

**Appointment of Digital Marketing Agency:
NMRN Operations, PHD Operations and Mary Rose
Trust**

Annex A
Scope of Requirement

Reference: 229501

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1 Introduction

1.1 Brief Issue

This brief is issued by the National Museum of the Royal Navy (NMRN Operations) in partnership with Mary Rose Trust (MRT) as joint operators of Portsmouth Historic Dockyard (PHD Operations) for the provision of a digital marketing agency to work with and on behalf of NMRN, MRT and PHD, supporting the work of the digital team and wider marketing department for each entity's web and social media platforms and campaigns.

1.2 NMRN overview

The National Museum of the Royal Navy (NMRN) was established in 2009 and is the youngest national museum. It tells the story of the four fighting forces of the British Royal Navy, the Royal Marines, the Fleet Air Arm, the Submarine Service and the Surface Fleet.

Its vision is: *To be the world's most inspiring Naval Museum, Linking Navy to Nation*

Its mission is: *Inspiring enjoyment and engagement with the continuing history and modern role of the Royal Navy and the Royal Navy's impact on shaping both our nation and the modern world.*

The Museum is based across five geographical locations:

- NMRN as part of Portsmouth Historic Dockyard (PHD) in Portsmouth and Gosport, both in Hampshire,
- Fleet Air Arm Museum (FAAM) in Yeovilton, Somerset,
- National Museum of the Royal Navy Hartlepool (NMRNH) in County Durham, and
- HMS Caroline in Belfast, Northern Ireland.

Across these sites NMRN holds the nation's richest and most diverse collection of historic warships. Each site is unique and feature a mixture of ships and museums.

Digital footprint:

1.3 The Mary Rose Trust overview

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 accessible.

Digital footprint:

- www.maryrose.org
- Twitter: [@MaryRoseMuseum](https://twitter.com/MaryRoseMuseum) (27,300 followers)
- Twitter (Learning): [@MaryRoseLearn](https://twitter.com/MaryRoseLearn) (1,500 followers)
- Facebook: [@MaryRoseMuseum](https://www.facebook.com/MaryRoseMuseum) (21,000 followers)
- Instagram: [@MaryRoseMuseum](https://www.instagram.com/MaryRoseMuseum) (14,300 followers)
- LinkedIn: [The Mary Rose](https://www.linkedin.com/company/the-mary-rose) (2000 followers)
- Pinterest: [@maryrosemuseum](https://www.pinterest.com/maryrosemuseum) (636 followers)
- Tik Tok: [@maryrosemuseum](https://www.tiktok.com/@maryrosemuseum) (319 followers)

1.4 Portsmouth Historic Dockyard overview

Portsmouth Historic Dockyard (PHD) is the collective brand which is marketed and operated jointly by NMRN and MRT since August 2020. As a visitor attraction, PHD is run as a joint ticketing offer, meaning visitors can purchase one ticket to experience NMRN and MRT attractions of their choice.

It is one of the UK's leading visitor attractions, based on the coast of Portsmouth and welcoming more than 850,000 visitors per year. It is the home to:

- The Mary Rose Museum – operated by MRT
- The National Museum of the Royal Navy – operated by NMRN
- HMS Victory – operated by NMRN
- HMS Warrior – operated by NMRN
- Action Stations – operated by NMRN
- Boathouse 4 – operated by Portsmouth Naval Base Property Trust
- HMS M.33 – operated by NMRN
- HMS Victory: The Nation's Flag Ship – operated by NMRN

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

- The Royal Navy Submarine Museum and HMS Alliance - operated by NMRN
- Explosion Museum of Naval Firepower – operated by NMRN

Digital footprint:

1.5 The Brief

NMRN Operations and Mary Rose Trust are seeking a digital marketing agency to deliver NMRN, PHD and MRT digital marketing strategies and digital improvement, supporting the in-house digital team, campaign managers and wider Marketing Department.

NMRN Operations are seeking the successful agency to support NMRN's Strategic Aim 1: to grow and diversify our audiences and by creating innovative and inspirational experiences, services and products; and Strategic Aim 3 by growing our income and financial resilience to secure long-term sustainability. These represent core business critical functions.

Mary Rose Trust are seeking a digital marketing agency to support their established digital brand and tone of voice, helping to deliver digital advertising campaigns and SEO advice, in order to achieve financial targets, charitable goals and brand awareness.

Collectively, both NMRN and MRT, are seeking a digital agency that can propel PHD Operations' consumer marketing via our digital channels, achieving revenue targets and improving brand awareness on a national level.

The winning agency will be expected to deliver on three strands of work:

- 1 **Realising the digital strategy**, driving the plans for digital improvement and excellence based on corporate plans and objectives for both NMRN and MRT.
- 2 **Sales and revenue optimisation**, incorporating into 'realising the digital strategy' a continuous programme of administering and advising upon best possible pay-per-click (PPC), media buying and optimisation of websites for ticket and revenue conversion. for NMRN, PHD and MRT online channels.

