



Part Two: Specification

Audience and Product Research Roster

July 2019 - June 2022

Contract Reference: RBGKEW/649

(This document is for information)

Audience and Product Research Roster 2019 - 2022 Overview

Date May 2019	Project lead and contact details Kath Allen Senior Marketing Manager
Project name Audience and Product Research Roster 2019 -2022	Stakeholders Sandra Botterell – Director of Marketing and Commercial Enterprise Paul Guthrie – Head of Sales and Marketing Head of Commercial Activity Head of Visitor Programming
Activity timeline First program to be researched cannot be confirmed at this stage but please see ‘Programming calendar’ section for full breakdown of activity across the coming years.	Markets Key audiences: <ul style="list-style-type: none"> • From our segmentation: <ol style="list-style-type: none"> 1. Nature Connectors 2. Discerning Sensualists 3. Exciting New Experience Hunters 4. Green Space Seekers • Local/ Other London/ South East England • Day paying visitors/Members/Prospects

Project Summary

1.1 Summary of requirements

Every year RBG Kew runs a calendar of visitor events and exhibitions designed to provide new reasons for visitors – both member and day paying visitors – to visit for the first time and to return throughout the year. A large part of the programme is also designed to help visitors understand more about Kew’s science and horticultural work. They are mostly targeted at our London and South East audience but also attract large numbers of domestic and international tourists, particularly over summer.

Historically, we have procured **Audience and Product Research** support on a programme by programme basis. Now, we are looking to broaden out the scope for three years to enable us to build beneficial longer-term relationships with a set of high quality, agile, cost-effective agencies who will understand the Kew brand in depth.

The purpose of this Statement of Requirements (“SoR”) is to set up a ranked framework – where we find a set of suitably skilled and qualified research agencies to deliver a range of visitor research services to support Kew’s public programme for the coming 3 years (July 2019 – June 2022) with the option of extending for a further 1 year.

We will have one lead agency who we will approach first with our research requirement: 2-3 additional agencies will a roster of approved suppliers who will provide research solutions in lieu of our lead agency being able to and/or having a suitable research solution.

Though each research project will require a bespoke research approach, based on our previous projects it is likely they will be best served by market demand studies; proposition development research and exit/intercept and online surveys.

We are looking for agencies with experience in visitor and product research; experience of the cultural attractions, leisure, hospitality or retail market; proficient in both online and onsite intercept surveys; able to collect qualitative

and quantitative data and process large volumes of data. This agency would work closely with the Marketing team, the Programming team and at times the Interpretation and Visitor Operations teams.

Over this next 3 years we estimate that we will have 6-10 separate research projects largely deriving from the Kew Gardens Programming calendar. The research we require will be on a project by project base and generally each project will be budgeted somewhere in the range of £8,000 to £10,000 to ensure we make optimal use of our research budget. There may be additional spend from other parts of the business such as Membership or our other garden, Wakehurst.

Larger research topics are measured elsewhere and are not part of the scope of this research. Continuous tracking of visitor experience is already covered by our Visitor Insights Programme and ALVA (Association of Leading Visitor Attractions). Work on the perception of the Kew brand is covered by a separately procured annual study.

The selected agency will have access to previous research carried out by Kew and/or exit survey data to provide benchmarks for evaluation.

1.2 Programming calendar

The seasonal programming calendar will inform the range of audience and product research we require. This programme is a diverse and innovative combination of annual and one-off events and festivals.

We cover a huge range of topics around plants and fungi, Kew's science and horticulture work around the world, country themed celebrations of biodiversity, arts and culture and family programming.

We will not necessarily research every program and some programs will be evaluated on alternate years only – for example, the Orchid festival will next require evaluation in 2020/21 since it was evaluated in 2018/19.

1.3 Target audiences

Our research generally targets three groups:

- Day paying visitors
- Members
- Prospects (in the market for a 'day out', are based in London/South east England based, have not been to Kew Gardens in the last 3 years; and are non-rejecters of Kew Gardens)

In their Technical Response (Part 3) each agency will need to demonstrate that they are proficient in sourcing and engaging each of these groups. It will be particularly important to demonstrate how Prospects will be sourced, as RBG Kew will rely on the successful agencies to source these.

We cannot provide incidence rates for all groups such as Prospects, however from our 2014 segmentation study, we know that approximately 93% of adults within a 2-hour drive of Kew are in the 'days out' market.

From our continuous visitor experience survey, we have a general response rate of 9- 13% from online day paying visitors in our weekly email invite. We can provide email addresses of online ticket buyers who have opted into receive email communications – this figure ranges from 25 email addresses per week in low season to 250 in busy periods. All available sample is currently utilised by our continuous survey but can be allocated to programming specific research where need be. We cannot provide members email addresses. It may be possible to invite them to complete surveys via the monthly newsletter.

When it comes to onsite intercept survey's we have very high engagement rates since visitors are mostly happy to discuss their experience upon exit. Exact incidence rates cannot be provided as it is very dependent on the survey length and content.

