



## **INVITATION TO TENDER**

### **Customer and Stakeholder Relationship Management: Developing our approach and processes**

#### **1. INTRODUCTION**

- 1.1 The National Archives is a non-ministerial government department and an executive agency of the Ministry of Justice.
- 1.2 This invitation to tender specifies the requirements for the provision of expert consultancy to review the whole picture of our customer and stakeholder data management and make recommendations for transition to a consistent, robust data management model that will support our audience engagement and commercial activity.

The following further details are outlined in this document:

- The service to be provided
  - The information to be provided by tenders
  - Our evaluation criteria
  - ITT timetable
  - Detailed scope of work
- 1.3 The National Archives is holding a competitive tender to appoint a single Supplier of Customer and Stakeholder Relationship Management: Developing our approach and processes.

#### **2. BACKGROUND INFORMATION ON THE NATIONAL ARCHIVES**

- 2.1 The National Archives is well known for its high profile public role as the official archive and publisher for the UK government, and for England and Wales. It is guardian of some of the most iconic national documents, dating back over 1,000 years. Its 21<sup>st</sup> century role is to collect and secure the future of the government record, both digital and physical, to preserve it for generations to come, and to make it as accessible and available as possible.
- 2.2 A copy of The National Archives' last published report and accounts can be found here: <http://www.nationalarchives.gov.uk/about/our-performance.htm>

##### **Aims and Objectives of the Organisation**

- 2.3 The National Archives is the national archive for England, Wales and the United Kingdom. It administers the public record system of the United Kingdom under the Public Records Acts of 1958 and 1967. It is also government's information manager, developing and leading best practice in government information management and providing leadership to the wider UK archive sector.
- 2.4 From 2015/16 onwards we are adopting an audience-focused approach to our organisation-wide business plan and have identified the following audience segments: public, government,

academic/research, and the wider archives sector. To deliver the business plan in terms of communication and engagement with these groups we wish to upgrade and extend our acquisition, management and use of data relating to these audiences.

- 2.5 Further information about The National Archives' role, its plans, policies, performance and projects can be found on its website here: <http://www.nationalarchives.gov.uk/about/plans-policies-performance-projects.htm>

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- 2.6 At a corporate level, we hold basic information about the majority of our audiences. We have strong relationship management processes in place with our contacts in government and with the wider archives sector, not least through our face to face dealings with individuals and teams. We have less detailed data about our customers. For example, we have email addresses for 240,000+ customers who subscribe to our email newsletter, but do not know their interests, location, or how else they interact with us, and with whom.
- 2.7 We have used a customer relationship management (CRM) system (Microsoft Dynamics) for five years and have proved the value of this – largely through recording the detailed engagement with our 3,500 contacts in government. However, other audience contact lists tend to be held locally which reduces our ability to provide a joined up service or to assure ourselves that data management is compliant with the law and with The National Archives' policy.
- 2.8 The existing CRM system is only a tool to support effective data management. Our approach needs to start with our needs and the ways we intend to use the data in the future rather than software functionality.

**3. STATEMENT OF REQUIREMENTS**

- 3.1 We are seeking expert input extending to our strategic use of contact and relationship data, what the ideal model would be to support our audience, compliance, and commercial activity goals, and how we should prioritise and phase implementation.
- 3.2 The scope of work to be met is detailed in Annex A.
- 3.3 The National Archives will select the successful Supplier by following the procurement process specified in **Section 4** of this document and by applying the evaluation criteria specified in **Section 5** of this document.
- 3.4 Please respond to this Invitation to Tender by supplying your proposal, which should contain the following information:
- Your understanding of the project and how you would deliver the work
  - Experience and knowledge suited to the project subject
  - Names and experience of individual(s) who would be assigned to the project
  - Costs and number of days work including breakdown of costs and timeframe for each phase or unit of work, day rate of individual(s) including travel and expenses.
- 3.5 Requests for clarification should be submitted to [procurement@nationalarchives.gsi.gov.uk](mailto:procurement@nationalarchives.gsi.gov.uk) by **12 noon, Monday 13th July 2015**. Please ensure that you include '**Customer and Stakeholder Relationship Management: Developing our approach and processes**' in the subject line of your email. The National Archives will provide responses to all requests for clarification by **12 noon, Tuesday 14th July 2015**.

