

# Annex A Specification / Scope of Requirement

# 1. INTRODUCTION

This brief is issued by the National Museum of the Royal Navy Operations (NMRN Operations) and Mary Rose Trust (MRT) for creative agency services to provide a year- long creative campaign (25/26) for Portsmouth Historic Dockyard (PHD).

We require a dynamic, thought provoking and engaging creative campaign that reflects the breadth and appeal of PHD's offer of nationally significant ships and museums in the setting of Portsmouth Harbour. A campaign that puts PHD up front and centre in the minds of visitors looking for the ultimate day/s out.

Using our recent audience research and prioritisation work, the campaign will seek to appeal to existing audiences and develop new ones across all our marketing channels. The campaign will provide a rich stream of inspiration for all aspects of marketing work undertaken at PHD and beyond from outdoor destination campaigns to organic socials.

This document provides you with:

- Further information on National Museum of the Royal Navy, Mary Rose Trust and Portsmouth Historic Dockyard
- Scope of Services being procured
- Process for response



# 1.1 Portsmouth Historic Dockyard (PHD) Background

This brief is issued by the National Museum of the Royal Navy Operations (NMRN Operations) for brand development support services to provide a bold "once in a generation" brand development programme that amplifies our vision to be the world's most inspiring Naval Museum, Linking Navy to Nation.

We require a brand strategy that enables NMRN to deliver its strategic aspirations of increasing engagement and participation through growth and diversification of audiences; by optimising its world-class ships and collections; and by developing sustainable, commercial and influential operational models.

The strategy will be built on a foundation of market intelligence and insights which will guide us to create a brand portfolio based on a set of brand propositions, and audience prioritisation principles. It will provide clarity on brand position and inform the direction and application for the creative manifestation of the brand across internal and external channels.

This document provides you with:

- Further information on the National Museum of the Royal Navy
- Scope of Services being procured
- Process for response

PHD is one of the UK's leading visitor attractions, with an excess of 800,000 visits per year. We are in the top forty visitor attractions in the UK according to the Association of Leading Visitor Attractions for the third year in a row. PHD also features in the top three visited paid attractions outside of London, behind Stonehenge and the Roman Baths. Located on the south coast, in the heart of the great waterfront city, Portsmouth, PHD is a site of historical importance telling the compelling heritage and cultural stories from over 500 years of maritime history. PHD is jointly managed and operated by the National Museum of the Royal Navy and Mary Rose Trust.

#### PHD is the home to:

#### • The Mary Rose Museum – operated by MRT

The Mary Rose was the flagship of Henry VIII that served in his fleet for 34 years before sinking during the Battle of the Solent in 1545, with the king watching from nearby Southsea Castle. Her remains were raised in 1982 and are now on display along with thousands of the original objects recovered alongside the ship, giving a unique and moving insight into life in Tudor England. The Mary Rose is the only ship of its kind on display anywhere in the world.

#### The National Museum of the Royal Navy Galleries – operated by NMRN

The National Museum of the Royal Navy Portsmouth showcases treasures from the past 350 years and examines the common threads which link the sailor of England's 'Wooden Walls to the professional crews of today' across a series of galleries.

#### HMS Victory – operated by NMRN

One of the most celebrated warships in Britain's naval history, visitors can see HMS Victory through Vice-Admiral Lord Nelson's eyes as his flagship is presented as she was in her Georgian heyday. Soak up the atmosphere as the ship and her crew get ready for the Battle of Trafalgar, see where sailors and officers ate and slept, and feel the drama and impact of the day that changed history forever.



#### HMS Victory Gallery – operated by NMRN

Discover the extraordinary story of this National Treasure from acorn to icon. The gallery details the extraordinary story of the oldest naval ship in the world still in commission and explores her lesser-known history from construction through her illustrious career and meet some of the people who have worked on her.

