, e.g. Geospatial World and British media consumed overseas     1. **Business**   Much of our future revenue growth will come from our commercial operations in the business sector. This is an important area of growth for Ordnance Survey and includes our partner channel.  We know the business sector would like to see OS improve agility, commercial sense, international focus, innovation and technology. The current perception of OS in this market is trustworthy, collaborative, accurate and reliable. However, we’re also seen as complex, bureaucratic, uncommercial and set-in-our ways. How do we shake off our public-sector legacy?   1. **Corporates**   Existing corporate customers include;  BT, Virgin, Vodafone, Amazon, Royal Mail  For the campaign we also want to target companies delivering smart city projects using geospatial data and technology  e.g. Siemens, ARUP, Cisco  And consultancies e.g. EY, PWC  (consultancies are a campaign target only, not a revenue target for OS)  Are there bodies like the CBI or data groups which marshal business interests we should be targeting?   1. **Partners**   We have 400 partners who are licensed to use, enhance and distribute our data, enabling millions of customers to access and gain greater value from it. They range from large corporates to small SMEs across sectors including land & property, finance & insurance, energy & infrastructure, government, retail, transport & logistics, computer gaming, advertising and analytics.  Examples of partners include;  Emapsite, Esri, Experian, LexisNexis   1. **Infrastructure and Utilities**   Existing customers include; National Grid, Wales & West Utilities, SSE, Welsh Water, Northumbrian Water   1. **Land & property management** 2. **Finance and insurance** 3. **SMEs**   The government’s Industrial Strategy has a focus on ensuring growth with SMEs. Ordnance Survey will play a part, and already we are supporting new ideas at our start-up accelerator Geovation. Geovation is a successful start-up hub in London supporting fresh thinking and has a track record for ideas becoming successful businesses. We are looking at how our data can be useful to all SMEs across Britain. | |
| TO: **(What do we want them to do?)**  What do we want them to think or do? This will drive the communications objectives and targets we have set. | |
| We want our audience groups to:  **a) Think** about the future and how geospatial data is becoming more relevant, can unlock efficiencies and economic potential, and Ordnance Survey has world-leading geospatial data and expertise to make it happen.  **b) Feel** differently about the importance of location data, and be excited Britain has world-leading geospatial capability and it can remain competitive as a leader in innovation.  **c) Know**, the fourth industrial revolution is upon us, and location data is key to ensuring it is a success by keeping Britain as a world-leader in innovation. Every interaction requires precise geography, and so there are innovations taking place to capture and serve up location data faster than ever.  **d) Do,** take action as a response to the campaign, by planning to include a geospatial approach in their organisation. Sign-up and follow for updates and news on developments from the campaign. Visit os.uk and contact Ordnance Survey to discuss how to use our data and services. | |
| BY: **(Key message to effect this change)**  The single most important thing we want them to know. | |
| Ordnance Survey’s location data and expertise is supporting organisations world-wide to make informed decisions. By connecting and enabling new technologies we are helping Britain be world-leaders in the fourth industrial revolution through IOT projects (e.g. E-CAVE, CityVerve, 5G). | |
| WHY: **(Why should they believe us)**  What will convince the audience? | |
| 1. The fourth industrial revolution is upon us. New technologies like M2M learning, IoT, automation, robotics and AI are being rolled out. Geospatial data has a big part to play underpinning these technologies, and right now we’re leading a driverless car test-bed, working with M2M learning, developing automatic change detection algorithms, testing out point cloud data capture, and gearing up for the explosion in data volumes. 2. Britain is ranked 2nd most geospatially ready country in the world according to the Geospatial Readiness Index. OS has played a large role in keeping Britain’s geospatial capability at a highly developed level. 3. The value of geospatial technology is hard to quantify. By one measure, documented by consultants in Australia, the value may be between .5% and 1% of a country’s gross domestic product. 4. Evidence that the wider market is becoming more aware of the value of geospatial can be seen in ‘Location of Things’ forecasts from business intelligence company Research and Markets. The market will be worth $71.6 billion by 2025, they say, and is growing at a CAGR of over 34%. 5. The UK government has an Industrial and Digital strategy that highlights the importance of geospatial data in underpinning future economic activity. 