- 3 **Account management**, becoming the extension to the digital marketing colleagues in NMRN and MRT through proactive communication and dialogue, proactively hosting check-ins, brainstorming, **reporting and evaluation**, look-ahead and ad hoc meetings with colleagues as seen fit.

See Detailed Scope of Service in Section 4 for additional information on each of the three strands of work.

We are seeking a digital marketing agency for the following reasons:

- Post-Covid, ticket sales across sites have not rebounded as well as first expected. Online sales have struggled compared to walk-up sales, despite the offer of a £5 saving per person for advance online booking. The winning agency must engage with weekly sales targets (based upon past performance, projected forecast and seasonal trends) and aim to surpass targets with a detailed conversion plan.
- The demands of NMRN, MRT and PHD activity require an agency that can be proactive and dynamic, taking ownership and responsibility for delivering the marketing vision for each site (or museum) with minimal guidance and steer.
- The campaigns programme demands a year-round delivery of PPC campaigns, often with multiple campaigns running simultaneously to attract particular audiences to our many sites. The winning agency must be agile with our campaigns, taking briefs and providing structured recommendations for delivering best possible conversions based on audience, platform trends, campaign style and desired outcomes.
- With two recently-launched websites, both NMRN and PHD, there is a need for deeper evaluation and analysis of how new designs and user experiences are affected by the new layouts and content. The winning agency will be expected to provide an audit and regular commentary of performance, recommending direction for website development.
- The Mary Rose Museum website was last redeveloped in 2018, and so, requires a detailed analysis of content and SEO across the site.
- A testing programme is required so that all our sites are continuously being assessed for maximising micro and macro conversions according to user experience, with scientific A/B testing programmes in place to continually improve key pages.
- NMRN have a set of corporate plan objectives to achieve for digital in the next 2-5 years that can only be achieved in collaboration with a digital marketing agency.
- Mary Rose Trust is hoping to launch a strategic fundraising strategy within the next year and requires the assistance of a digital agency to advise and implement this across digital channels.

3 Digital strategy and outlook

3.1 PHD

Current trend: In the financial year 2022-23, Portsmouth Historic Dockyard's online family and individual ticket sales fell sharply compared to previous years. The overall number of online tickets sold to date has accounted for 40% of the combined number of paying visitors. Where there have been recoveries towards the forecast levels of web ticket sales, this has been matched by a similar recovery in walk-ups; web sales remain in the minority as the choice of ticket purchasing, despite offering a £5 discount per person when booked in advance.

Digital goal: Create a digital-first experience for visitors, developing the website into a must-visit information source pre- and during-visit, and social media into must-follow with value-adding content for family and individual visitors.

Digital outcomes: Through redevelopment and continual improvements to the existing website using modern technologies and techniques, web ticket sales become the de facto choice for visitors. Enquiries/complaints are significantly reduced, and digital advocacy increases significantly by presenting clearly accessible web content and social media response and engagement.

3.2 Mary Rose Trust

Mary Rose Trust has an established online presence, that currently works brilliantly to engage with our entrenched supporters. Over the next 3 years, MRT is looking to widen the scope of our brand recognition, engaging with more diverse audiences locally, nationally and internationally. We also aim to share the full scope of our other stories, such as archaeology, conservation, scientific research.

1. Audiences

- Broaden online audience demographics
- Improve brand recognition locally, nationally and globally

2. Collections/conservation

- Continue to share the collection and its unique insight to Tudor life online through the use of content, blogs and social media – in short, we want to be the go-to place for information on maritime and everyday Tudor life.
- Share our scientific research, with particular reference to archaeology and conservation of the *Mary Rose*, artefacts and crew (and their stories) as well as the paid-for services we offer to the maritime conservation and archaeology sectors.
- Promote our educational workshops to teachers, and share online resources for teachers and families to use when they can't visit in person.

3. Sustainability/fundraising

- Secure financial stability for the long term, by generating ticket sales
- Generate funds and donations through online marketing channels, relating but not limited to: legacies, patronage, membership, one-off donations and sponsorship
- Establish the Mary Rose Museum as a unique and inspiring venue for private events

3.3 National Museum of the Royal Navy (overall)

In 2022 the trustees of the Museum in collaboration with the Executive developed a new strategic plan for NMRN developing beyond the first decade of its life and steering its direction out of the COVID 19 crisis.

The identifies the following strategic aims, with additional overarching digital vision based upon these aims:

1 Audiences

- Grow and diversify our global audiences – nationally, on site and online

- Create innovative and inspirational experiences, services and product
- Build our brand and reputation as the authority on the Royal Navy story

Digital goal: Increase website and social media engagement with interactive and immersive content to fulfil online diversification and attract new visitors from audiences in line with each site's specific audience profiles and offer.