#### • Victory Live: The Big Repair – operated by NMRN

Get under the skin of HMS Victory and learn about the once-in-a-lifetime project to fight the impact of moisture, fungus and pests that threaten her; meet the incredible teams fighting to protect her and see her as never before by climbing aboard the scaffold that encases her in this unique and ground-breaking experience.

#### HMS Warrior – operated by NMRN

Climb onboard the largest, fastest and most powerful warship of Queen Victoria's fleet, HMS Warrior and experience life onboard to reflect the crews experience of a Victorian battleship in in 1860.

#### HMS M.33 – operated by NMRN

Descend into the bottom of the dock and step aboard HMS M.33, the only British warship from the First World War that is open to the public. Immerse yourself in the stunning battle experience, hear the stories of the men who served on board and the bloody history of the Gallipoli Campaign which brings HMS M.33's remarkable history to life.

#### Commando Experience at Action Stations – operated by NMRN

Puts visitors at the heart of the Royal Navy's elite amphibious force, with a series of Royal Marines Commando-style physical challenges for visitors. Visitors can scramble up a climbing wall, have a go at the Ocean Warrior assault course or book a private party in the laser quest facility. This site is expected to become the permanent home of the Royal Marines Museum as part of NMRN's capital development plans.

#### Boathouse 4 – operated by Portsmouth Naval Base Property Trust

Boathouse 4 was built in 1939 in response to the need for a rapid rearmament programme prior to the start of World War II. This vast building, incorporating its own dock and locks, is typical of 1930s military industrial architecture and houses boat building courses and training centre.

In addition, there is a **Harbour Tour** and **Water Bus service** (operated by a third party on behalf of PHD Operations) which provides visitors with the opportunity to get on the water and also to reach Gosport where they can visit:

# The Royal Navy Submarine Museum and HMS Alliance - operated by NMRN Discover HMS Alliance, the only remaining Second World War era submarine. Explore the

decks and narrow corridors, look through the original periscope and hear the stories of those who served onboard.

#### Explosion Museum of Naval Firepower – operated by NMRN

Uncover the incredible stories of designers, makers, and seaman who worked on armaments over the centuries and listen to first-hand accounts of the munition workers who dealt with dangerous materials. Also, home to new permanent gallery; **The Night Hunters: The Royal Navy's Coastal Forces at War**. Discover the high-risk, high-octane operations of the coastal forces in both world wars.



Both sites are accessible via a free waterbus service available to those with Ultimate Explorer Tickets. There are also Harbour Tours available that give excellent tours of Portsmouth Harbour. PHD, as a heritage attraction, sits within the still-active Portsmouth Naval Base providing a direct connection between the history of Britain's maritime heritage and the workings of the modern Royal Navy.

PHD also hosts special exhibitions and events, organised by the site partners, which are aimed at various audiences and seek to drive additional value into the ticket by encouraging repeat visits and deepening engagement. This is also crucial in driving repeat purchases.

Visitors to PHD can visit by purchasing a One Attraction, Three Attraction or Ultimate Explorer season ticket that will enable them to access the Portsmouth and/or Gosport site.

#### • One Attraction Ticket

Currently priced at £36 (adult) whether bought onsite or online, this ticket provides single use access to one of the attractions on site. It is our second most popular ticket and is bought largely through walk up sales and people short on time. Uptake for the ticket is largely for visits to HMS Victory (including Victory Live and Victory Gallery), Mary Rose and HMS Warrior.

#### • Three Attraction Ticket

Our least popular ticket, this is priced at £46 (adult) on site. It gives visitors access to three attractions and can be used as many times as they like over a 12-month period from the date of the first visit. It is mostly used on HMS Victory, Mary Rose, HMS Warrior and the Submarine Museum.

#### • Ultimate Explorer

Our best value and most popular ticket it is priced at £46 online and £51 (adult) for a walk up. It provides unlimited access to all attractions for a 12-month period and is the only ticket which provides access to the Harbour Tours offer.

#### 1.2 About the partnership

Portsmouth Historic Dockyard (PHD) is the destination brand. Geographically, it is located adjacent to His Majesty's Naval Base Portsmouth one of three operating bases in the United Kingdom for the Royal Navy. It is the headquarters for two-thirds of the Royal Navy's surface Fleet and the oldest naval base in the services history.

