

South East Place Recovery

Delivery of Kent Destination Campaign

Tender Documentation

Request for Proposal



1. Introduction

The Revi-VE consortium, led by Visit Kent alongside partners Visit Essex, East Sussex County Council, Sussex Modern and Southend Council, has been awarded the contract to deliver the South East Local Enterprise Partnership’s (SELEP) Covid-19 Business Support Fund Programme for the visitor economy. It is part of the wider [SELEP COVID-19 Recovery Funds Programme](https://www.southeastlep.com/covid-19-recovery-funds-programme/), a £4.4m programme of support in the areas of business support and skills.

Following our [Rebuilding Confidence and Demand in the Visitor Economy](https://www.southeastlep.com/project/re-building-confidence-and-demand-in-the-visitor-economy/) programme, which delivered an immediate re-boot for the sector, the Revi-VE programme sets out an approach for supporting long-term resilience of businesses and adaptation of destinations to a post-Covid world. Element 1 injected businesses with the financial investment they needed to respond to changes in the market and enabled them to capitalise on the staycation boom last year while Element 2 will provide a framework for the SELEP region (Essex, Kent and East Sussex) to ensure rapid recovery of the visitor economy, placing it at the centre of our places so it can be a catalyst for wider place-based recovery and regeneration.

## RFP Purpose

**This RFP concerns the delivery and management of a multi-channel campaign to promote the destination, a component of Element 2 below (See 2.3 for details).**

**Element 1 – Revi-VE South East Visitor Economy Fund**

Element one of the programme, delivered in 2021, supported 150 businesses across the region through small recovery grants. A total of £450,000 was awarded through the *“Revi-VE – South East Visitor Economy Fund”* to support SMEs to adapt to changing markets and consumer trends. Details can be found in the [Revi-VE grant press release](https://www.southeastlep.com/south-east-local-enterprise-partnership-launches-flagship-support-programme-to-aid-recovery-of-the-south-east-visitor-economy/#:~:text=The%20Revi%2DVE%20%E2%80%93%20South%20East,world%20for%20the%20visitor%20economy.).

**Element 2 – Revi-VE South East Place Recovery Network**

The second element of the programme focusses on building long-term resilience and creating opportunities for our destinations through collaboration to support the wider recovery. This involves engagement with a wider range of stakeholders including more strategic destination partners to help develop destination assets and deliver place-based campaigns.

1. Project Overview

Element 2 is divided into the three phases set out below, with results of all activity feeding into an evaluation to be produced by place making consultants, Toposophy, who have been responsible for facilitation of the network development phase.

* 1. **Network development**

Currently each county within the SELEP region has different organisations responsible for promoting our destinations to a variety of audiences including visitors, students, investors and businesses. In addition to this, there are bodies delivering destination brand and town regeneration initiatives. We understand that it’s not just the visitor economy that relies on the attractiveness of our destinations. Wider businesses, in particular food and drink producers, trade on the destination brand. Increasingly quality of life is a key factor for people or businesses looking to relocate or set up satellite offices.

46 strategic businesses and organisations from across Kent and Medway involved in promoting our destinations as great places to live, work, visit, study and invest have been engaged through a series of virtual workshops. These sessions were delivered by Toposophy and were aimed at building collaboration, long-term resilience, identifying future opportunities for cross-sector working and adapting our approach to place promotion to a post-COVID world. By bringing these organisations together, we were able to map existing resources and gaps, existing place-making initiatives, audiences, key messages, challenges, opportunities and cross-cutting themes.

These workshops were as much about creating legacy and future opportunity as informing the campaign element of this project. By working with a shared facilitator across Kent, Essex and East Sussex, opportunities and challenges for the region are identified, best practice shared and legacy created through new approaches to destination collaboration.

* 1. **Asset Development and curation of the place-based offer**

Following the workshops, a report will set out the results of the mapping exercises, the shared opportunities and challenges identified, and recommendations that will inform the subsequent campaign development. It will make recommendations around audiences, the core destination pitch for each area, identify existing resources and asset gaps to inform the creation of practical tools and campaign assets that will help businesses to promote their offer collaboratively as part of the wider destination story.

Informed by these workshops, delivery partners will commission the creation of new assets for their individual county for use in communications with a range of audiences. These assets *could* include:

* Imagery
* video, content
* infographics
* case studies
* or insights

Assets will be made available on a resource hub for all businesses and organisations to promote their county. Existing resources and placemaking initiatives will also be signposted from the platform to help businesses make the most of available assets.