6. A new Geospatial Commission is being created which will bring together government agencies to create a better understanding on how geospatial information can contribute to government strategy and the nation’s economic wellbeing. 7. The geospatial market is becoming more competitive with new and emerging technologies for location data capture and services. Mapping and data services are being provided by large players like Google, to start-ups and new entrants. 8. Our data is provided to a partner network who are licensed to use and distribute our data for a range of products and services. This partner network can sometimes lead to competition. 9. Crowd-sourcing and 3rd party data integration requires geography for context. | |
| HOW: **(What content will help us achieve our objectives)**  What themes are relevant to the audience? | |
| We will achieve the campaign objectives by producing content relevant to our target audiences around three themes:   1. **Innovation**   What new technologies require a location data approach? (Driverless cars, IoT, 5G).  What innovations are we seeing in big data and connectivity – how is OS playing in this arena and not just geospatial?  What innovations are being developed around data capture, data application and management? (e.g. high-altitude image capture, automatic change detection, managed services).  What research is taking place to work out how we make a success of the 4IR?  What opportunities exist for new players? We look at entrepreneurs using location data for developing new products and services.  What are the challenges to innovation? How can geospatial information help overcome those challenges?  Which countries are world-leaders in geospatial capability? What makes them so?  How does geospatial information provide better decision making in managing natural resources, population growth and rapid urbanisation?   1. **Efficiency**   Who is benefiting from using location data. Which sectors and businesses are taking a geospatial approach to their products and services. How are their customers benefiting? What type of financial payback are these businesses getting and how are they measuring that? How is the public sector finding efficiencies to provide better services? Is the public sector measuring these efficiencies and savings?   1. **The future**   What does the future look like? How will location data enable the fourth industrial revolution?  How will we build smart communities with better housing, transport, healthcare and infrastructure?  What role will geospatial information play in meeting the big challenges of the future – population growth, climate change, natural resource management, rapid urbanisation? | |
| How does this support our vision ‘To be the world’s most inspiring and trusted geospatial partner’? How does the content support our brand promise? | |
| The campaign should support our reputation for precision and detail and build on the perception we are trusted geospatial experts. | |
| Bid Response requirements What we expect to see in the agency response | |
| Please provide a fully completed version of the RFQ Response Document (Annex B) which will contain your bid. | |
| Budget | |
| Total budget for the first year is £75,000. No bids that exceed this price will be considered. | |
| Additional supporting information | |
| |  |  | | --- | --- | | Vision: | To be the world’s most inspiring and trusted geospatial partner. | | Strategic ambitions: | **Best for Britain:** Ensure Britain is at the forefront of the global economy, through world leading geospatial understanding. Making the outdoors enjoyable, accessible and safe for big and small adventures.  **Global Growth:** Be the preferred geospatial partner to address geospatial land and infrastructure needs in Great Britain and Internationally.  **Fit for the future:** Have the reputation, capabilities and partnerships to enable OS to meet the needs of stakeholders in a changing, challenging world. | | Values: | **Restless** (questioning, not accepting the status quo, active, constantly in motion)  **True** (accurate, genuine, honest, upright)  **Adventurous** (willing to try something new, exciting)  **Incisive** (sharp, clear and effective) | | Goals: | Maximise our value to GB  Be a global geospatial advisory partner  Grow and diversify our revenues  Make OS an efficient digital business  Ensure OS is resilient and relevant | | |

**APPENDIX B - RFQ RESPONSE DOCUMENT**

Please complete and submit Appendix B as your RFQ response.



**APPENDIX C - AWARD & SCORING CRITERIA**

This shows the evaluation criteria weightings that will be applied to evaluate bids.



**APPENDIX D – TERMS & CONDITIONS**

Please note that any order placed, will be under OS’s terms and conditions. Although the exact form of the Contract, and minor terms in it, may vary depending on post bid clarification. It must be noted that this contract will not be substantially altered.