Maintenance and guardianship of the historic PHD estate is managed by our landlords the Portsmouth Historic Quarter (PHQ) who also operate some areas of the site directly. They offer free access to the site through the Heritage Quarter Pass (HQP), and to the attractions in their care which include restaurants, shops and boat building training facilities. They also have a collection of historic vessels which visitors can take a ride on for an additional charge.

The PHD brand is marketed and operated jointly by NMRN and MRT which is an award-winning partnership. In August 2020 via PHD Operations a joint ticketing offer was introduced a joint ticketing offer. This enables visitors to purchase one ticket and visit all attractions on site under their care as well as the free assets offered by the HQP.

The National Museum of the Royal Navy was established in 2009 and is the youngest national museum in the UK. It tells the story of the four fighting forces of the Royal Navy, Royal Marines,



Fleet Air Arm, Submarine Service and the Surface Fleet. The Museum group includes the National Museum of the Royal Navy Portsmouth, Fleet Air Arm Museum, Royal Navy Submarine Museum with HMS Alliance, Explosion the Museum of Naval Firepower, HMS Victory, HMS Caroline, HMS M33, HMS Warrior and NMRN Hartlepool (including HMS Trincomalee).

The Mary Rose Trust is a limited charitable trust, formed in 1979. It is responsible for conserving and displaying the Mary Rose hull and her unique collection of (19,000) artefacts for this and future generations. MRT is also responsible for developing the museum as a world-class visitor experience and as a scientific and educational resource. MRT's new museum opened in 2013, after securing over £23M in funding to build an immersive, atmospheric, interactive and modern museum that is fully accessible.



#### **SECTION 2**

# 2.1 Portsmouth Historic Dockyard Audiences

In 2023 research was undertaken by Morris Hargreaves McIntrye giving us insight into our current and potential audiences. Using quantitative and qualitative research to survey people with an interest in days out and heritage using their psychographic profiling system, Culture Segments to help us understand national and local markets and see where there is opportunity for audience growth. Some of the detail of their findings shared below, however a much fuller set of intelligence will be provided to the successful service partner.



The research focused on:

#### **Market Analysis**

To understand the market in which we operate and where market growth and opportunity might be

#### **National Market**

To understand national UK interest in product

#### **Local Market**

To understand the geographic markets and interest in product

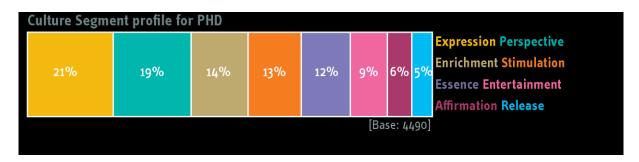
#### 2.2 Current Audiences

From a survey of people that had booked in the last 12 months, PHD is perceived as an older, more specialist offer, reflected in the profile of current visitors, who are predominantly older individuals



who are not attending with children. 60% over 55, predominantly male and living up to 120 minutes drive time way but mainly attendees come from within a 60 minute drivetime.

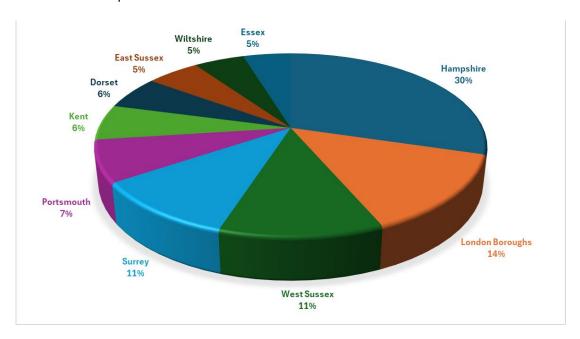
Using the MHM segmentation system, <u>Culture Segments</u> we can see that our largest proportion of current audiences fall into Expression (21%) and Perspective (19%).