***The aim is not to reinvent existing work or to create a new brand identity, but to create a selection of key destination assets and practical resources that fill gaps and help to tell the story of the destination to a variety of audiences.***

Wider businesses will be supported through access to resources in the hub and workshops on how to best utilise these tools to position themselves within the wider destination story and respond to new trends and markets that are emerging as a result of COVID-19.

* 1. **Place-based Campaigns**

Project partners will commission destination campaigns for each individual county informed by the workshop findings to raise awareness of the destination as a place to live, work, study, invest or visit as well as support the wider recovery by improving perceptions of our destinations. These campaigns will be designed to align with and build on existing place-making activities, be delivered under existing destination brands and meet the specific needs of the destination. Although different in each region, these campaigns will align to ensure that they don’t compete.

The campaign will use the unique strengths of the diverse people and places that make up the destination to showcase the attractive lifestyle which would appeal to people whether they’re considering Kent as a destination to visit for a week, study for a few years, relocate permanently or move their business to. Big shifts in the way that people work has provided more flexibility, people have had time to consider the quality of life that their local area provides. This means that lifestyle is now one of the key selling points of a destinations looking to attract skilled workers at a time when recruitment is one of the biggest barriers to growth and recovery. This increased interest in local community and wellbeing means that creating a sense of belonging, based on community values and identity is the next evolution of destination marketing. The destination offers a wealth of opportunities, a change of pace, and lifestyle changes; however, above all this must be authentic and meaningful.

Through the Rebuilding Confidence and Demand programme we are already tracking consumer sentiment across social media and non-digital media channels, we will use this to inform our activity and shape discussions in workshops. Visit Kent has comprehensive insights into perceptions of the county, detailed audience segmentations and other relevant research such as a [product options analysis](https://www.visitkentbusiness.co.uk/media/62158/interreg-experience-options-analysis-kent-final.pdf) which maps strengths and opportunities across the county and [resident research](https://www.visitkentbusiness.co.uk/media/63557/interreg-experience-kent-residents-survey-report-final.pdf).

Visit Kent will develop practical toolkits for businesses and organisations to incorporate the campaign across their own channels, increasing reach and impact. There will also be opportunity to attend workshops on how best to utilise these tools on their own channels and how to capitalise on local place-making activity.

**This RFQ relates specifically to the delivery and management of a campaign for Kent. Your response should take into consideration the feedback received from partners through the workshops. Findings are set out in the attached report which should be used to develop your response.**

The campaign should:

* Support key challenges such as the need for Kent businesses to recruit skills workers and overcome negative perceptions as a result of Brexit and migrant crossings.
* Capitalise on opportunities created through the rise of remote working, localism, and a focus on quality of life and wellbeing trends.
* Showcase Kent as a diverse, creative and dynamic destination that offers a sense of belonging, based on community values and identity.
1. Workshop findings

The four Kent workshops, which brought together a range of public and private sector organisations from a range of sectors, were delivered by placemaking agency Toposophy which aimed to:

* Map existing resources, assets, destination brands and place-making initiatives
* Align the core destination pitch for each area
* Identify shared opportunities and challenges
* Identify existing resources and asset gaps to inform the creation of practical tools and campaign assets that will help businesses to promote their offer collaboratively as part of the wider destination story.

Following the workshops, a full report is being produced which sets out the results of the mapping exercises, opportunities and challenges identified as well as recommendations that will inform the subsequent campaign development and future collaborative activity. The full report will be provided to the successful agency. *See the attached report for a summary of the workshop findings.*

1. Local Considerations

Having vibrant and attractive places not only helps to drive our visitor economy but also helps to attract skilled people, quality of life is an increasingly important factor. There is a particular opportunity for destinations across the SELEP area, with easy access to London, to provide a base for businesses and employees who want to balance proximity to the Capital with an enhanced quality of life.

Within our destinations there are multiple funding streams aimed at regenerating our towns, cultural development, creating new destination strategies and place brands. It’s important that this process doesn’t conflict with or duplicate existing initiatives, but builds upon them to maximise the benefits. The focus of the asset creation and campaign will be shaped by the wider place-making agenda.

