

# Annex A

## Specification / Scope of Requirement

### 1. INTRODUCTION

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

## 2. THE NATIONAL MUSEUM OF THE ROYAL NAVY OVERVIEW

### 2.1. 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.

The Museum is based across five geographical locations: Portsmouth and Gosport both in Hampshire, Yeovilton in Somerset, Hartlepool in County Durham and Belfast in Northern Ireland.

Across these sites NMRN holds the nation's richest and most diverse collection of historic warships including the 'nation's flagship' HMS Victory. Each site is unique, and features a mixture of ships and museums, details of each site and its corresponding audience are expanded on in section three.

Nine of the ships in the Museum's care are recognised as being of national significance by the National Register of Historic Vessels and are included in the National Historic Fleet. This is over half of all major historic warships preserved in the United Kingdom. The NMRN also has a collection of seven smaller but still very important naval vessels.

The NMRN Historic Fleet consists of:

- HMS Victory, battleship of 1759, Nelson's flagship at the Battle of Trafalgar.
- HMS Warrior, battleship of 1860, the ultimate deterrent of the mid-19th century.
- HMS M33, monitor of 1915, fought at Gallipoli in 1915 and against the Bolsheviks in 1919.
- HMS Alliance, World War 2 long range submarine.
- HMS Holland 1, the Royal Navy's first submarine built in 1901.
- HMS Trincomalee, Bombay-built frigate of 1817, the only surviving wooden warship built in that yard
- HMS Caroline, Light Cruiser of 1914 the only surviving ship from the Battle of Jutland.
- LCT 7074, a Landing Craft (Tank) which took part in D-Day. Currently operated by D-Day Museum

In addition, NMRN holds a significant aircraft collection which represents the Fleet Air Arm Story.

NMRN also cares for a collection of over 2.5 million items which tell the epic story of the Royal Navy from its origins in 625AD to today. It is the country's most comprehensive collection of Royal Navy heritage and holds national and international significance.

NMRN, is a National Museum with a nationally recognised collection and as such, is a member of the National Museum Directors Council. It is also a Service Museum, and therefore receives its grant in aid support from the Ministry of Defence, via the Royal Navy akin to the National Army Museum and the Royal Air Force Museum. NMRN's level of public funding does not enable it to meet costs sufficiently to offer free visitor access (in line with other national museums) and therefore it is dependent on its commercial revenue streams (in particular its admission fees) and fundraising endeavours to bridge the gap.

The management of the day-to-day activity of the Museum is delivered by the NMRN Operations Company who are commissioning this work.

## 2.2. VISION, MISSION, VALUES

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

**Mission:** *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*

Our values were established by a working group of staff and volunteers. They guide our everyday actions and ensure we are all working towards a shared vision, enabling us to be better at what we do, creating a great place for us to work and ensuring we provide first class services to our visitors and users.

**M** Make Things Happen

**A** Achieve

**R** Respect

**T** Trust

**I** Inspire

**M** Motivate

**E** Excellence

## 2.3. STRATEGIC OBJECTIVES

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. This plan identifies the following strategic aims:

### 1. Strategic Aim 1 Audiences

- Strategic Objective 1.1 Grow and diversify our global audiences – nationally, on site and Online
- Strategic Objective 1.2 Create innovative and inspirational experiences, services and Products
- Strategic Objective 1.3 Build our brand and reputation as the authority on the Royal Navy Story

### 2. Collections

- Strategic Objective 2.1 Sustain and develop our world-class collections and sites
- Strategic Objective 2.2 Explore different Royal Navy story perspectives with our diverse Audiences
- Strategic Objective 2.3 Extend access to our collections and sites through digital Transformation

### 3. Sustainability

- Strategic Objective 3.1 Grow our income and financial resilience to secure long-term sustainability
- Strategic Objective 3.2 Reduce our carbon consumption and transform our estate
- Strategic Objective 3.3 Build partnerships and influence

The strategy also recognised that none of this will be achieved without the skills, dedication and hard work of NMRN's people and therefore seeks to:

- Value and empower our people
- Are outward-facing, inclusive and audience-led
- Build a culture of innovation and enterprise
- Be sustainable in all that we do

This strategic plan is delivered through the implementation of a Corporate Plan, directed and delivered by the Executive.