We also hold data on the number of visits we have:

Year	Total Visits (including returners and frees)	Paying Visits
August 2020 – March 2021 inc closure over November 2020 and Jan – March 2021	55,342	40,366
April 2021 – March 2022 inc closure April 2021 – May 2021	354,527	205,819
April 2022 to March 2023	718,990	508,872
April 2023 to Feb 2024	873,491	605,430

Due to the nature of our ticket 37% of our visitors were returners in this period—they have bought their ticket and then returned multiple times. Visitor location April 23 – Feb 24:





Our audiences are primarily coming from a 60 min drive time – up to 120 drivetime in a semi-circle around PHD and up through the A3 corridor to London. The second largest share of visitors come from London mainly from the outer boroughs primarily SE and SW postcodes. We also see traction from the counties situated around the M25 i.e. Essex, Kent, Berkshire which are a 2.5 – 3.5 hours drive away.

#### 2.3 Potential Audiences

From MHM research we undertook an exercise to develop an audience prioritisation matrix to help us to inform our marketing campaigns. The following segments were identified as the ones that had the largest market share and highest propensity to visit. Priority segments also align to our other individual organisations priorities in terms of volunteering, fundraising and reaching underrepresented audiences.

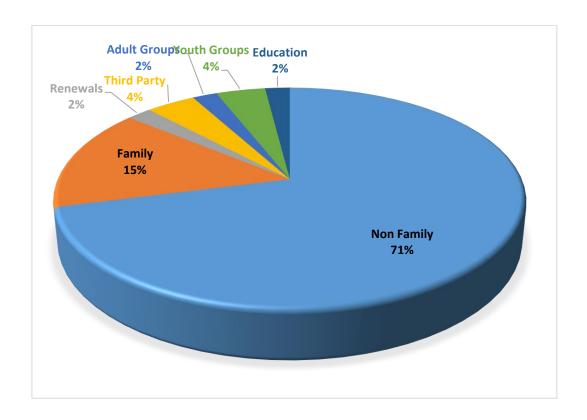


- Expression is our biggest audience share both in terms of current audiences and potential audiences.
- Affirmation is our second largest market opportunity audience.
   Currently only 6% of our audiences come from this segment.
- Stimulation is an important audience to us but attracting them is a medium to long term goal.
- Perspective is currently our second biggest audience. This audience have a natural affinity to our offer. Whilst not the segment our marketing campaigns will be targeted at, they are an important consideration.

The research showed us that different audience groups that were interested in 'definitely or probably visiting' PHD in the future come from a 2-hour catchment area. Families and those with a personal interest in the Navy were the most enthusiastic about visiting.

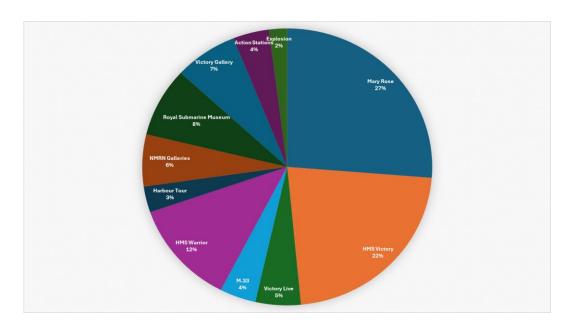
#### 2.4 Ticket Sales

The data below is based on ticket sales data between 1 April 2023 – 2 Feb 2024, as follows:



Non family audiences are the majority of visitors coming to Portsmouth Historic Dockyard and they come all year round. From the data here there will be some families that are included in the 71% non family as they will not necessary be buying a family ticket.

# 2.5 Ticket Usage by Attraction





Mary Rose Museum and HMS Victory are the most popular attractions on site, with HMS Warrior and the Submarine Museum also receiving a good proportion of visitors.

It is also worth noting that HMS Victory is undergoing conservation over the next decade in one of the biggest conservation projects the National Museum of the Royal Navy has ever undertaken. The ship is partially covered in scaffolding and will continue to be for a number of years.