Below we have set out a few of the key considerations for Kent:

* The project will build upon the existing partnerships developed through the Promoting Kent Group, an informal group of organisations responsible for marketing Kent.
* Key place-making projects include:
	+ A Town Fund project in Margate
	+ Future High Street Fund projects in Dover, Chatham and Ramsgate
	+ Heritage Action Zones in Chatham and Ramsgate.
* There are several successful [UK Community Renewal Fund](https://www.gov.uk/government/publications/uk-community-renewal-fund-successful-bids) projects taking place in the county.
* Place branding projects have been delivered or are in progress in the following areas: [Medway](https://www.wearemedway.co.uk/), [Folkestone and Hythe](https://www.folkestoneandhythe.co.uk/), [Ashford](https://www.ashfordfor.com/), Dover and Sevenoaks.
* The [Creative Estuary](https://www.creativeestuary.com/) project provides a strong place brand for the creative sector.
* [Kent’s Heritage Coast](https://www.visitkent.co.uk/kents-heritage-coast-lonely-planets-best-in-travel/) was recently named in Lonely Planet’s Best in Travel 2022 and will form a central message for Visit Kent marketing activity this year but this also resonates with other audiences.
* Information on key sectors and investment strengths can be found on the [Locate in Kent website](https://www.locateinkent.com/).
* Visit Kent has detailed insights into perceptions, including audience segmentations, [product options analysis](https://www.visitkentbusiness.co.uk/media/62158/interreg-experience-options-analysis-kent-final.pdf) research, which maps strengths and opportunities across the county and [resident research](https://www.visitkentbusiness.co.uk/media/63557/interreg-experience-kent-residents-survey-report-final.pdf).
* Based on research into how the visitor understands the destination, Visit Kent have identified a distinct offer and destination profile for North, East and West Kent regions that make up the diverse offer of the county. However, there are clear cross-cutting themes which are core strengths across all areas.
* Visit Kent has access to the UGC content rights acquisition platform SnapSea which provides access to content from key audiences.
1. Responsibilities and project outputs

This brief relates to the delivery of a multi-channel destination campaign for Kent.

* 1. Campaign aims

The campaign will raise awareness of Kent as a great place to live, work, study, invest or visit as well as support the wider recovery by improving perceptions of our destination. It will showcase key strengths, flagship assets and the attractive lifestyle Kent can offer those considering it as a location.

It should respond to challenges and opportunities identified in the workshops such as:

* support key challenges such as the need for Kent businesses to recruit skills workers and overcome negative perceptions as a result of Brexit and migrant crossings.
* capitalise on opportunities around the rise of remote working, localism, focus on quality of life and wellbeing trends.
* showcase Kent as a diverse, creative and dynamic destination that offers a sense of belonging, based on community values and identity.
	1. Campaign audience

Individuals and businesses who may be considering Kent as a destination to work, invest/relocate, study or visit. London is a key location for target audiences. Consideration should be given to representing different ages, ethnicities people of different sexual orientations and backgrounds to create a sense of belonging.

During the workshops, participants were asked to indicate any ‘non-tourism’ audiences that they communicate with about Kent. The following audiences were highlighted. A more complete picture is provided in section 2.2 of the workshop findings report, ‘Mapping Key Stakeholders in Place Marketing, and their Audiences’:

* Individuals (based in or beyond London) who are skilled in those sectors where there is a need to fill vacancies or support growth (e.g. medical staff, university teaching staff, legal, accountancy and senior management positions)
* Businesses in specific sectors, especially those in the creative sector supply chain, and in professional services
* Londoners in general seeking to relocate to larger properties and seek a better work/life balance
* Commuters who travelled frequently to London who now seek flexible workspaces closer to home
* Prospective students and their families in the UK and overseas
* Commercial property developers interested in investing in flexible working spaces in Kent’s rural areas or town centres
* Wine lovers (as a ‘hook’ to visit and potentially move to the county)
* Digital followers of iconic Kent businesses and attractions
	1. **Mandatory Requirements**

The contracted campaign delivery partner will:

* Deliver a high quality, multi-channel, destination campaign.
* Work with Visit Kent to develop a creative campaign concept that builds upon the workshop findings and place assets currently under development.
* Plan, manage and deliver campaign activity across appropriate channels, this may include but is not limited to:
	+ Video on demand services,
	+ Paid Social,
	+ PPC,
	+ Display ad networks,
	+ Out of Home advertising,
	+ Radio advertising,
	+ Content partnerships, etc..
* Develop ad copy and creative that will achieve the aims and objectives. A number of assets including a high-quality video will be available to use and distribute via an appropriate network following the completion of additional and separate commissions. The contracted supplier will be expected to supplement these with additional creative/content as required to realise the creative concept and achieve the objectives.
* Shape the creative concept to showcase the Kent lifestyle, improve perceptions, and appeal to audiences making a change and considering Kent as a location to live, work, study, invest or visit.
* Promote a creative concept that demonstrates diversity and sustainability.
* Create a campaign toolkit enabling other businesses and organisations to participate in and/or align their activities. Note that an asset toolkit is being prepared separately, the campaign toolkit will sit alongside this.
* Carefully monitor media spend and make adjustments to maximise the effectiveness of the spending.
* Ensure all delivered activity provides thorough and comprehensive analytics as set out in the evaluation framework. The development of insights to inform our understanding of the decision-making process across the audience is a key objective.
* Provide regular update meetings to plan activity and discuss results.
* Deliver monthly activity reports.
* Ensure campaign activity aligns with Visit Kent’s Visitor First Strategy (Access our Visitor First Brand Guide) and contribute to the development of our own *Must* Visit Kent concept
* Ensure all activity is GDPR compliant.
	1. Outputs
* A creative proposal containing recommendations for activities and delivery channels leading to:
	+ A comprehensive activity plan including suggested media spend breakdown with clear KPIs and metrics that feed into the evaluation framework.
* Campaign and targeted activity delivered across appropriate channels throughout the contracted period.
* Regular update meetings (in person or remote).
* Monthly monitoring reports.
* 1 final **comprehensive** campaign evaluation report including insights and recommendations by 31st October 2022.
	1. Delivery timelines

Campaign activity should begin in May and run for a minimum of four months. A phased approach is welcome to allow flexibility regarding targeting and messaging, and to fit alongside other major campaign activity being delivered by Visit Kent and the destination partners participating in Revi-VE.

Final campaign evaluation report including insights, KPI metrics and recommendations by 31st October 2022.

* 1. Considerations
* Visit Kent can provide introductions to relevant organisations involved in place-making activity or businesses within our network if required.
* Visit Kent will work with the supplier to develop the final creative proposal and delivery plan.
* Visit Kent will be organising some complementary influencer trips which will support and align with the campaign. There is a separate budget for this.
* Visit Kent will create a campaign landing page featuring lifestyle content aimed at key audiences, new assets and links to relevant partner organisations. This will complement the campaign creative.
* A separate contract to develop a number of place marketing assets is ongoing. These will be available for inclusion in the campaign creative.
* A separate tender will also support the creation of a high quality place marketing video which will complement the campaign creative.
* Visit Kent will commission a separate conversational listening report to map impact of the campaign on awareness and perceptions.
* Essex and East Sussex will be delivering campaigns for their destinations as part of this project. The agency will be required to align with their agencies to avoid competition for media buying where possible where possible.
* Visit Kent requires that all images and video assets have flexible licencing and necessary consent that adheres [to these guidelines employed by Visit Britain](https://www.visitbritain.org/sites/default/files/vb-corporate/Documents-Library/documents/brand_asset_guidelines.pdf) so that we are able to submit content to their library.
* Any assets produced should be licensed for use by partners across the county to use for the purposes of promoting Kent as a place to live, work, visit, invest or study.
* The quote should be comprehensive and include all management fees, travel, production costs, asset creation/editing, models, copywriting, media spend, etc.
	1. KPI and evaluation framework

The project evaluators have developed the below framework to help evaluate the project across all three destinations. At a minimum the campaign must provide data to evaluate against the following KPIs. Visit Kent will also commission conversational listening reports to help measure impact on awareness and perception.

|  |  |  |  |
| --- | --- | --- | --- |
| **KPI** | **WHAT** | **WHY** | **HOW** |
| **Campaign reach across channels**  | Refers to the total number of people who have seen your campaign ads or content | This helps to understand the quantitatively campaign performance  | Web* Unique web visitors to campaign site

*or* * Referrals from campaign to your (existing) website

Video* Unique views
 |
| **Quality of campaign and elements** | Refers to how much interest the receiver used with the key elements in the campaign | This helps to understand the qualitative campaign performance  | Ads and Social media* Click-through Rate (CTR) refers to the percentage of people that click on an element that they have been exposed to

Website * Time on landing site
* Video: View-through rate
 |
| **Campaign diagnostics** | Demographic data and information about campaign themes  | This helps understanding the campaign and the learnings from it | The target group* Age
* Sex
* Geographical area

What place-marketing themes or key messages were promoted in the campaign?  |
| **Use of new campaign asset**  | Lifestyle-content delivered by Visit Kent  | We continuously want to improve content produced in the SELEP collaboration | Number of times lifestyle-content have been used in campaign  |
| **Return on investment** | List your budget in order to compare the above results with the budget spent | In order to continuously improve campaigns we need to look at the return on the invested budget | Campaign budget Even though this is an awareness campaign, please, share any tangible actions taken as a result of the campaign (e.g. data capture, clicks to partners) |
| **Evaluation** | Please, share your opinion on the campaign  | In order to continuously improve the value of the collaboration we need to understand the value of the place based approach and the content made available | Have you undertaken any qualitative or quantitative research in order to understand the response to the campaign? Do you have any results from this? |

1. Budget

The total budget available for this contract is £80,000 excl. VAT. This budget covers campaign management fees and media spend and is inclusive of all travel and subsistence costs related to the project. In your response, please indicate your day rate for each deliverable and how many days you have budgeted to deliver each element.