We have an audience segmentation that defines Kew's priority segments within the wider 'days-out' market. It is a values-led rather than demographically-led.

Please see profiles of these segments and 'golden questions' for algorithm provided alongside this brief.

It is important to note that we currently reviewing this segmentation model, and it may be subject to change. More information on Kew's target audience segments is provided as an Appendix.

Please see visitor figures attached for idea of seasonal visits.

1.4 Internal stakeholders

The Marketing team sits in the Marketing and Commercial Enterprise (MEC) directorate and there will be collaboration with other areas of the directorate such Visitor Programming, Digital Experience and PR.

Across Kew the selected research partner will also work closely with other Directorates, particularly Horticulture, Learning and Operations (HLO), Foundation (for Membership) and Science. From time to time, research may need to be presented to key Steering Groups or Kew's Executive Board.

Requirements and Deliverables

2.1 Requirements

The requirements for the research agencies are that they should be

- Experienced in designing research for bespoke projects in a relevant sector: visitor attractions, leisure, hospitality working with the client to shape briefs and methodology
- Skilful in qualitative research methodologies, both online and face-to-face, such as intercept interviews, focus group moderation and in-depth interviews
- Experienced in sourcing relevant and engaged Prospect panels for interviews.
- Experienced in collecting and analysing quantitative data via online or exit surveys
- Able to process large volumes ('000's) of case files for robust data and provide thorough data analysis
- Able to deliver concise, but thorough action-orientated insight & reporting
- Provide evidence of compliant data protection policies and procedures.
- Experienced in presenting and discussing results to all levels of stakeholders, from senior management to operational teams
- Compliant safeguarding policies and procedures on site
- Able to act a strategic research partner to RGB Kew

2.1 Deliverables

We estimate we will require around 6 to 10 research projects to be delivered – approximately 3 to 5 Festival evaluations and 3 to 5 product/audience testing research projects.

In each project, the appointed research agency will:

- Advise on approach, methodology and sampling
- Compile questionnaires and allow for Kew amends
- Source Prospect panels
- Undertake the research to the agreed timelines and quota sizes
- Analyse the data

- Produce a report on all metrics in a user-friendly report, such as a PowerPoint document
- Provide an executive summary
- Run a face-to-face presentation of results to key stakeholders on up to 2 occasions
- Benchmark data to appropriate benchmarks e.g. previous study or exit survey data
- Deliver a full set of data tables

Current Policies and Standards

3.1 Data Protection

It is crucial that selected suppliers comply with data protection law. Selected suppliers shall show evidence of compliance with GDPR regulations, in line with Kew's data protection and privacy policies. We require our selected agency to uphold the best practice standards of The Market Research Society.

- What physical and logistical security measures are in place at any premises used by supplier or its sub-contractors;
- What other operational, organisational and technological processes and procedures are in place to safeguard against any unauthorised access, loss, destruction, theft, use, disclosure or other processing of personal data and other confidential information, and what monitoring and reporting requirements are in place to identify issues with, or breaches of, the same;
- How supplier ensures any requirements are adhered to by employees and any sub-contractors involved in the provision of Services (including training around care and handling of confidential information and / or personal data; written agreements with third party sub-contractors and so on)
- Whether supplier's systems and sub-contracting arrangements will involve the transfer of any personal data outside either a) the United Kingdom and / or b) outside the European Economic Area ("EEA"). Please note that for these purposes "transfer" includes (remote) access to such personal data from any location outside the EEA.
- What stage supplier and its sub-contractors are at in respect of ensuring compliance with the provisions of the General Data Protection Regulation and Data Protection Act. Please confirm whether any activities are still in progress or are outstanding.

3.2 Onsite safeguarding policies & procedures

By law, Kew's trustees – anyone working onsite for Kew as an employee or supplier are responsible for ensuring that those benefiting from, or working with Kew, are not harmed in any way through contact with us. Kew's safeguarding policy and procedures set out a framework for how safeguarding will be implemented across Kew.

All suppliers need to comply with Kew's safeguarding policies and procedures to protect children and vulnerable adults, including but not limited to following Kew's Code of Good Practice, reporting procedures and if required, ensuring that relevant Supplier Personnel undertake training and DBS checks before being permitted access to Kew's premises. Supplier shall bear the costs of all required DBS checks that Kew, in its sole discretion, determines are necessary (on its own behalf, and on behalf of all Supplier Personnel).

3.3 Contract

A three-year ranked framework will be put in place in July 2019. The draft contract terms and conditions applicable to this Tender are detailed in Part 5: Draft Contract Terms and Conditions.

3.4 Funding

The estimated budget for the three years of research is £90,000 excluding VAT but inclusive of all other costs. Budget of each individual project will be advised at time of briefing.

3.5 Payment profile

Invoices to be submitted to the finance department **accountspayable@kew.org**, quoting the full purchase order number provided.

Queries relating to invoices shall be raised with the order originating department(s). A contact name and telephone number shall be supplied on the purchase order. Payment will be made within thirty (30) days of the date of the invoice.