## 3 OUR SITES

### 3.1. NMRN PORTSMOUTH, GOSPORT AND PORTMSOUTH HISTORIC DOCKYARD OVERVIEW



Portsmouth Historic Dockyard (PHD) is the destination brand attached to NMRN's offer at Portsmouth and Gosport. 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 services history.

Maintenance and guardianship of the historic PHD estate is managed by our landlords the Portsmouth Naval Base Property Trust 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 however, is marketed and operated jointly by NMRN in partnership with the Mary Rose Trust (MRT), since August 2020 via PHD Operations 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.

### 3.2. PORTMSOUTH HISTORIC DOCKYARD ATTRACTIONS

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. She is the only ship of her 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: The Nation’s Flag Ship – 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 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 Tours** 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.

### **3.3. PORTMSOUTH HISTORIC DOCKYARD TICKETING**

Visitors to the site are presented with three paid ticket options:

- **One Attraction Ticket**

Currently priced at £34 (adult) whether bough 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. Uptake for the ticket is largely for visits to HMS Victory (including Victory Live and Victory Gallery), Mary Rose and the Submarine Museum.

- **Three Attraction Ticket**

Our least popular ticket, this is priced at £44 online and £49 (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 £44 online and £49 (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.

### 3.4. FLEET AIR ARM MUSEUM OVERVIEW



ROYAL NAVY  
**FLEET AIR ARM**  
MUSEUM

The Fleet Air Arm Museum (FAAM) is based in Yeovilton, Somerset. Geographically, it is located adjacent to the Royal Naval Air Station Yeovilton one of two active Fleet Air Arm bases.

The Museum is made up of four exhibition halls and holds over ninety aircraft as well as more than 2 million records and 30 thousand artefacts. It is Europe's largest naval aviation Museum. It also has an airfield viewing area, offering visitors views of modern service personnel take-off and landing at the site and providing an important link to the modern service story.

Highlights from the site include:

- **Concorde 002**  
Find out the fascinating story behind this prototype as it was tested and developed to shape the 16 Concorde's that went into service for Air France and British Airways. On board the world-famous Concorde 002 you can marvel at this amazing feat of modern technology, discover how it reached incredible speeds in excess of 1,300 mph and changed the world of commercial aviation forever.
- **Saved! 100 years of Search and Rescue**  
You will uncover the astonishing 100-year history of this service from the people who shaped it to the actual aircraft they use and even get the chance to walk through a Search and Rescue Sea King helicopter!
- **Pioneers to Professionals: Women of the Royal Navy**  
Discover the awe-inspiring story behind the pioneering women who laid the foundations for the Women's Royal Navy Service and shaped it into what it is today.
- **Aircraft Carrier Experience – Airfield at Sea**  
Be transported onto the flight deck of a working Aircraft Carrier and see naval aircraft in their natural home, the aircraft carrier. Discover the evolution of Aircraft Carriers from the dawn of naval air warfare to the everchanging modern world and the hurdles needed to overcome. You will witness the dangers of aircraft taking off and landing on a moving runway at sea, how crews overcome these challenges and how the highly skilled men and women of an aircraft carrier operate a city at sea.
- **40th Anniversary Falklands Conflict exhibition**  
See the Falklands war through the eyes of a Royal Navy Petty Officer who served during the war.

Visitors to the site are presented with one paid ticket option priced at a £18 online and £22 walk up on site (adult). This is a full year ticket and can be redeemed multiple times across 12 months.