Victory Live: The Big Repair experience allows visitors behind-the-scenes access to the scaffold where they can view the conservation work that is being delivered. The challenge in promoting HMS Victory at this time stands in the change to the visual aspect of the ship, as the scaffolding covers one of the most photogenic attractions on site.

#### **SECTION 3**

## 3.1 Portsmouth Historic Dockyard Brand

Portsmouth Historic Dockyard is a destination brand with a range of attractions situated onsite. The name has strong brand recognition regionally.

PHD destination marketing is delivered by NMRN and MRT collectively and is supported by a broader Portsmouth destination marketing strategy, run by Portsmouth City Council.

Marketing campaigns have been a made up of a mixture and of on and offline channels and have included out of home, broadcast, leaflets, print ads, paid digital media, organic social media, third party and email.

The recent campaign for Portsmouth Historic Dockyard centred around the hero assets of the site the Mary Rose, HMS Victory and HMS Warrior, breadth of offer, the unexpected experiences the site has to offer and great value for money.

#### 2.1 PHD Visual Identity

The current visual identity for PHD was designed in 2020 and was created to demonstrate the variety in the attractions that operate onsite.

A full brand pack for NMRN, MRT and PHD can be provided on request.

#### PHD Logo



#### **Font and Colour Palette**

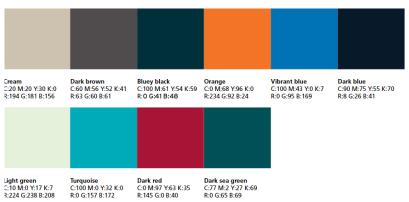
The Portsmouth Historic Dockyard typeface is GoBold for all use of headings, with the Bold cut only used on instances when the background is more complicated and requires greater contrast. Interstate should be used for all other copy including the body copy and subheadings. Four weights are used to provide flexibility – Interstate Light, Regular, Bold and Black.



#### PRIMARY PALETTE



#### SECONDARY PALETTE



# **NMRN and MRT Logos**

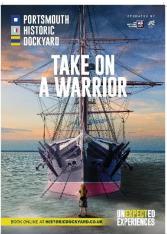




# 3.2 PHD Campaign Examples

#### 2024/2025







#### 2023 - 2024

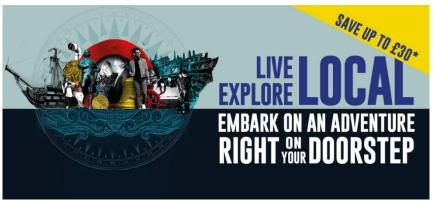






#### 2022/2023







# **Section 4**

# 4.1 The Brief

MRT and NMRN require a creative campaign which positions PHD and its offer for the 2025 – 2026 (financial year April – March). We seek a dynamic and engaging campaign that tracks across an entire year, this could include, but is not limited to, a unified strapline, a series of unified creatives, consistent but evolving assets or image etc.

We require a campaign that is fully integrated and provides a rich source of inspiration for our marketing activities across all channels and potentially to inspire programming. A high-quality campaign that speaks to and amplifies our reputation as a nationally and internationally significant visitor attraction.

Using the research that's been undertaken into our current and potential audiences we would like the creative approach to speak to the audience segments identified as a priority for Portsmouth Historic Dockyard. For example, Expression are looking for a community connection whilst Affirmation are looking for value for money. We are looking for a campaign that can speak to either each segment individually or grouped together.

The campaign will need to stretch and flex to enable us to create thought-provoking and emotionally-engaging campaigns as well as fun ones. Families are an important part of our market and according to our research is a market opportunity for us, but they are not the only demographic we need to attract to the dockyard. Many people visit on their own, as a couple or with a group of friends and should be considered in the campaign as they make up the majority of our audience and have the ability to visit all year round.

The campaign imagery and straplines should be a fresh approach but not be a 100% departure from the current brand guidelines. We have been establishing the brand over the last few years and want to build on its foundations. This brief is issued to invite creative responses that encompass the existing brand.

