

Q1- The project delivery timeline for stage one as outlined in the tender documentation is incredibly tight. Is there anything specific driving these deadlines and is there room to extend the timeline for delivery?

- The work needs to take place within this timeline to connect with a wider piece of strategic work that is being undertaken by NMRN's board.
- The proposed recommendations from the Brand Development programme will then feed into this piece of work, we would not be able to extend the timeline due to this.

Q2- Would there be an opportunity to re-tender Lot 2 in future if only Lot 1 was awarded?

- Yes, this would be re-advertised as a new tender opportunity if this was to happen.

Q3- When you're evaluating the bids are you shortlisting the Lots collectively or have the same amount for each Lot?

- The shortlisting will be done by the assessment of Lot 1 to ensure a fair comparison of all bids for those bidding for both lots and for Lot 1 only. As Lot 2 will be evaluated for those who bid for both bids, and will be assessed accordingly.

Q3- With COVID-19 resulting in many of the industries work disappearing relatively quickly you're asking in your ITT regarding cancelled contracts, how do you want us to respond to that?

- It is important that in the 2.2 Past Performance the cancelled contracts are for 'failure to perform' whereby it is the result of the suppliers own poor performance, rather than unprecedented circumstances such as the COVID-19 pandemic presented to all industries.
- Any response in this section will be looked at in proportion to the response.

Q4-Is it possible to use other credit check companies to comply with Section 8.1 such as Creditsafe/Transunion instead of Experian to respond to this question?

- Yes, evidence of a credit report should be equivalent to Experian with a clear indication of the credit score and how it is measured similar to Experian own scoring system.

Q5- Are we able to send additional documents as evidence for some of our answers in the bidding information section?

- Yes, this can be done, but the content of the additional documentation must not be merely an extension to your evaluation criterion response. As it will be for reference and will not count towards your score.

Q6- Could you elaborate on what you mean by "linking Navy to Nation"?

- Conveying the incredible stories, history and importance of the Royal Navy in an engaging, accessible and meaningful way that resonates across the country.

Q7- What do you see as your biggest commercial threats?

- This be covered with the winner of Lot 1 as part of a discovery session.

Q8- Do you have any major exhibitions or changes to programming coming up??

- The most substantial change we are working towards is the new Royal Marines Experience Museum with an estimated opening date of 2026.

Q9-What Brand Equity and Adoption data is available (e.g. brand funnels, brand image perception)?

- There is none to release at this time, relevant information will be released to the winning bidder.

Q10- Are there any restrictions or specifications on case studies/examples of previous work? e.g. work has to be completed within the last 3 years

- The examples provided should be proportionate and relevant to the tender scope of requirement. This should be for completed work or relevant work that is underway if applicable.

Q11- Do you have data on the specific typologies you've identified and how you have prioritised them. For example, do you have demographic profiles and have they been identifying as growth potential or who currently visits the sites?

- The audience research we have undertaken with MHM will be finished to the degree that it can be shared with the winning bidder at the start of the contract.
- We do have data and research in terms of how the NMRN brand is currently perceived.
- We also do have data on the segments including pen portraits, potential size/value of market attached to each segment at each site and demographics.
- At this point in time, we haven't chosen segments for each site formally, this will happen as part of Lot 1. All data will be shared to support the winner of Lot 1 to facilitate the work around defining and producing the audience prioritisation matrix. The work on the matrix will also take into account specific objectives in terms of audiences we would like to reach.

Q12- Regarding the segmentation that you have carried out with MHM - you talk about growth opportunities with certain segments across the different sites. Have you associated any value of market against those segments for example if you were to convert consumer under expression in PHD – you'd hope to see a 10% market gain?

- How were they chosen for each site?
- Have you broken down the target typologies for each site and has there been any work to understand alignment across the portfolio?
- In order to deliver this – “to work with the NMRN team and our audience research agency to facilitate an audience prioritisation process resulting in an agreed audience prioritisation matrix across its portfolio which articulates who are priority audiences are at a site and corporate level “
- You are asking us to facilitate part of this, but in order to do so, we'd ideally need to understand the level of data you have, in order to construct the right response and process.
- These have been answered in Question 11

Q12- In the pricing explanation for the different sites, it talks about adult prices/ year long passes, but less about the role of families.

- Please refer to the websites of each individual site to see the ticket options available to visitors.
- As HMS Caroline, Fleet Air Museum and NMRN-Hartlepool has single point of entry ticket sale. All museums have a discounted family ticket, each Museum also has a child ticket.
- Portsmouth Historic Dockyard (NMRN-Portsmouth & Gosport) has different a ticket structure.
- 1 attraction. Adult and child tickets available. (i.e. can come to just 1 attraction on 1 day for example the Mary Rose)
- 3 Attraction ticket – visitor can see the same 3 attractions for 1 year. Adult and child tickets available.
- Ultimate Explorer – the visitor can see all attractions for 1 year. On Ultimate Explorer there are discounted family tickets and adult and child tickets.

Q13- Do you have any specific objectives around demographics?

- These have been answered in Question 11

Q14- Do you have any major exhibitions or changes to programming coming up?

- The biggest change we are working towards is the new Royal Marines Experience Museum with an estimated opening date of 2026.

