

The National Museum of the Royal Navy Tender Questions

16th July 2020

What are the in-house technical capabilities and processes? For example, do you work agile/in sprints?

We can do – we are small but experienced and adaptable team.

How many people work in the marketing department for each site? How would they work with the vendor?

You would have a central head office point of contact to liaise with

Is there an in-house web developer to implement suggested improvements? How much developer time per week can be allocated to website improvements?

We have a Digital Marketing Manager who can make any SEO recommendations as well as website support from an external agency (would the external agency still be with us? Wouldn't this tender replace them?)

Which content management system, website platform, ticketing system is currently being used?

Drupal and Galaxy from Gateway Ticketing Systems

How far have the plans for website consolidation progressed?

It has been difficult to progress during the recent months however a site architecture has been completed which we are working towards

Other than PPC, paid social and on-site content marketing, are there any other planned promotions to increase ticket sales throughout the contract period?

That is for the winning agency to investigate and suggest to us

How much improvement do you expect year-on-year in terms of ticket sales? (refer to specific point)

We expect an increase however, due to the current global situation, any KPIs that we had in place are no longer valid. We expect the winning agency to help us balance business financial expectation with what is deliverable

Regarding Mary Rose Digital Marketing, the tender document (p. 10) states that the successful agency "shall be looking after all digital marketing activities for the Mary Rose". Could you please clarify this statement re what "all" means for the scope of work so that we can price it appropriately?

Paid social (as and where appropriate) and optimisation of the Google Grant account

Regarding NMRN Museums (p. 10), could you please clarify what "building out brand lead campaigns" means with regards the services to be delivered?

The National Museum of the Royal Navy is a brand in itself – we have several museums under that umbrella however we have never pushed promoting the group as a collective – this is one of our key aims moving forward

What is the expected ROAS (return on ad spend)?

Full review of expectations to be discussed with the winning agency – due to current set up, grant accounts and poor tracking, it is difficult to give accurate figures

What was the ticket sales revenue per month for each attraction over the last 12 months?

Unfortunately I am unable to prove cost specifics at this time

What is the objective in terms of revenue after 1 year (percentage increase)?

To be discussed with winning agency

How many monthly visitors did the attractions have before the lockdown?

Seasonally it is very different – at the height of summer we have seen volumes of up to 27,000 visitors (July 2019) which included new tickets & returners (excluding groups & schools) and in off peak seasons as few as 8,000-10,000. However it is key to note that in past years, there has traditionally been very little marketing push in the off peak seasons which is something we are looking to change with some always on activity

How many search visitors across did each website have over the last 12 months and by what percentage are you looking to increase this? This is difficult to calculate with how the GA accounts have been set up and with the separate websites/pages, and is also seasonal, however we see an average of (combined) 202k searches a month (and this is without a core digital strategy or structure in place)

What is the CPA (cost per acquisition) target? Because of how our accounts have been set up and not connected and each site has been set up differently, we cannot provide an accurate figure right now – part of the winning agency responsibility will be helping us set up this housekeeping

If you could collectively agree on one thing that's keeping you all awake at night what would it be?

The lack of digital strategy in place and the lack of time to put what is needed in place to be profitable

What one thing always turns you off hiring an agency? Poor account management, and saying they can deliver and then they don't because digital isn't their core business (e.g they are a media buying agency or a PR agency and have added digital on in order to be competitive)

Will there only be a certain number of agencies that will go through to the presentation/interview stage on the 12th August? If so how many? Yes, we will be doing a review and be selecting the top 5 to presentation stage

At the interview stage, who would we be presenting to? (Will this be in person or via Zoom?) **It will be online – we will invite you via Microsoft teams. There will be a panel of senior stakeholder alongside the key Head Office contact who will be running the accounts on a day to day basis**

What will be expected at the presentation stage so that we can ensure we are well-prepared ahead of the 12th of August (assuming we get through to that final stage)? **We would expect an overall of how you would help drive ticket sales into the business, expanding our audience and reach as well as demonstrating a clear outline of what strategy you would want to put in place for us**

Who is making the final decision?

The Head of Digital Marketing – Collette Masso del Llano

Are the incumbent agencies, if there are any, part of the pitch process? If not, what was it they didn't provide that you are now looking for in your new agency?

Yes, they have also been invited to Tender

What is the one thing you are looking for in the winning agency above all else?

An agency with digital at their core and who want to work as a partnership with us as we forge ahead with our often complicated offer

Can we please use 'WeTransfer' to send the final tender document?

