

REVIEW AND UPDATE OF BRAND POSITIONING

1. Introduction and Background

1.1. Introduction

The Royal Armouries (RA) invites interested parties to submit proposals to undertake a programme of engagement with staff, key stakeholders and primary target audiences to review current brand positioning and to develop an updated brand positioning statement and recommended branding approach which will support its corporate plan and public engagement strategy until 2021.

1.2. Background

Royal Armouries is a national museum which receives annual grant-in-aid core funding from the Department of Culture, Media and Sport and raises additional financial support for educational and community outreach projects through commercial activities, sponsorship and fundraising. It operates on three UK sites: at the Royal Armouries Museum in Leeds, Fort Nelson near Portsmouth and at the White Tower within the Tower of London. (The White Tower's content is the responsibility of the Royal Armouries whilst the building itself is under the management of Historic Royal Palaces). The museum also has a digital presence which receives approximately half a million visitors a year.

Acknowledged as one of the world's finest museums of arms and armour, Royal Armouries holds in trust for the nation one of the greatest and most comprehensive collections ever assembled – a treasure of international importance. With over 70,000 objects ranging from the royal armours of the Kings of England to armour of the first Shogun of Japan, the collection spans not only the history of arms and armour in Britain but also its development across the globe.

A corporate plan for the Royal Armouries has been in place since 2014 and will run until 2019. A new public engagement strategy was finalised during October 2016 which will run until 2021. To inform the development of the public engagement strategy an extensive programme of market research was carried out in 2015 and a new audience segmentation model based on motivations and needs now informs a range of RA's planning and activities. A key to the success of the public engagement strategy as well as the corporate plan will be a clear brand positioning understood and used across the organisation which will engage priority segments and underpin longer term development across all segments.

A commercial strategy is also in place which covers 2014 – 2018 which will be updated and extended to cover the period up to 2021 to reflect the new brand position as well as the public engagement strategy. A development plan is also nearing completion.

A major rebrand of RA was undertaken in 2006 followed by brand repositioning work in 2013. Information on both of these projects will be available to the appointed contractor to carry out the review.

2. Requirements

2.1. Objectives

The main aim is for a clear brand positioning for RA to support its objectives to drive audience loyalty and growth across related activities and events, to increase visitor engagement and satisfaction with the content and services offered by RA and to drive growth in donations, income from fundraising and sponsorship as well as commercial spend.

2.2. Detailed requirements

To respond to these objectives the commission is required to produce within the timescales a recommended and tested approach to brand positioning that identifies through engagement with staff, stakeholders and priority audiences:

- how the brand currently positions itself within the regional and national museum and heritage market;
- how major comparators position themselves through their branding within the market, including the key partner for the site in London – Historic Royal Palaces;
- test ambitions of key internal staff and stakeholder groups in terms of positioning of RA's offer;
- develop a distinct, credible and value-based positioning proposition which supports the corporate plan and the public engagement strategy in a way that is easy to understand and both efficient and effective to implement;
- test the match and gaps within the proposed brand positioning against capacity to deliver, in terms of differentiation, audience and stakeholder needs and motivations, support for growth, identification of unique value to priority audiences, ease of understanding and credibility, and support for effective public engagement;
- to review brand guidelines document and to identify areas in which amendments are required.

The programme of activity will need to draw on robust methods of engagement with audiences, staff and stakeholders primarily through qualitative research.

The brief **does not** cover creative design development as the main requirements for this area will be carried out after the brand positioning work has been completed. However, it will be used to help inform further creative work and therefore must be able to identify requirements for further development across a range of key branding touchpoints.

Information available to the successful supplier:

- visitor numbers for all three sites
- audience research 2015 across three sites
- digital engagement strategy audience research 2016
- exhibition research findings 2016
- segmentation research and development 2015
- Association of Leading Visitor Attractions research findings 2016 (Leeds site only)
- Branding 2006 and repositioning 2013
- Corporate plan 2014-2019
- Public engagement strategy to 2021
- Commercial strategy 2014-2018
- Brand Licensing Strategy

Royal Armouries will be able to provide support in arranging meetings and focus group discussions and telephone research (if required). In addition, Numiko the agency which carried out a recent digital consultancy project for the Royal Armouries is happy to be involved in focus group discussions related to digital audiences.