### 3.5 NATIONAL MUSEUM OF THE ROYAL NAVY HARTEPOOL OVERVIEW





## THE NATIONAL MUSEUM **ROYAL NAVY** HARTLEPOOL

The National Museum of the Royal Navy Hartlepool (NMRNH) is based in Hartlepool in County Durham. A seaside and port town it has a long history of Royal Navy recruitment and ship building. The Museum is made up of a series of spaces around a recreated 18th century seaport with HMS Trincomalee a Royal Navy Frigate and Britain's oldest floating warship at the centre of the quay.

Highlights from the site include:

- **HMS Trincomalee**

Climb aboard the last remaining Royal Navy ship to be built in India, HMS Trincomalee. Docked in Hartlepool, you will discover the rich history of this extraordinary ship and experience the hierarchy of life at sea from the captain's cabin to the crew's mess deck.

- **HMS Trincomalee Exhibition**

Located on the historic quayside, the HMS Trincomalee Exhibition is home to the story of HMS Trincomalee, from her build in India to her restoration in Hartlepool, as well as the famous figurehead which was mounted on the ship for 150 years!

- **Fighting Ships**

See the secrets of war unfold before you in the moving and stirring story of HMS Prosperity. Move through the exhibition as each part of the ship is brought to life and the stories of those who served onboard are revealed. Narrated by a young member of the ship's crew, the dramatic reconstruction of what happened is unleashed for all to see, hear and feel.

- **Recreated Georgian Quayside**

Take in the historic quayside setting at the National Museum of the Royal Navy Hartlepool. Travel back in time to the recreated 18th century seaport and its beautiful waterside setting. See how tradesmen like tailors, printers and instrument makers earned a wage. You can also see how people spent their leisure time playing traditional games.

- **Horrible Histories Pirates: UK exclusive!**

The bestselling series, by Terry Deary and illustrator Martin Brown, takes buccaneers of all ages on an epic adventure across the seven seas with hands-on displays and interactive exhibits in this temporary display. Follow a bossy pirate parrot and his ratty shipmate on a hilarious journey as you discover wicked weapons, terrible tactics and prisoner punishment used by Blackbeard himself. Lively illustrations, foul facts and gruesome games bring the stories of putrid pirates to life.

- **Diving Deep**

*Diving Deep: HMS Invincible 1744* explores the fascinating discovery and underwater excavation of HMS Invincible in an inactive exhibition. Telling the story of HMS Invincible and showcasing an incredible collection of original artefacts that have been retrieved from its resting place on the bed of The Solent. Artefacts from swivel guns to original wig curlers are on display alongside fun interactive elements that help you to understand the world of Invincible. The exhibition uses the latest in digital technology to bring the often unseen and

mysterious world of underwater excavation to life, including a 3D reconstruction of the excavation. The exhibition celebrates one of the most important underwater archaeological excavations to have ever taken place in UK waters.

Visitors to the site are presented with one paid ticket option priced at a £8 online and £10 walk up on site (adult). This is a full year ticket and can be redeemed multiple times across 12 months.

In addition to the current offer NMRN has recently acquired a 58,000 square foot, three-acre site, with 250 car parking spaces, which lies alongside NMRN Hartlepool, unlocking much-needed space for an ambitious expansion which includes new galleries, conservation workshops, reception and retail space. This forms part of wider plans by Hartlepool Borough Council and the Tees Valley Authority to redevelop the waterfront space in which NMRNH sits.

### 3.6. HMS CAROLINE OVERVIEW



**HMS CAROLINE**  
BELFAST

HMS Caroline (HMSC) is located in the Titanic Quarter of Belfast, a 185-acre urban-waterfront regeneration project and the site where RMS Titanic was designed and built. The Titanic Quarter is based in central Belfast, and through its location is aligned to the wider tourism offer for Northern Ireland.

HMSC is a decommissioned C-class light cruiser of the Royal Navy that served in the First World War at the battle of Jutland and as an administrative centre in the Second World War.

The site centres around the ship but is complimented by the adjacent pumphouse site which housed an exhibition on the history of HMSC.