No as our IT does not allow – but you can supply a supporting deck should you wish

In point 3.3.2 you mention review of performance via online software. Do you already have a preference or do you want us to make a recommendation?

We have a project management tool in place however we are happy to utilise what you always put in place – the team has always worked with these type of systems

In 3.5.1 you mention requiring 24/7 support. What is your expectation level for this support?

We expect to have an SLA agreement in place that identifies what is classed as critical enough to warrant 24/7 support – as an example, if for any reason our grant accounts or any paid accounts go down over a weekend, we expect that that to be resolved as it would have a critical impact on our business.

Regarding the copies of the certificates of incorporation etc do you want these as separate documents or included into the main PDF?

They can be supplied separately

A social media review is mentioned

— how many social platforms does that involve?

We have Facebook, Twitter, LinkedIn, & Instagram pages for each museum as well as brand at the moment

— what are the individual profile names?

We will give a full breakdown and do a full audit as there are multiple platform and pages currently

Re pricing

— Should the pricing proposals in section 6 be broken down into individual segments for each phase?

This is up to you – we are keen to have you propose to us how you as an agency prefer to work – whether that is by service, by day or by block/unit of time.

— Can you confirm whether digital advertising media spend is additional to the budget?

No – this proposal is just for account management – the ad spend is to be confirmed and to be mapped out with the winning agency

In Part Two – Schedule of Services, it says “There is also the expectation to increase our online reach through SEO, content and native marketing, alongside investigating new channels to expand our digital real estate.” Can you explain what native marketing is currently being conducted? Or if none currently, what has previously been done?

This is not something that has been actively pursued in the past but is something we want to explore over the next 12-18 months in order to reach wider and new audiences.

So that we can accurately cost this proposal, can you suggest what native marketing may include? For example, I note that you have a media agency, AKA North – would this include work that they currently undertake, such as press releases etc?

Native advertising sits under digital marketing and would be something that we want to explore. Press releases would not be included. It would be something new to explore for the business and therefore would be something that the winning agency would be required to investigate and propose recommendations.

In the table in 4.2.1, section 9 says “Design and Creativity – Ref. Schedule of Services and Mandatory Criteria” which part of section 7 does this relate to?

Design and creativity refers to creation of digital assets for AdWords (GDN), Social and any copy that is required for either and SEO Landing pages. This can be included in the account management costs or be billed as an additional cost on an AdHoc basis.

Section 4.2.2 states “Marketing material should not be included unless it related directly to the amenities proposed on any design” which part of the questionnaire would allow us to propose design work?

There would be no rebranding or creative design elements to this, however relates to creating (or assisting with) the creation of digital assets when and where required as per proposed and approved work required.

In Section 6, Pricing Proposals, 6.1 says “As defined on page 9/10” please can you clarify this?

Apologies – this should reference towards pages 14/15

This relates to Pages 14/15 in sections 4.2 and 4.3 correct?

Yes – that is correct

In Section 6, can you please clarify what Phase 1 and 2 relates to and what the pricing should define?

Apologies – this should just be one price

The notice for this ITT on the https://url4.mailanyone.net/v1/?m=1jt5wj-0005gz-5p&i=57e1b682&c=qVK3rf2v-pC-7Jo4Aw2Ct8sHGoQTo4xhZmCcKs9Elc5Clbs---vca3PSNhx0UDdCQYVesDX_ywlvpFuxYg43jGn_wNFPazf-oehVRhDgCo51QWytT0PKE1cGRj-Xr-rroGnmVxwYbLLWeQ6JISJVEecsU2x7OpqY1B_F7_MVyzO-SXupiko-

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[oYIm5FYpEXEiXYI9fh25mryRn1tMWSH4vaa4ND69GXfeh7i9_zDkevPDawZt-wnlhuw](https://url4.mailanyone.net/v1/?m=1jt5wj-0005gz-5p&i=57e1b682&c=o0Ex7aX_3DzzU-edclgAH1jVoYJrytMJHfR-6N4IjCxDrv_gMoLgflZ1ssm9sXjGXIA66aQVFGgh4GiF_m1NQbB4Ks_qZ4kuAkwERTRsdzmB-Tx9izQeSUARSogslejPFq073mOBxkS3RPgQtuaOiThrqgScffNV2ut6oFgPCLdpyLG11qde4lu1Lne7KuxRgQWweXEdo7WC0NCtCevVsZAtReqEM9yENI11hSDrUvnuTgdISAb-WVA2ZSqNggSr6QMRqdPuvQ8gN5Q7f-oYIm5FYpEXEiXYI9fh25mryRn1tMWSH4vaa4ND69GXfeh7i9_zDkevPDawZt-wnlhuw) says the value of contract is £80,000. This is not mentioned in the ITT. Please can you clarify eg is that fee + ppc ad costs etc or just fee?