# 4.2 Brand Positioning

Portsmouth Historic Dockyard is an important destination brand which has the ability to engage with a wide range of audiences. We know from our research individual brands within the site i.e Mary Rose and HMS Victory are as well-known as the PHD brand.

A visit to PHD is one that should engage visitors intellectually, emotionally and socially as they seek to connect with their national and naval heritage.

As a destination brand, PHD also needs to appeal to the broader tourism market, both domestic and international. It should reflect the world class heritage on display but should avoid appearing triumphalist.

We want to ensure that we promote the historical importance of PHD on the world stage, how the site made history across the centuries and is truly the heart and soul of our sea faring nation.

#### 4.3 Creative Campaign

Any PHD campaign needs to cater to the brands within it. It needs to be able to encompass a vast array of themes, offers, exhibitions and events, while simultaneously acting as motivation to visit for



broad age range. Whilst it should hero our major ships and museums it needs to connect to our temporary offer such as exhibitions and larger scale events.

The creative campaign should consider both traditional and non-traditional marketing, while remaining flexible to the promotion of specific highlights throughout the year.

The concept of the campaign needs to be able to communicate PHD as a one-of-a-kind, must see, authentic experience for our visitors, a place where you can come to make memories, either by themselves or with loved ones. It needs to appeal to our audiences emotionally, while encompassing the impressive sights, surprising objects and unique characters to be encountered.

There is so much to see and do at Portsmouth Historic Dockyard that someone could visit for multiple days and still not see everything the site has to offer. The site offers a number of distinct experiences. For example, for those that love museums we have those quiet traditional museum spaces, but also the adventure that comes from being onboard HMS Victory, or the awe you feel on seeing the Mary Rose for the first time.

The campaign visuals will be used not just on stand along marketing materials but by our tourism and destination partners. It should have clear stand out but also highlight the partners within the dockyard.

Programming and evolution of the permanent offer often drive our marketing activity, as do important historical and calendar events.

Our most recent exhibitions and attractions of note are:

- **Dive the Mary Rose 4D** operated by MRT, is an exciting new immersive audio-video experience which tells the story of the recovery of Mary Rose 40 years ago. The 4D cinema experience will allow visitors to dive under the waters of the Solent and take a glimpse at the Mary Rose as she lay for 500 years. Shaking seats, creative soundscapes and impressive visual trickery will make you feel as you too are one of the archaeologists racing the tides of time to save this historic asset and bring her to the surface.
- World Beneath the Waves exhibition operated by NMRN, centred around HMS Challenger
  and the 3-year voyage during which its crew undertook extensive conservation and research
  activity on marine science this expedition was the basis of oceanography and will illustrate
  the role the Navy has played historically, and today in understanding and protecting our
  maritime ecological systems

New activity coming up:

- Mary Rose likely to have a new exhibition launch in the spring of 2025 (TBC)
- Reinvigoration of Boathouse 6 which is the new Royal Marine Experience Museum,
   Commando Experience and Special exhibition space. This is likely to launch in the summer of 2026

There are a number of key dates which are also likely to be supported with various low-level programming:

- Easter Holidays (April 2025)
- May Half Term (May 2025)
- Summer Holidays (July and August 2025)
- October Half Term (October 2025)



- Christmas Holidays (December/January 2025/26) festive-themed events and activities (see <u>PHD website</u> for examples of this year)
- February Half Term (February 2025)

#### Themes usually include:

Mary Rose – meeting Tudor characters, games, archery, craft, family trails, tours and talks NMRN – STEM activities, meet the shipwrights, conservation skills, craft, family trails, tours and talks

Occasionally there is joint themed activities during the school holidays i.e. Creepy Crawlies over October Half Term. Each organisation sometimes puts on a larger scale event such as Tudor themed take over day or a Royal Marine Band concert.