HMSC closed in March 2020 in response to the pandemic and reopened in March 2023. Despite an initially strong start HMSC has struggled to reach operating targets so a number of different models have been tested throughout 2023. A new operating model and business plan is due to commence April 2024.

Highlights from the site include:

- **Captain's Quarters**  
Walk into the authentic historical spaces on board HMS Caroline and it will feel like the crew never left. Could you have slept in a hammock like the marines or seamen? Or would only the Captain's Quarters have been good enough for you?
- **Engine Room**  
Dive down below the waterline of HMS Caroline and see the incredible engine room, preserved just as it was when it was an active warship. Experience the sights, hear the rumble of the turbines, and maybe catch the faint whiff of oil as you explore the very heart of HMS Caroline.

- **Drill Hall**

The first stop onboard HMS Caroline is the Drill Hall, where you can see the Battle of Jutland brought to life. This impressive, cinema-style experience put you right in the middle of the action.

## **Pumphouse**

Alongside HMS Caroline is the historic Pumphouse that served the dock where Titanic was built. This is the visitor centre for HMS Caroline and features much of the original Edwardian-era machinery and associated technology. The space also contains interpretation of the story of HMS Caroline.

Visitors to the site are presented with one paid ticket option priced at a £11 online and £10 walk up onsite (adult) which is only available during peak season. This is a full year ticket and can be redeemed multiple times across 12 months.

## **3.7. NMRN PROJECTS AND DEVELOPMENTS**

In addition to the NMRN sites, there are a series of strategic projects in development.

- **HMS Victory Conservation Project**

The HMS Victory Conservation Project is a decade long project to protect Nelson's flagship from the impact of time and natural decline. A team of HMS Victory Preservation Company Trustees have formed a committee to consider the best mechanisms to communicate with and engage audiences with this once in a lifetime work. Brand and audience research is available for this.

- **Reinvigoration of Boathouse 6 and Royal Marines Experience Museum**

In February 2024 NMRN submitted a National Lottery Heritage Fund bid for development funding to support the progression of plans to redevelop Boathouse Six in Portsmouth Historic Dockyard. This would involve the creation of a new set of permanent galleries devoted to the story of the Royal Marines Corps both historically and today. It would also include the creation of a 400sq ft devoted special exhibition space, a Royal marines themed laser quest and new flexible conferencing and events spaces.

- **NMRNH Waterfront Project**

As detailed the NMRNH has purchased a large area adjacent to the existing site which it seeks to expand into. This expansion projects connects to a wider piece of regeneration work being led by Hartlepool Borough Council which seeks to redesign the waterfront location around the NMRNH site providing new leisure facilities and public spaces. NMRNH's expansion would be a combination of new galleries and commercial spaces that seek to expand on the contemporary story of the Royal Navy and to support a more sustainable operational model for the site.

## 4. CURRENT BRAND AND MESSAGING

### 4.1. NMRN BRAND PORTFOLIO UPON FORMATION



The National Museum of the Royal Navy (NMRN) was created in 2008 by amalgamating four existing Naval museums that represented each of the service arms of the Royal Navy (each of them a National Museum). Those museums were:

- The Royal Naval Museum
- The Royal Navy Submarine Museum
- The Royal Marines Museum
- The Fleet Air Arm Museum

The Navy Board recognised that only a unified National Museum could tell the Naval Story at a national and international level. The pathway was to bring together into a single charity, on the grounds of efficiency and effectiveness. The prime objective was to tell the story of the Navy - and its continuing importance to the nation - more coherently and more effectively, as well as making efficiency gains. This is established one national museum for the Royal Navy to sit alongside the National Army Museum and the Royal Airforce Museum.

The objects of the NMRN, also approved by the Navy Board and the Cabinet Office, are:

- The promotion of education and learning of Naval Service and Auxiliaries personnel and the members of the public about the history, deeds and traditions of the Naval Service and its Auxiliaries.
- The promotion and enhancement of military efficiency by assisting recruitment and retention and fostering the esprit de corps of the men and women who serve in the Naval Service or Auxiliaries
- The commemoration and remembrance of those members of the Naval Service and Auxiliaries who have died while on active service: and the encouragement of public recognition of the sacrifice made by such persons.