This is just management of the accounts and services outlined – separate digital spend (social/adwords etc) will be separate and to be decided as budgets are being re-evaluated due to the current climate.

Over what period does this budget apply?

The contract will be for a 12 month period, with the option of being increased by a year should we as a business be happy too. The £80k budget is an approx. guideline of management spend assuming that the successful agency continues into year 2 of contract. These costs need to be broken down and invoiced on a monthly basis.

To clarify is that approx £80k per year or approx £80k over two years?

Approx £80k over a 2 year contract, £40k per annum for account management costs

There is some text missing at the end of 7.9.1, which says “Does your submission acknowledge each of the mandatory specifications shown in the schedule of services and”

Apologies – it was supposed to end at services and delete the and.

Can we include a supporting dec to accompany the tender document?

I have also been asked if it is ok to submit an additional deck as a supporting document by several suppliers (as per a private sector RFP) which I support should you choose to do so.

Will it be added here? [https://url4.mailanyone.net/v1/?m=1jtZFZ-0000Nk-6N&i=57e1b682&c=z-](https://url4.mailanyone.net/v1/?m=1jtZFZ-0000Nk-6N&i=57e1b682&c=z-IHaddxpD6Ytt7xmoDDuMfiuYc43NcQXFOfsQ9zddB3crbkX8SdcZypR1d5jbFTNz-zyWPCYncoPjftRdt5MpS5ZU3YG_wPIFJ3txzDkeeZqM7zcvTv4sOgH3FZvaYetfCtfCwSNtmXwFH0bGvABC7sFlq624bAZvsfbKXd0LMpp1j-GLzQ5S0kNNmtZa8AfZxhIEZOWiqJ9utViBP7xxhkyCWNSGu_hBwV1Qcn5LmDt6dwVBjb4bOxT16mrVbPZO99t0-5mqeByBoWM44Fy9kG69TimOulzAhT2NoXAvfMC-a20mBHYzoSloytBy)

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Yes it will

The document does not list the service levels for individual items. Can you give me some guidance on how we can accurately cost our proposal and remain competitive on price, without knowing how much activity is required for which areas?

It is up to you how you want to present how you would approach the account. If you as a business break things down by service then present it that way, or if you break things down by days or by blocks/units of time, present it that way. I don't want you to skew how you present just to 'win' and not have that the way that you naturally as an agency deliver your propositions. The idea is that we want an agency to understand what activity is required in what area – our goal is to drive people into

our business and spend money as the key objective, a secondary objective is to educate. We are looking for support as to how to best achieve those goals

How many suppliers are you planning to shortlist to pitch/interview?

We will be shortlisting down to 5, which will be delivered via a Teams call

Do you have any details of what you are expecting to cover during pitch/interview (as turnaround from submission to pitch is very tight)?

We would want to see how you would approach the account, how you would help deliver a digital strategy after working together on a best way forward and how you would collaborate with us

Is paid advertising campaign creative/ideation part of the services required?

Where ad creative is required, we want recommendations and we may need creative support (that can be included in the account management or can be done as an adhoc cost per job system) however we have many assets in house that can be utilised.

Please could you confirm if Schedules 1 and 2 and Appendix 1 (the map) and 2 are relevant to this ITT or should be discounted?

Yes – apologies that should not have been included

Please can you confirm that the sites covered by the brief are:

- NMRN - Portsmouth
- NMRN - Hartlepool
- NMRN - Belfast - HMS Caroline
- RN Submarine Museum- Gosport
- Explosion Museum - Gosport
- Fleet Air Arm Museum, Yeovilton
- Portsmouth Historic Dockyard
- Mary Rose

There are 5 physical locations of the National Museum of the Royal Navy: Portsmouth, Gosport, Hartlepool, Yeovilton and Belfast. Gosport and its two museums come under the Portsmouth offer and ticket. Websites there will be Portsmouth Historic Dockyard (home to Mary Rose and NMRN - Portsmouth), and NMRN.org.uk (all the rest will sit on there)

Please can you advise who you see as your closest competitors for these sites?