The following key messages have been identified by the team and should be considered within proposals, these should inform responses but do not have to be literal inclusions, we would welcome refinement or redesign as well:

- Value of the ticket—e.g., Pay once and visit all year/Book now and visit all year with your ultimate explorer. Especially for families.
- Value for money e.g. more than a day out whilst also conveying the value of the ticket for someone from further afield coming as a day tripper
- Online Savings e.g. Book online to save/Book online and save £5
- Family Appeal e.g. Something for the whole family to enjoy
- Breadth of offer e.g. 1 ticket, 9 attractions, unlimited experiences and potentially programming

Other messages of note developed through conversation with the wider operation and programming teams included:

- Presenting the current main offer of the Mary Rose, HMS Victory and HMS Warrior as something you must see or come and visit again.
- Always more to see, in terms of something you haven't seen before which could be a museum/objects/exhibition.
- More than learning e.g. A visit is more than learning about history but spending time with family and friends, exploring and letting off steam, having fun and emotionally engaging
- Immersivity and authentic experiences e.g. A visit to the site helps you feel the wind your hair, the cobbles under your feet, the wood of the ships decks. You can walk in the steps of ancestors.
- Storytelling e.g. We don't just tell the story of objects but the people who owned them, who served on the ships and who still care for the ships today.
- Museum vs Visitor Attraction e.g. Museums can be viewed as static and unchanging, perhaps formal and 'worthy'. Our site offers traditional museum experiences but alongside something which in its immersivity, breadth and excitement is more akin to visitor attractions.

# 4.3 Detailed Scope of Service

NMRN and MRT are seeking to partner with a creative/advertising agency to develop the overarching campaign concept and aesthetic for a year-long campaign to promote Portsmouth Historic Dockyard.

The scope of service is broken into three strands:



#### 1. Creative Campaign

- Creative campaign treatment including the PHD brand in an overarching visual addressing approach to design, unified messaging, narrative/storytelling examples
- Visual examples of how the campaign concept could be implemented across different marketing channels namely out of home and paid digital media. As well as one off events/exhibitions, specific offers or discounts.

#### 2. Implementation Guidance

- NMRN and MRT will work closely with the appointed supplier to refine the proposition campaign concept and visual iterations for use throughout the 25/26 financial year
- Once the proposition campaign is refined and signed off, the supplier will deliver the campaign concept master files to NMRN Operations and MRT

#### 3. Delivery of Assets

- In addition to the master files, fully developed templates are required for the following applications:
  - A1 poster
  - DL leaflet
  - 6-sheet
  - 48-sheet
  - Streetliner, Mega Rear, Superside
  - Google display ads
  - Meta assets
  - X assets
  - Print advert
    - Vertical half page
    - Horizontal half page
  - Website banners
    - Desktop version
    - Mobile version
  - Video stills vertical and portrait formats, layered .psd files

#### 5. TENDER AND CONTRACT DETAILS

#### **5.1** Timeline

The estimated tender and project timeline is outlined below:

No	Event	Date
1	Issue of ITT Documents	Thursday 29 <sup>th</sup> August
2	Deadline for return of tenders	Thursday 3rd October
3	Desktop Evaluation of Tenders for Shortlisting	Friday 4 <sup>th</sup> October
4	Post submission campaign brief issued to top 3 suppliers	Monday 7 <sup>th</sup> October



5	Return of campaign brief (2 weeks- 10 working days)	Midday 17 <sup>th</sup> October
6	Post-Submission Interview	18 <sup>th</sup> October
7	Award notice issues	21 <sup>st</sup> October Pending Approval
8	Commencement of contract	1 <sup>st</sup> November
	Post contract schedule	
9	Campaign Proposal sign off	13 <sup>th</sup> December
10	Delivery of assets	March

## 5.2. Tender

- The Tender submissions will be evaluated and those that are selected for shortlisting will be issued a campaign brief. Those that are shortlisted will be given a fee of £500 to produce a draft creative campaign concept, more than one draft concept will be accepted.
- This process is being procured as part of an open tender process. Responders should note that the timeline above for tender responses is fixed.