Visit Kent Ltd. reserves the right to vary the budget at any time during the lifetime of the project.

In line with the programme outputs, we propose the following payment schedule:

* 50% on commencement of contract.
* 50% on commencement of planned paid activity.
1. Instructions to tenderers

The details of this brief will be treated as private and confidential and for use only with this tender process. Copyright of all tender documents, including any amendments or further instructions, shall remain with Visit Kent Ltd. This Invitation to respond to the brief is not transferable.

* 1. Preparation of responses

The information contained within this document should be regarded as a statement of Visit Kent’s current position as it is able to determine now. Tenderers must carefully examine and consider the brief and satisfy themselves of the appropriateness and validity of any information provided.

**Consultants are required to provide a proposal, covering the following:**

* Your approach to development of the creative campaign concept.
	+ An overview of the audience as you understand it.
	+ Your approach to reaching that audience and the channels/activity you would recommend.
	+ Initial creative ideas and considerations.
	+ Details of the metrics you will gather to measure success
	+ Details of how you will evaluate the campaign
* Pricing schedule, including:
	+ Breakdown of costs including expected number of days
	+ Management fees
	+ Media spend
	+ Travel costs
	+ Copywriting, Model costs (if applicable), etc.
* Examples of your work and details of previous experience of delivering place-making/destination campaigns.
* The proposed approach to the management and delivery of the campaign, including how you will liaise with the wider partner organisations.
* Proposed delivery timeframes.
* Details of key team members involved in the delivery.
* Proof of indemnity insurance cover.
* Names and contact details of two recent referees.

Please specify in your proposal if you are seeking to sub-contract any element of the work. Sub-contracting may be permissible if it does not exceed 15% of the total contract outputs.

Your response must be no longer than 8 x A4 pages. Directly emailed submissions must be less than 10mb in size and receipt will be acknowledged. Larger files may be submitted via Wetransfer. If you do not receive confirmation of receipt within 2 working days please email Jim.Dawson@visitkent.co.uk

* 1. Choice of provider

The following criteria will be considered when assessing the proposals:

|  |  |
| --- | --- |
| **Cost - 30%**(The lowest priced quotation will be awarded maximum points and all other quotations awarded points in proportion)**Quality - 70%*** Criteria 1 – Company Experience
* Criteria 2 - Capacity and ability to deliver the work
* Criteria 3 - Demonstrable understanding of the aims and objectives of the brief and an appreciation of issues
* Criteria 4 - Understanding of the wider context of this project
* Criteria 5 - Recommended approach and quality of offer
 | **30%**15%10%15%10%20% |

* 1. Award process

Contractors will be notified simultaneously and as soon as possible of any decision made by Visit Kent Ltd. during the quotation process, including award. When Visit Kent Ltd. has evaluated the bids, it will notify all contractors about the intended award.

Contractors must not undertake work without first having received an Official Purchase Order as written notification that they have been awarded the contract and are required to start work.

Visit Kent Ltd. does not bind itself to accept the lowest or any tender for all or any part of the requirement and will not accept responsibility for any expense or loss which may be incurred by any tenderer in the preparation of the response.

Any discussions or correspondence between Visit Kent Ltd. and tenderers shall be conducted without any obligation whatsoever by Visit Kent Ltd. to enter into or become bound by any contract.

Visit Kent Ltd. will not be bound by any contract until the Contract is embodied in a formal document and signed by all parties.

Visit Kent Ltd. may decide at its sole discretion to:

* + Award the contract to more than one supplier if it is felt that this would achieve best value
	+ Not to award the contract at all
	+ Award only part of the intended contract
	+ Discontinue the process at any time without liability
	1. Timescale

The successful agency will be informed of the outcome **on 6th May 2022**. The successful consultant should be able to start work as soon as possible on or after **9th May 2022** with a kick off meeting taking place that week.

Please submit your proposal to Jim Dawson, Head of Creative Digital and Marketing, Visit Kent via e-mail – jim.dawson@visitkent.co.uk, by **5:30pm on 28th April 2022.**