Portsmouth: Beaulieu National Motor Museum, D Day Story, Fort Nelson, Tank Museum, National Motor Museum, Gosport Diving Museum. Yeovilton: Haynes Motor Museum. Hartlepool: Heugh Battery Museum, Kirkleatham Museum. Belfast: The Titanic Experience

Pricing Proposal - the tender document lists Phase 1 and Phase 2 and references page 9/10. We couldn't find any detail of the phases on those pages - please can you clarify what Phase 1 and Phase 2 refers to? Is phase 1 audit/set up and phase 2 ongoing management?

Apologies - this is a mistake. There is to be no Phased split

Although it is not mentioned in the brief, the tender page mentions a budget of £80,000. Please can you confirm if this is the budget we should use?

The budget of £80,000 allows for a 2 year contract at £40k per year, and this is for account management costs. Any ad spend is in addition to this and to be discussed with the winning agency.

Can you please list all domains that you own and indicate whether they are currently active and any which you intend to migrate over the next 12 months

We currently own 12 live and active websites, all of which will be redirected into NMRN.org.uk with the exception of historicdockyard.co.uk within the next 6 months

Can you please share a list of social media channels associated with your sites? Facebook, Twitter, LinkedIn and Instagram. Each museum has an account, and many of the attractions also have their own accounts. We are looking to consolidate. Paid social ads should focus on promoting the NMRN brand and the museum locations

We understand from the tender document that we cannot have access to review social media channels or Google Suite (including Ads, analytics, GMB & GTM etc) at this stage. However are you able to share data around clicks/visitors for sites broken down into areas of the website? Due to the current set up of all of our accounts and all of the multiple websites, it is very difficult to know exactly but average approx.. 202k searches a month. Part of the winning agency remit will be to help us pull the tacking into a better place.

What level of reporting do you require for SEO? Real-time SEO reports are not likely to provide a lot of useful insights and we often find that monthly reporting for this channel provides the most actionable data. Monthly is fine for SEO

What development resources do you have available for each site? Physical Web dev we have several hours as part of maintenance contracts for both websites, we have web editing resource in house but their time is limited.

What content creation resource do you have available for each site? We have internal resource for content creation - the remit of this contract in terms of 'content' will be working with us to help development SEO specific landing pages instead of blogs, videos etc

What is the existing level of knowledge around SEO in your team and organisation? Do you feel that there is a training need? The Head of Digital used to work as an SEO specialist and the Digital Marketing Manager has good SEO knowledge.

What, if any, link generation and link cleanup work have you done in the past? Nothing in the past - would be required as part of a technical audit

In your opinion, what is the main SEO pain point holding you back currently? Poor internal linking, confusing UX, poor URL and H1/H2 structure

What are your challenges post and pre COVID?

Pre COVID – Digital challenges were the fact that we have so much digital real estate that we own however has been set up in a poor way and with no proper tracking in place in order to be able to get a true grasp on the figures and data we own. Post Covid configuring the ticketing portal for re-opening and planning reopening with limited capacity

What would your KPI's from our Google ads management - donations, membership applications?

Primary KPIs will centre around CPC, CPA with the main outcome being to drive ticket sales.

Secondary will be donations. We want to get to the stage over the next year or so where we can start reporting on increase sales through the online shop and increased memberships sold, however first and foremost it's getting people back into each of the museums!

What are your key demographics / audience personas?

Traditionally, Audience segmentation didn't take digital findings into account. We have found that our main demographic is around 40-55 age range with the 30-40 group coming in a close second. We have the die-hard Naval enthusiasts and the Boomer generation who are also key but more from an engagement perspective across our social channels. We would like to do a piece of work once we have all of our tracking in place and firing the same goals to do a full review and see what additional opportunities exist.

Geographical locations you target - UK or radius around Portsmouth?

As there are 4 physical sites, our targeting revolves around 25 mile radius of each site, or approx. 1.5 hours journey time as it currently stands

Are your current Google Ads account set-up for bidding on a CPA or CPC basis?

Currently CPC but we want to add in better eCommerce tracking into our accounts to get a clearer idea

What is the average level of monthly spend in each Ad Grant accounts?

Between \$7-8k a month (depending on month & seasonality)

Would you be able to share the current account structure (campaign-ad group)? Unfortunately not at this time

Please can you share a list of competitors relevant to each location?

Portsmouth: Beaulieu National Motor Museum, D Day Story, Fort Nelson, Tank Museum, National Motor Museum, Gosport Diving Museum,

Yeovilton: Haynes Motor Museum

Hartlepool: Heugh Battery Museum, Kirkleatham Museum

Belfast: The Titanic Experience

What system(s) do you currently use for reporting and/or CRM? We have minimal reporting in place at the moment which we are looking to change. We use MS Dynamics.