3.6 Tender responses should be submitted to [procurement@nationalarchives.gsi.gov.uk](mailto:procurement@nationalarchives.gsi.gov.uk) by **12 noon, Monday 20<sup>th</sup> July 2015**. Please ensure that you include '**Customer and Stakeholder Relationship Management: Developing our approach and systems**' in the subject line of your email.

3.7 The maximum budget available for this piece of work is £20,000 including VAT and travel and expenses.

#### 4 PROCUREMENT PROCESS

##### Indicative timetable:

Date(s)	Description
Weds 8 <sup>th</sup> July 2015	Invitation to Tender submitted to Suppliers
Mon 13 <sup>th</sup> July 2015, 12noon	Deadline for receipt of clarification questions from Suppliers
Tues 14 <sup>th</sup> July 2015, 12noon	Deadline for The National Archives to provide responses to all clarification questions
Mon 20 <sup>th</sup> July 2015, 12noon	Deadline for submission of tenders by Suppliers
By Mon 27 <sup>th</sup> July 2015	The National Archives evaluation panel reviews tender responses and shortlists Suppliers
Tues 28 <sup>th</sup> July 2015 <b>OR</b> Weds 29 <sup>th</sup> July 2015	Shortlisted Supplier presentations
Fri 31 <sup>st</sup> July 2015	The National Archives selects preferred Supplier
By Weds 12 <sup>th</sup> August 2015	Contract is signed by both The National Archives and successful Supplier
By Weds 12 <sup>th</sup> August 2015	The National Archives provides feedback to unsuccessful Suppliers

The successful supplier will be required to sign a contract agreeing to The National Archives' standard [terms and conditions of contract for services](#).

The National Archives reserves the right not to appoint and to achieve its objectives through other methods.

## 5 EVALUATION CRITERIA

We will evaluate proposals using the following criteria:

Evaluation Criteria	Category Weighting
Extent to which proposal demonstrates an understanding of the brief	30 %
Knowledge and experience relevant to the project, including expertise in analysing audience data, defining data management strategy and implementation plan, and knowledge and expertise of data management tools and systems, including Microsoft Dynamics	30 %
Quality of proposal in terms of how the work will be delivered	30%
Cost	10%

Quality Evaluation Criteria (Response to Section 3)
<b>10 Points – Outstanding</b>
<ul style="list-style-type: none"> <li>• Supplier has provided a response that addresses all parts of the requirement</li> <li>• Supplier has provided evidence to support all elements of their response. The evidence supplied is convincing and highly relevant to The National Archives' requirement</li> <li>• Supplier's response is clear and easy to understand</li> </ul>
<b>7 Points – Very Good</b>
<ul style="list-style-type: none"> <li>• Supplier has provided a response that addresses all parts of the requirement</li> <li>• Supplier has provided evidence to support most parts of their response. The evidence that is supplied is good and relevant to The National Archives' requirement</li> <li>• Supplier's response is clear and easy to understand</li> </ul>
<b>5 Points – Average</b>
<ul style="list-style-type: none"> <li>• Supplier has provided a response that addresses most parts of the requirement</li> <li>• Supplier has evidence to support most parts of their response. The evidence that is supplied has some relevance to The National Archives' requirement</li> <li>• Supplier's response is clear and easy to understand</li> </ul>
<b>3 Points – Below Average</b>
<ul style="list-style-type: none"> <li>• Supplier has provided a response that addresses some parts of the requirement</li> <li>• Supplier has evidence to support some parts of their response but not all. The evidence that is supplied is weak or not always relevant to The National Archives' requirement</li> <li>• Supplier's response is not always clear and easy to understand</li> </ul>
<b>1 Point – Poor</b>
<ul style="list-style-type: none"> <li>• Supplier has provided a response that fails to address most parts of the requirement</li> <li>• Supplier has little or no evidence to support most of their response. The evidence that is supplied is very weak or has little, or no, relevance to The National Archives' requirement</li> <li>• Supplier's response is not always clear and easy to understand</li> </ul>

## **ANNEX A – Detailed Scope of Work**

### **Overall goal**

We would like guidance and recommendations for the smartest use of The National Archives' existing customer data systems - what our short term (next 12 months) and long term (next 4 years) priorities ought to be for improving our use of customer data and what resources will be required for this.