Q15- What is the size of the team at each site and the size of the NMRN Operations central team? QX- Which functions are the central team responsible for?

In terms of the marketing team there 18 members of staff which cover CRM, web, PR, Comms, content, social media, branding, marketing, paid digital, schools marketing, groups marketing and customer enquiries across all of NMRN sites – this does also include Marketing Assistants that work at site level on the sites outside of Portsmouth. There are approximately 500 members of staff working across NMRN.

Q16- What is your expectation for the level of consultation across the four sites / central team?

In Lot 1 there will be four or five brand exploratory sessions which will take place on Teams or at the Portsmouth site. Wider consultation will take place in Lot 2.

Q17- Does the scope of the brand development also include reviewing the master narrative? We understand this is a “living document” and the brand development may have implications for the narrative.

- Yes, we see that the master narrative would need to be amended in line with the work undertaken on brand development. We would be open to any ideas in relation to this.

Q18- What is the final deliverable of the MHM research relating to your current audiences?

- How do you define an audience prioritisation matrix?
 - These have been answered in Question 11
- Can you supply a list of your commercial/partnership/B2B brands?
 - This is commercially sensitive information and will only be shared with the winning bidder.
- Do you require any audience testing as part of Lot 1, or just a roadmap for testing during
 - These have been answered in Question 11

Q19- Under 7.3 Lot 2 scope, ‘To support the testing of approaches with priority audiences and key stakeholder groups’ and ‘To support the testing of approaches for verbal communication principles with priority audiences and key stakeholder groups’ what support would you require? QX- Can we assume we’d be responsible for preparing stimulus, but that you would recruit audiences and conduct the testing?

- These have been answered in Question 11

Q20- Audience testing will not be necessary in Lot 1 although stakeholder engagement is a part of this Lot under brand exploratory sessions. We would like a roadmap for testing audiences and other groups as part of Lot 1. We will be responsible for recruiting groups and audiences for testing in Lot 2 although we would expect the winning bidder to be present at some of the sessions with key stakeholders.

- This will be discussed with the winning bidder post-award.

Q21- ITT section 3.1.1 do tenders need to be submitted in Arial/Calibri 11pt? As a design agency we tend to design our responses and submit them as pdfs. Would this be acceptable?

- Please see the updated ITT v2 document whereby we have changed our requirements for only the evaluation criteria response the response to the following;
 - Tenderers are welcome to separate and submit their own version of the below Evaluation Criteria, there must be the following stipulations if so;
 - Each Criterion Question Response for the Lot(s) is clearly indicated to ensure it is clear for evaluation by the NMRN panel. As any
 - That the word limit is strictly adhered to as stated below
 - That no other part of the ITT is changed other than the Evaluation Criteria, as you're welcome to separate this from the document. It must be clearly labelled for example- "Supplier Name Response to Quality Evaluation Criteria".
 - It can be submitted as a PDF document or Word Document.
- Tenderers should keep their font sizes to 10 or 11 to ensure it is readable for all screen sizes. Welcome to use your own fonts for the evaluation criteria only.
- All over areas of the ITT must be completed as the tender requires in Arial/Calibri to ensure that it is readable and accessible for all evaluators.

Q22- ITT Section 3.3.4 does our tender have to be submitted in MS Word or MS Office format, or can it be a pdf?

- PDF is acceptable, as is MS Word format.

Q23- Please could you clarify the difference between works and supplies / services, we're looking to specifically understand which a cultural branding project will fall under.

- This tender is for services.

Q24- During the Engagement Day briefing, there was a question regarding the stringency of the rule for the inclusion of case studies contracted within the past three years for supplies / services (or five years for goods), considering the challenges posed by Covid. Is there any update on this?

- This has been extended to 5 years for services for this tender with feedback.
- Please note that for the Past Performance section of the ITT it is in relation to 'failure to perform' rather than cancellation of contracts due to unprecedented circumstances such as COVID-19 presented.

Q25- Also, if we have any other 'once in a lifetime' projects for national museums or cultural destinations of significance that fall outside of the decided time bracket, would it be possible to include / mention these too? And if so, in what section can we do this?

- Yes, please keep it within a 10-year period.

Q26- Some of our responses in Lot 2 may have repetition from our Lot 1 responses, e.g. Criterion 2 – 'understanding of the marketplace'. Does that make sense, or would that reduce our score?

- Please duplicate if required if your Lot 1 response is likely to repeat in the Lot 2 response.

Q27- On the NMRN T&Cs can you answer the following;

Section 12: Management of Suppliers, Subcontractor and Supply Chain Risk:

- Some of our regular team members are with us on a freelance basis, and as such comply with our own T&Cs – can we assume these individuals would not need to be considered under this section?
 - Correct- but this will be discussed to be noted further within the contract with the winning bidder to make this clear.
- Section 22: What insurance is required:

Brand Development Programme
Clarifications & Responses Issue 2

- This is to declared in the ITT as the levels are displayed there. The draft contract is to be viewed and considerations sent in as part of the clarifications, it does not require to be filled or signed in at this stage.
- o **22.3: please can you explain what an 'indemnity to principals clause' is?**
 - It is likely that this is not required for this type of contract and will be considered for removal with the winning bidder.

Deadline for Submissions is 26th April 2024 at Midday (1200)

These are to be sent to tenders@nmrn.org.uk