With regards to website migrations, what platforms are you moving from and to? It will be a Drupal Upgrade

Do you currently advertise on social media? Or so, would you be able to share data? **We currently don't, and it is an area we want to explore further within this contract**

Can you please provide us with access to Google Analytics & Google Search Console for all three websites (NMRN, PHD and MR) if you are happy to?

Unfortunately we cannot

Can you please clarify what you mean by point 9?

This just means that if we have to have any GDN ads or FB ads created that you can do that for us (understanding that this may incur a cost if there is a design element or it may be something you want to include in the account costs)

Page 14 - 4.2.1 You refer to pricing being defined on page 9 / 10 – please clarify as we can't see this in your document. Would you like our total monthly pricing in this table format? Or do you require a breakdown of price per service?

Apologies – this relates to 4.2 and 4.3 on Pages 14/15. Please feel free to supply in whatever way you propose to run the account

Page 18 – 6 We are planning to break down recommended number of days p/m by service/team in our response (section 5) will this detail suffice or would you like a detailed breakdown in our pricing proposal (section 6)?

Am quite happy with a recommended number of days by service/team or if you would prefer by service or by unit/block of time – we want you to propose how you would approach the account

Page 21 - 7.1.11 We are a member of a Sideshow Group of agencies. We belong to some professional bodies at Group level, but we will be delivering the full schedule of work outlined in your tender. Would you like us to include memberships held at Group level?

Feel free to mention any other arms of your network that we could utilise as we move forward, however limit the tender to highlighting the services that you will be directly providing

Page 26 - 7.6.1. Happy to provide two examples of customers who are delighted by the work we have completed together. Whilst we do not want to risk a breach in your response requirements, we are concerned that by providing contract values, we could break confidentiality with our case study customers. Would you be happy for us to quote a budget range to allow you to compare where they sit as a customer within our agency?

This is a generic tender document which is more geared up for contractors so completely understand that you don't want to supply budget specifics. Happy for you to give an indicative idea around a rough monthly time unit/cost/service within your examples.

Page 27 - 7.6.2 Would you be happy to accept a written testimonial from our customers? Or would you also like their contact details to act as references?

If you would like to include that, then I would be happy to receive

Pages 38 /39 (Ts & Cs) - 5.4.1./5.4.2 Would you like to specify the minimum amount of public liability and professional indemnity insurance required? Or would you like us to submit copies of our insurance policies for evaluation as part of our response?

Need to provide copies of actual documents

Page 49 - Schedule 1 - How much detail would you like us to provide here? Would a list of services suffice? Or do you require a statement of works to be undertaken?

An overview would be enough

We are planning to create one A4 Word document converted to .pdf which includes your completed questionnaire, sections requiring signatures, our response/proposal, pricing proposal and supporting documents (insurance docs and case studies etc.) Is this acceptable? Or would you prefer multiple documents?

We are happy for you to have a document that covers this tender document and if you would like to supply a supporting deck (as you normally would for a private sector pitch), then I am happy to receive and review

Is there a requirement for the new agency to manage the Mary Rose Google Grants account? Your document says 'which will be managed by the NMRN Head of Digital Marketing moving forward and has historically been managed in house.' We thought it best to clarify, and following on from this:

Yes, however not to the extent of the NMRN accounts, and the vagueness is that this is not public knowledge at the moment that we will be selling a joint offer with the Mary Rose

Scope of work – please can you clarify whether you require the full stack of services outlined on pages 11 and 12 for all three sites or if not, are you able to provide an outline of scope required for each to help us put forward the right scale of campaign required to do an excellent job?

The scope will be predominately for historicdockyard.co.uk and nmrn.org.uk – the Mary Rose website will be used as more of a knowledge hub – however we will need to put GTM and GA tracking across the MR website

Will your team provide creative assets for paid social ads?

Yes - where we have them. We have a bank of images and creative assets that will be able to be used, however should we require any additional creative support for more detailed creative (such as GDN ads), then this can be at an additional cost, or be included in the Paid account costs.

More of an observation than a question - you mention the use of live data in reports to allow a greater understanding of performance across digital channels. He confirmed that the best anyone can do is daily reporting, otherwise the numbers for current day will simply be incorrect. We wanted to check that's ok?

Yes – thank you

On page 50, does the costs and expenses section relate to additional anticipated costs (on top of management fees quoted) such as travel expenses etc.?

Yes