The brand portfolio at this stage therefore mirrored the structure of the Royal Navy with each site strongly anchored through to its corresponding navy service arm.

The visual identity created at the time of formation came from the Royal Navy and took the Royal Navy's own brand and added typographic descriptor for the national museum. Some further refinement was undertaken to add site specific graphic conceits which represented those service arms.

## 4.2. HOW THE BRAND HAS DEVELOPED SINCE NMRN WAS FORMED

Since its establishment NMRN has gone on to grow and develop, adding a range of ships and attractions to its brand portfolio.

As outlined in section 3 NMRN now operates across four geographical sites which vary in size and scale and are made of a mixture of ships museums and attractions.

Some of these individual ships and attractions bring their own brand identity with them having been imported from separate charitable trusts or alternative operators. For example, HMS Victory has a brand equity attached to its historical and cultural significance and that sits outside of the NMRN brand umbrella. We know it has a stronger brand recognition than NMRN.

Some of our assets have commercial brand identities attached to them, for example Laser Quest at our PHD site.

In addition to our four geographical sites, the NMRN also has several affiliates, organisations or assets which it does not control, but historically has worked with to promote the Royal Navy story. These include HMS Wellington, an Empires loop of 1924, in London; HMS Unicorn, a Leda Class frigate built in 1824, Dundee; the World War 2 Motor Launch Medusa, Portsmouth; The Diving Museum, Gosport; and the Milford Haven Museum. Whilst less emphasis is placed on these partnerships than pre-pandemic, there are a number of NMRN affiliate branded assets out there.

One of our historic ships – LCT 7074 - is also housed at the D-Day Story Museum, Portsmouth where it supports the story of the Normandy Landings. NMRN features this on its website encouraging visitors to extend their visit to Portsmouth with a visit to the D-Day story but most consumers would not recognise LCT 7074 as an NMRN asset.

Early in the Museum's history, NMRN also took ownership of the Portsmouth Historic Dockyard brand and began to operate the site (its visitor centre, visitor operations and marketing) as a B2C destination brand. This is now a joint operation with the Mary Rose Trust which still seeks to set PHD as a cultural and heritage destination within the South East of England. We know that this brand has stronger brand equity than NMRN and some of the brands in its portfolio.

The speed of NMRN's growth means the 'brand' has struggled to keep up. Decisions around naming conventions and brand have been made largely in silos and have not considered the wider implication on the management of the portfolio or the messaging. For example we still have Service Arm Museums (Fleet Air Arm Museum, Royal Navy Submarine Museum) in use, but also have conventions such as the National Museum of the Royal Navy Hartlepool.

With major projects such as the new Royal Marines Museum and the development of Hartlepool in the pipeline, we feel this is a critical moment to embark on a major brand development programme to review our brand portfolio and align it with our strategic ambitions and to ensure that work is underpinned by the intelligence available through the Audience Development work.

### 4.3. NMRN NARRATIVE

NMRN'S story is encompassed within its Master Narrative. This document intends to provide historic information, to assist with planning content and programming at our museum sites, and to act as a starting point for separate Service and Site Narratives.

Master Narrative is a living document, which will evolve over time as the story of the Royal Navy continues to unfold, and new perspectives on its long and complex history are revealed.

We aim to tell this emotionally nuanced story with balance; it involves failure and disorder as well as triumph and achievement. To do this, we have selected four key themes:

#### **People**

We tell the story of the Royal Navy's people, explore the incredible diversity of people that the Navy has attracted, and examine the qualities that distinguish those serving at sea: courage, loyalty, and sacrifice but also incidents of ignorance, cruelty and cowardice.

#### **Purpose**

We tell the story of the Royal Navy's roles in the past and explain its purpose today.