Digital outcome: Increased website and social media traffic and conversions, with higher engagement and retention rates, and broader reach across diverse audiences. Increase in proliferation of NMRN content because value-adding content becomes innately worthy of sharing and discussion among digital audiences. The leveraging of user-generated content and shared their experiences and stories through digital will act as advocacy among matching audiences.

2. Collections

- Sustain and develop our world-class collections and sites
- Explore different Royal Navy story perspectives with our diverse audiences
- Extend access to our collections and sites through digital transformation

Digital goal: Extend access to collections and sites through digital transformation and enhancement of digital platforms, promoting learning of different perspectives on the Royal Navy story, with higher online visibility for the museum's collections and sites, and better educational opportunities for visitors.

Digital outcome: Website and social media engagement sees a significant increase in audience streams from regularly using our collections for both bite-size and in-depth storytelling techniques, including new and existing technologies through our digital platforms such as webinar, workshops, video content and eventually AR/VR technology to enhance visitors' online experiences and promote virtual accessibility to the museum's sites and collections.

3. Sustainability

- Grow our income and financial resilience to secure long-term sustainability
- Reduce our carbon consumption and transform our estate
- Build partnerships and influence

Digital goal: All our sites command a digital-first experience to sustain sales and deliver significant ROI from digitally led campaigns and other digital efforts with the ultimate goal of attracting visitors. Create a digital environment that demonstrates best working practices of carbon footprint reduction. Establish partnerships with relevant online educational platforms and schools, local hospitality and other sites that may enhance a visitor's experience and stay at our locations, and

Digital outcome: All sites consistently sell tickets via web as the first choice for visitors, reduced carbon footprint, improved online reputation, and strengthened partnerships with relevant organizations. Social media channels and website are able to effectively promote the museum's sustainability efforts, both digitally and on-site, and establish it as a thought leader in sustainable museum practices.

These goals and outcomes have been adapted for each site's specific audiences and offering.

3.3.1 Fleet Air Arm Museum

Current trend:

1. Audiences

Digital goal: In line with the overall NMRN goal of diversifying audiences, achieve greater digital market penetration from our target FAAM audiences, opening up FAAM as the first-choice tourist destination for west country holidaymakers, day-trip families and local audiences, securing advance bookings through an audience penetration of digital offer and supporting campaigns.

Digital outcomes: Increased website and social media traffic and conversions, with higher engagement and retention rates, and broader reach across diverse audiences through creating a presence across multiple digital touchpoints. FAAM generates last-minute digital bookings through opportunity marketing, tapping into holidaymaking crowds and as an enclosed attraction for wet-weather days, and by plugging into wider tourism digital marketplaces increases advanced bookings as part of audiences' wider visit to the local area.

2. Collections

Digital goal: Become the leading voice online in aviation enthusiasm online, speaking as experts in our field through universally-accessible content. Through collaborations with influencer and aviation, spread the story of FAAM's collection to audiences in a new and engaging style.

Digital outcomes: Building upon FAAM's new presence on nmrn.org.uk and through an array of social content, a new of collections knowledge and storytelling to drive greater engagement, building a following from aviation devotees to the casual admirer audiences with shareworthy content on social and with in-depth coverage on web as a learning resource.

3. *The Sustainability goal will mirror that of the overarching NMRN Sustainability goal, with digital marketing of initiatives and practices unique to FAAM.*

3.3.2 National Museum of the Royal Navy Hartlepool

1. Audiences

Digital goal: Occupy a standing as a must-see tourist attraction particularly for NMRNH's core local and wider North of England audiences, opening up FAAM as the first-choice destination for day-trip families and local audiences, securing advance bookings through an audience penetration of digital offer and supporting campaigns.

2. Collections

Digital goal: Using the Collections portal and XXX, produce a content catalogue of the collections specifically related to HMS Trincomalee, the Georgian quayside and

Hartlepool's naval history, developing a digital brand of pride in the local area's back story through storytelling and web content enrichment.

Digital outcomes: Building upon Hartlepool's new presence on nmrn.org.uk and through an array of social content, a new of collections knowledge and storytelling to drive greater engagement, building a following among those who have visited previously and will act as advocates for the attraction through shareworthy content on social and with in-depth coverage on web as a learning resource.

3. *The Sustainability goal will mirror that of the overarching NMRN Sustainability goal, with digital marketing of initiatives and practices unique to Hartlepool.*

3.3.3 HMS Caroline

Current trend: Since March 2020, HMS Caroline has been closed to the public due to issues arising from the Covid-19 pandemic and her operating agreement. She reopened on 1 April 2023 [MORE ON EARLY TICKET SALES]

1. Audiences

Digital goal: Restore HMS Caroline's status as a must-see attraction to key audiences, including locals within an hour's drive, families (adults 28+ who live within a 90 minute drive) and specialist audience (NI-wide), maintaining the momentum of her reopening through sustained and widespread digital marketing efforts.

