



# **Invitation to Tender**

## **Digital Transformation Roadmap (phase 1)**

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## **1. Background**

### **1.1. About Seafish**

Seafish is a UK non-departmental public body (NDPB) established by the Fisheries Act 1981. The organisation is sponsored by DEFRA, the Scottish Government Marine Directorate, the Welsh Assembly Government and the Department of Agriculture, Environment and Rural Affairs in Northern Ireland. Seafish is funded by levy paid on all seafood landed or imported into the UK (excluding Salmon, Trout, bottled and canned product). Our work cuts across all segments of the seafood value chain – from catching and farming; through primary and secondary processing, importing and distributing through to retail and foodservice operators. More information is available on our website [www.seafish.org](http://www.seafish.org).

### **1.2. Structure, size and geography**

Seafish has two main offices (located in Edinburgh and Grimsby). There are approximately 35 staff in each office with a further 30 staff that are home based around various locations in the UK. Seafish have a turnover of approximately £11m per annum.

### **1.3 The Seafish landscape**

- Internally:  
Seafish comprises of several departments organised over the five major challenges facing our industry. These five challenges are discussed at length in our Corporate Plan on our website.
- Externally:  
Seafish is the public body supporting the £10bn UK Seafood Industry. Seafish has circa 800 levy payers and engages with industry on a number of advisory committees and fora.

## **2. Overview of the project (phase 1)**

The aim of the project is to provide Seafish with a Digital Roadmap. This Roadmap will set out our digital transformation strategy over a one to five year period. This will cover our internal, operational and externally facing work areas.

Currently, many processes and interactions involve traditional interventions. The customer and staff experience can be fragmented with no consistent digital delivery across services.

After the delivery of the Roadmap, separate tendering exercises (multiple phases) will then be undertaken to pair Seafish with digital partners to help realise the strategy laid out in the roadmap. The company that delivers the innovative roadmap will be invited to tender for these additional phases.

## **3. Project Expectations and Objectives for the successful bidder**

The key objectives of this project are to:

- Provide a Digital Roadmap which will outline a 1 to 5 year strategy from 2019 to 2024.

- This Roadmap will layout the “art of the possible” that will enable Seafish to flourish in an ever changing world, to be future proofed and also to be flexible (internally, operationally and externally).
- Improve efficiency internally, operationally and externally so we can surpass the expectations of the industry in delivering services which are centred around their needs.

We expect that the Roadmap will:

- Cover each facet of the Seafish landscape.
- Highlight the internal, operational and external benefits.
- Outline quick wins in year 1 and 2.
- Have estimated costs and timescales for each element of the map.
- Take GDPR considerations into place.

In putting your tendering response together, the criteria that we would like you to demonstrate is listed in section 8. Please include further details that you believe to be relevant.

#### **4. Existing Information Systems**

Amongst the digital investments made over the last few years include:

##### Microsoft Dynamics CRM 2016

This is an on-premise system that already helps to store our Levy Auditing, Levy Submissions, centralised mailshotting, campaigns and events as well as our general Enquiry Logging. Though this is a good starting position, we envisage this to be one of the corner stones of development to include the better capturing of inflow and outflow information.

We understand that these systems are currently under- utilised, however we do see that the future roadmap of our digital transformation will include further development work which must include breaking down internal silos.

Currently we’re using ClickDimensions for mailshotting and will see be using it for our stakeholder surveys. Additionally we use Web forms to allow data to be collected and stored against contacts in our CRM system. Primarily this revolves around mailshots and newsletters so the focus is very narrow. We do expect this project to take advantage of these sorts of systems.

##### Finance Systems

Purchase Orders and Time Sheets are currently being facilitated by Fido P2P (Fido Purchase-to-Pay) and Time@Work (Systems@Work). These work in conjunction with our SUN finance package. Further investigations are possible to look at other solutions that can allow more efficient inputting of data along with better reporting, connectivity to project work and management of the business.

#### **5. Horizon Scanning**

Though not limited to, Seafish have a number of identified key areas of development that will aid the internal processes and workflows for staff. These form the basis for this tender process, though

we expect creative interpretations and demonstrative examples on how other such services can be improved upon.

#### Customer Portal

Ability to allow our customers and stakeholders a personalised portal to allow easy access to news, information, publications and services that Seafish provide.

#### Project Management and collaboration

Seafish have a well-established project management workflow along with documenting and reporting. This process is long-winded and arduous for staff because it's essentially a (digital) paper-based system. Management and reporting of projects, along with rich information of our stakeholders, need to be captured in conjunction with our CRM system to allow better stakeholder engagement.