3. Reporting

The appointed contractor will be expected to report the following findings :

- An interim summary of findings from engagement with staff, stakeholders and priority audiences and development of draft brand positioning for testing in;
- Full written end report of findings and recommendations in electronic format following testing to include outcomes related to brand character, targets, typical audience profiles and preferences;
- Face-to-face presentation of the findings and recommendations to the Executive Board, followed by embedding workshops across departmental teams;
- Recommendations for future brand development.

4. Responsibilities

The appointed Contractor will at all times:

- Ensure compliance with Health & Safety at Work Act (including risk assessments, method statements and relevant certification) and be able to show proof if required;
- Provide all suitably qualified personnel and equipment necessary to carry out the agreed contract;
- Liaise with RA partners as required;
- Show a willingness to reduce impact on the environment;

- Where there is no specified standard or measurement in place (or to the extent that any standard of measurement is in any way incomplete), the required standard of delivery of the Contractor's obligations shall be that such delivery is to the Client's reasonable satisfaction.

5. Deliverables

The tender submission should consist of:

- A proposal for the delivery for the work listed above;
- Recommended timings for development and delivery of each phase with conclusion of research phase by end of April and reporting by the end of May; Curriculum Vitae and other evidence of suitably qualified consultants;
- Evidence of similar projects;
- Recommended approach to research;
- A cost breakdown.
- **an electronic copy of your submission (CD or USB Flash Drive)**

Please note any expenses MUST be included as applicable in the quoted costs, all travel and subsistence claims must be supported by receipts/invoices.

6. Location

Research and testing will be largely undertaken on the contractor's premises. Meetings may take place at any Royal Armouries site as required.

7. Contract Period

The contract will commence in March with completion by the end of May. This deadline includes delivery of results, findings and recommendations. Embedding workshops can take place once recommendations have been agreed during the early summer of 2017.

8. Sub-contracting

The successful contractor may choose to sub-contract elements of this contract to other suppliers. Your response should include details of any such situations.

The Royal Armouries requires advance notice of any intention to sub-contract and reserves the right to approve all sub-contractors in advance. No sub-contractor may attend site without the prior approval of the Royal Armouries.

9. Price Variations

All prices must be fixed for the duration of the contract term.

10. Tender period timetable

The dates below are only for guidance purposes. Royal Armouries reserves the right to change these accordingly.

Expressions of interest	By 05 January 2017
Tender Invitation	06 January 2017
Last date for tender queries	13 January 2017
Responses to queries raised	18 January 2017
Tender return	By 02 February 2017 hrs 13:00
First stage tender assessment	By 09 February 2017
Invitation to shortlisted suppliers	10 February 2017
Interviews	01 March 2017
Tender award	w/c 06 March 2017

11. Assessment process and Evaluation Weighting

Each of the requirements below will be considered fundamental in the selection of a supplier. In scoring your response the Royal Armouries will use the following weightings:

- Cost 30% weighting
- Understanding of the aims of the project 15%
- Suitability of proposed methodology 10%
- Quality and feasibility of work plan 15%
- Relevance of the previous experience in relation to this task 15%
- Communication skills; innovation and creativity; organisation, qualification and experience of staff assigned to performing the contract 15%

The assessment process will be in two stages. The first stage will assess the written response based on cost, understanding of the aims of the project, suitability of the proposed methodology, quality and feasibility of the work plan and relevance of the previous experience in relation to this task. Based on the assessment of scores the top five tenderers will be invited to an interview stage to assess the communication skills; innovation and creativity; organisation, qualification and experience of staff assigned to performing the contract. The interview will consist of a set of questions designed to assess how key members involved in the project will ensure that qualitative research and feedback is effective.