Digital outcomes: Restored top-level search engine ranking, both organic and PPC, ranking among audiences. Increase in brand awareness online, demonstrated through social media following increase, engagement and 'chatter' - visiting audiences acting as advocates. Through third-party digital partners in tourism, culture and historical interest web and social media, proliferate the presence of Caroline through targeted content.

2. *The Sustainability goal will mirror that of the overarching NMRN Sustainability goal, with digital marketing of initiatives and practices unique to Hartlepool.*

4 Detailed Scope of Service

4.1 Realising The Digital Strategy

- Using the digital visions described in Digital Strategy And Outlook and NMRN corporate plan (for NMRN attractions only), create a medium-term digital plan for each site and museum to develop and optimise the digital estate over a 3-5 year period. The winning agency will be expected to take ownership of the plan, adding SMART target KPIs to the above digital goals and outcomes to achieve through strategic marketing.
- Undertake an audit of the existing PHD, NMRN (and each geographic site) and MRT digital landscape, producing a comprehensive report on the future direction of each
- Collaborate with in-house NMRN and MRT colleagues, including the Web Developer, Web Content Creator, Social Media Manager, Digital Content Producer, Digital Marketing

Coordinator and MRT Head of Marketing, to create individual plans for executing the master plans described above.

- Position PHD, MRT and NMRN attractions within the wider UK culture and tourism national agenda through a digital marketing strategy that elevates each website and social media content to national visitor audiences.
- Position NMRN collections to national and global audiences to attain a greater appreciation and understanding of artefacts and appreciation of the people and techniques behind conversation.
- Accelerate the drive for digital donations, reaching post-visit audiences and Royal Navy affinity and Mary Rose Trust audiences.
- Integrate with other NMRN and MRT agencies working on related marketing and PR, such as brand and identity, special offers, audiences and messaging, taking actions and translating outcomes into digital output.

4.2 Sales and revenue optimisation

4.2.1 Optimisation programme

- Conduct a full audit of all existing arrangements, taking a ground-up approach to a new optimisation programme.
- Evaluate ticket sales and other revenue streams on PPC and other inbound traffic to adjust spend/approaches to delivery.
- Maintain and utilise third-party auditory software, including full operations of Google Analytics 4, Microsoft Surface/Hotjar, to inform evidence-based evaluations of performance and inform recommendations for optimisation programme.
- Develop a programme of optimisation with techniques recommended by agency, designed to test alterations and improvements to key pages to measure conversion gains, working with the Web Developer, Web Content Creator and other marketing colleagues to approve and implement, using a continuous feedback loop of analyse, plan, design and test.

4.2.2 Media buying

- Conduct a full audit of all existing arrangements, identifying past success and failures, threats and opportunities, recommending the optimum marketing mix for media buying for all attractions and campaign approaches.
- Using briefs from Campaign Managers in NMRN and MRT, develop comprehensive digital marketing campaigns across multiple platforms with clearly-defined objectives, metrics and

KPIs to deliver conversions, either in web ticket sales or other engagement or awareness conversions as required.

- Use weekly targets to inform required approach to PPC/Grant/BAU spend and website content through monthly and quarterly meetings.
- Recommendations for continuous year-round development, improvements and enhancements for driving traffic to and converting into ticket/revenue sales from PHD, NMRN and MRT websites.
- Full audit of existing digital sales conversion strategies and techniques presented in report form.

4.3 Account management

- Organise and lead on a programme of regular meetings, workshops and other structured events to encourage discussion for the direction of Realising The Digital Strategy and Sales And Revenue Optimisation respectively.
- Proactively report on digital campaigns upon completion, collecting data and adding analysis, commentary and recommendations.
- Maintain consistent communications with marketing and/or department leads on streams of work, including (but not limited to):
 - Campaign Managers, in translating brief to concept and reporting back
 - Departmental leads
- Generate clear, easy-to-understand reports that utilise metrics and KPIs with coherent commentary, demonstrating where value for money has been delivered and identifying areas that require adjustment or abolition if underperforming.
- Ensure a deep learning and understanding of PHD, NMRN and MRT's various sites, attractions, visions and nuances among all agency staff working to their briefs.

5 Contract details

5.1. Duration of contact

The contract will be for 12-month period which would be renewable annually for a maximum period of up to five years.

5.2. Procurement of contract

This contract has been tendered shortly after a review of our media monitoring and database service which the appointed agency would have access to. The service chosen is Vuelio.

5.3. Media buying payments

The winning agency will be expected to cover the initial costs of payment for all PPC and SEO campaign and BAU work, recharged upon completion of each campaign run or periodically with prior agreement