As part of this, we expect better document collaboration facilities: e.g. we want systems and platforms that will allow collaboration with 3<sup>rd</sup> parties as we jointly work on projects with external people and businesses.

#### Internal Reporting

Seafish generate a large number of reports to ensure our governance is kept on track. But it's known that the reporting channels currently require large amounts of duplication of information. We expect a new system to help facilitate the collection and dissemination of information, while decrease duplication and decrease staff time overheads.

#### Digital Asset Management

Seafish currently captures a reasonable amount of video and imagery across a large number of teams and departments. This wealth of media is not fully realised and no central point for capturing, storing and searching. GDPR will need to be considered to capture, detail and store all opting information as well any other agreements including copyright information. A strong connection with our CRM system is envisaged here.

## **6. Tendering Applications Requirements**

Applicants must be able to demonstrate experience of delivering innovative outcomes to support complex transformation in complex environments. Please include examples by documenting your history in providing Roadmaps and solutions to clients while also demonstrating a track record of strong customer and client relationships.

Please include an overview of how you will go about producing your Roadmap. Once we receive the application, this will be scored by using the criteria in section 8.

The top two highest scoring tenders will be invited to Seafish to have a face to face presentation. Based on the awarding criteria in section 9, the highest scoring tender will be awarded the contract.

## 7. Timetable for delivery

The start date for the project should be as soon as possible after the contract is awarded. The proposed deadline for completion for the Digital Roadmap is April 2019. However, the contractor is open to suggest an appropriate timetable for the project.

Tendering Timetable:

Activities	Proposed Date and Deadlines
Invitation to Tender advertised via tendering websites	9 <sup>th</sup> November 2018
Deadline for receipt of applications	7 <sup>th</sup> December 2018
Tender scoring, acknowledgement of non-selection and invites for face to face presentations	21 <sup>st</sup> December 2018
Face to face presentations	7 <sup>th</sup> – 18 <sup>th</sup> January 2019
Award notification	25 <sup>th</sup> January 2019
Formal contract documentation completed	1 <sup>st</sup> February 2019
Digital roadmap strategy commences	11 <sup>th</sup> February 2019
Digital roadmap strategy completed	To be agreed.

## 8. Selection criteria to be invited to presentational pitch

Tenders will be assessed for their value-for-money, and in the interest of ascertaining the highest level of transparency, fairness and competition the following selection criteria matrix will be used to score each tender.

Selection Criteria	Weighting (%)
Relevant experience and expertise of producing Digital Roadmaps including success of client partnerships	40
Innovation, relative ideas for Seafish	30
Your approach, project management model and flexibility	20
Ability to effectively meet implementation date	10

## 9. Awarding criteria for face to face presentation

Tenders invited to Seafish for face to face presentation will be assessed for their innovation and in the interest of ascertaining the highest level of transparency, fairness and competition the following award criteria matrix will be used to score each tender.

Award Criteria	Weighting (%)
Relevant experience and expertise in this field including success of client partnerships	45
Innovation whilst providing practical solutions Working examples of challenges overcome in previous projects, examples where they have actually made a difference to a company.	45
Ability to effectively meet implementation date	10

#### **10. Responsibilities of the contractor**

The contractor will be responsible for completing the project and producing all outputs within the deadline.

#### **11. Contract and project management**

Although particulars will be confirmed upon signing of the contract, the contractor will be required to provide project updates on a regular basis. Due to the short timeframe of the project these are likely to be required fortnightly at minimum.

#### **12. Costs**

We are seeking quotes based on undertaking phase 1 of the project.

All submissions should include a fully costed breakdown to deliver the initial roadmap. This should include (where applicable); research costs, travel expenses, overheads, other costs and VAT where applicable.

#### **13. Recovery of Costs**

An applicant is not entitled to claim from Seafish any costs or expenses incurred in preparing the tender document whether or not it is successful.

#### **14. Submission of Tender Documents**

Tender submissions should be sent to Declan Byrne by 7<sup>th</sup> December 2018 at 5pm. These may be submitted by:

- by email: [declan.byrne@seafish.co.uk](mailto:declan.byrne@seafish.co.uk)
- by post: Declan Byrne, Finance Director, Seafish, 18 Logie Mill, Logie Green Road, Edinburgh, EH7 4HS.

Any tenders received after the deadline will not be accepted.

#### **15. Further information**

For further information on this tender please contact;

Declan Byrne, Finance Director, Tel. 0131 524 8621, Email: [declan.byrne@seafish.co.uk](mailto:declan.byrne@seafish.co.uk)