Our key objectives for getting the most from our customer data systems are as follows:

- Improved knowledge and insight of our customers - their make-up, behaviour, levels of engagement and/or influence and their needs and preferences.
- Effective management of communications and marketing (including customer research) across our audiences to enhance relationship management.
- Effective management of events, public programming and income generating activity (including fundraising).
- Providing an interface with payment/subscription systems, to understand customer history.
- Aiding expansion of our reach into new and existing audiences and identification of new commercial opportunities within these audiences.
- Staff to see the value of engaging with customer data, whether updating or using insights.
- Ensuring Information Rights and security of the data.

### **Scope**

As mentioned at 2.7, we have a customer relationship management system (Microsoft Dynamics), but this doesn't contain all customer data sources (see list below, which in itself may not be comprehensive). We do not envisage that all data would necessarily be stored in the same place, however we do require advice on how to get the most from the existing set up, whilst maintaining compliance:

- Corporate contacts (c.10,000)
  - Current and former Non Executive Directors (spreadsheet)
  - Partner bodies, e.g. Archives and Records Association (Microsoft Dynamics)
  - Key government connections, e.g. Ministry of Justice (Microsoft Dynamics)
  - Stakeholder organisations (Microsoft Dynamics)
  - VIPs, e.g. influential and well known individuals associated or with potential to support TNA (Microsoft Dynamics)
  - Volunteers - onsite, remote and crowd sourced (spreadsheet)
- B2B/commercial contacts (c.1,000)
  - Current, former and potential clients e.g. Find My Past - for licensing, digitisation and e-commerce (mix of Microsoft Dynamics and spreadsheet)
- B2C contacts (c.250,000)
  - e-Newsletter subscribers (dotmailer)
  - Paying customers e.g. downloads, remote document copying service (databases)
  - Reader registrations and subsequent onsite document ordering history (DORIS, our bespoke online application)
  - Customer feedback, including complaints (Microsoft Dynamics)
  - Website user registrations (database)
  - Website community registrations (database)
  - Book purchasers (database)
  - Public event attendees (Eventbrite)
  - Outreach event attendees (spreadsheet)

- Other B2C contacts (see individual volumes below)
  - FOI Centre requests – requests received and considered under the FOI Act, DPA Act, or Environmental Information Regulations, plus users of our paid search function (Supportworks call handling application, approx. 4,000 per year)
  - General Enquiries (Emails, letters, approx. 40,000 per year)
- Academic contacts (c.1,000)
  - Higher education (mix of Microsoft Dynamics and spreadsheet)
  - Schools (spreadsheet)

### **Project methodology**

All the customer data sources (those listed above and any others that are discovered in the course of the audit) should be assessed for strengths, weaknesses and opportunities, and any customer data gaps and potential improvements should be identified. Any quick wins should be flagged up as soon as possible and priorities for the overall way forward should be recommended.

Aspects to be considered in this audit are:

- Appraisal of Microsoft Dynamics for what we're currently using it/could be using it for.
- The quality and security of the different data sources, the need for data cleaning and appropriate levels of data protection.
- The best use of resources (staff, technology, training and financial) to support the optimum use of customer data.
- The value of expanding the volume of customer lists (organically, bought in or provided by partners through reciprocal agreements).
- The value of enriching data (gathering and adding further details such as areas of interest, location and demographics).
- Whether access to different customer data sources is with the rights users, enabling staff to communicate/market to their audiences as effectively as possible (are 'cultural' changes required?).
- The effectiveness of providing pertinent customer insight to senior management.

It is anticipated that the supplier would need to spend time with various individuals at The National Archives – our Marketing team, our CRM Governance Board, CRM system administrators, staff working with the existing CRM system, those using other customer data tools/spreadsheets, and staff who have a need to make use of customer and stakeholder data.

Ideally the supplier would also draw on case studies and sector models for the use of customer data management in comparative institutions, so that best practice can be shared.

### **Deliverables**

At the end of the assignment a written report should be produced incorporating:

- A roadmap and resource model to illustrate prioritised recommendations for the way forward for TNA's customer data including benefits, resources/investment/change of focus required and risks of improving/making changes (or not) – against relevant milestones.
- A visual representation of TNA's customer data set.

Quick wins and other initial findings should be communicated at regular intervals as the project progresses.