#### **Power**

We tell the story of the Royal Navy's power as a defining influence.

#### **Progress**

We tell the story of the Royal Navy and innovation through constant technological developments in ship design, weapons, navigation, infra-structure and communications. Its success has always been defined by innovation both in the complex logistical operations which keep warships at sea, and in the warships and weaponry themselves.

In 2021 the NMRN Interpretation Strategy was approved, this concentrates on the big picture. It focuses on the wider act of interpretation; a statement of intent, highlighting high-level ideas around interpretation for NMRN. It lays out five key themes for NMRN interpretation:

- Sea, Land and in the Air
- Science, Technology, Innovation & Discovery
- Peace and conflict
- A Source of inspiration
- Places, communities and cultures

In addition to these policies and strategies, the brand consultancy work will need to consider:

#### 4.4. PHD NARRATIVE AND BRAND POSITIONING

In 2020, NMRN and Mary Rose Trust (MRT) undertook a refresh of the destination brand for PHD. It defined the brand positioning as part of that process as outlined below:

*PHD is an important destination brand which can engage with a wide range of audiences. 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 through dynamic and unique experiences.*

*Families are an important part of our market; however, the brand should stretch and flex to enable us to create thought-provoking and emotionally engaging campaigns as well as fun ones.*

*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.*

We categorise the significance of the site as being:

The Soul of a Seafaring Nation.

Any work we undertake to review the NMRN brand MUST also consider the connection to PHD as a destination brand and MUST engage our partners at the Mary Rose Trust in the process.

## 5.OUR AUDIENCES

### 5.1 NMRN BRAND RESEARCH

In 2023 NMRN undertook a major piece of marketing analysis and audience research with Morris Hargreaves McIntyre (MHM). MHM's research has helped us to understand where our umbrella NMRN brand is currently positioned. Awareness of NMRN as a group of museums located at different sites across the country is low. Within the heritage and UK days out market, the research showed us that few people surveyed knew who we were. When further questions were asked it became clear that participants were confused about which sites belonged to us and where our sites were located. This is not unusual when compared to other museums with more than one site.

Interestingly, some of our individual assets were more recognisable i.e. HMS Victory, Portsmouth Historic Dockyard than the NMRN brand. In fact, some of NMRN's assets measured very favourably in comparison to other nationally re-known attractions that attract similar audiences.

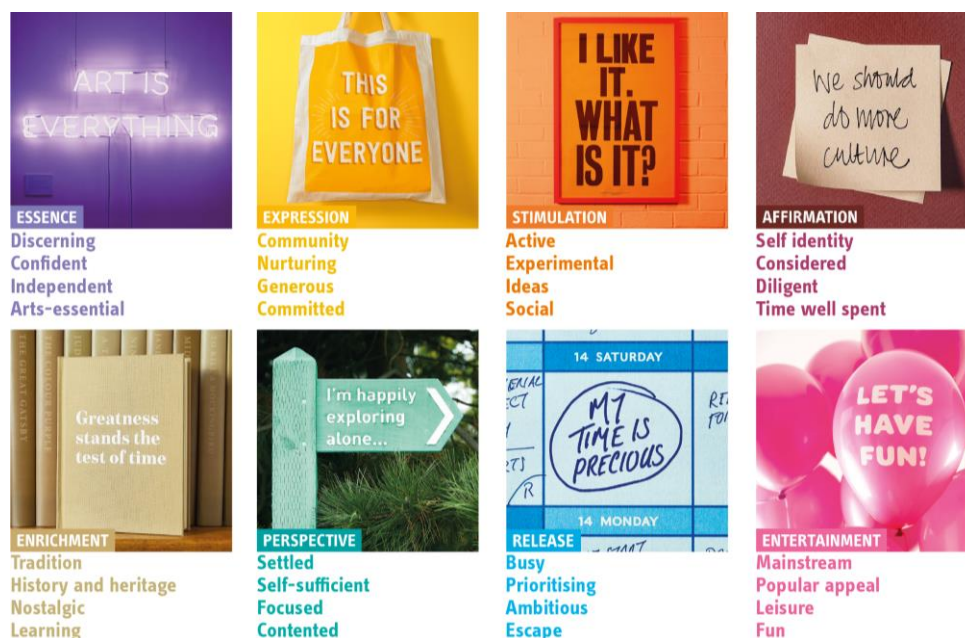
The research uncovered:

- Connection to the Navy was a motivation to visit in the main
- Interest in people, purpose and progress
- People expect to see original ships and objects, uniforms and technology
- People expected to have an immersive experience
- Strong interest in online engagement



## 5.2 NMRN POTENTIAL AUDIENCES ACROSS ALL SITES FROM RESEARCH

MHM researched each NMRN site to understand national and local markets and see where the opportunities for growth were. They surveyed people with an interest in days out and heritage using their segmentation system. Some detail of their findings is shared below, however a much fuller set of intelligence will be provided to the successful service partner.



### Portsmouth Historic Dockyard (PHD) Research Highlight

- Market growth potential sits in the 90min – 120 min drive time
- PHD and assets are the most recognised names in the area
- Fun and education are motivators for a visit
- Families are more likely to visit PHD
- 30% of potential market will definitely visit or revisit PHD
- Predominant segments: Expression and Affirmation

### Fleet Air Arm Museum (FAAM) Research Highlights

- Market growth potential outside 90 minute drivetime
- Intellectual and social reasons are motivations to visit
- Excellent value for money
- Predominant segments: Expression and Stimulation

### National Museum of the Royal Navy Hartlepool (NMRNH) Research Highlights

- More opportunity for growth in local area
- 60% of people interested in visiting after they had heard NMRNH proposition
- Local history is a key motivator
- Predominant segments: Expression and Essence



## 5.3 NMRN CURRENT AUDIENCES AND VISITOR FIGURES

### 5.3.1 PHD VISITORS

| 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       |

From the research conducted in 2023 it is clear that a majority of our current audience comes from within a 0 -90 minute drive time. This is backed up by our own data with 40% of paying visitors coming from Hampshire, Surrey, East Sussex and West Sussex. 14% of visitors come from mainly outer London boroughs with the remainder of the top 10 visitor locations for PHD coming from the South of England.

A majority of ticket purchases (April – Dec 23) are adults not visiting with children at around 70% of all purchases.

At the moment 37% of our total visitors are returners, which means people that have already bought an annual pass and have returned either once or multiple times.

Our current audience make up reflects our potential audiences with segments Expression and Affirmation but are more local and more connected to the Royal Navy.

This year PHD was number 35 on ALVAs list of visitor attractions in terms of visitor figures and number 3 for a paid general admission outside of London.

### 5.3.2 FAAM VISITORS

| Year   | Total Visits (including returners and frees) | Paying Visits |
|--|--|---------------|
| 2019 – 2020 inc closure March 2020   | 83,132                                       | 71,799        |
| August 2020 – March 2021 inc closure over November 2020 and Jan – March 2021 | 16,638                                       | 15,377        |
| April 2021 – March 2022 (inc closure April 2021 – May 2021)                  | 57,692                                       | 53,651        |
| April – March 2022   | 64319  | 63582         |
| April – Feb 2023   | 85626  | 85567         |

FAAM's current visitors are mainly coming from within a 60-minute drive time of the museum. With over 50% of its visitors coming from the main counties within that drivetime: Somerset, Devon, Dorset and Wiltshire. This is then Followed by Hampshire, Cornwall and Kent which sit slightly beyond a 90-minute drive time. There are no other significant patterns in the data to demonstrate clearly that visitors are coming to FAAM enroute to the most popular (see Visit Britian) tourist destinations in the South-West or that they are coming in numbers from further North.

Visitors are now more local than they were pre pandemic. This is the result of several years of a local marketing campaign that offers discounted tickets to people living in nearby postcodes. As more visitors are now local this has also driven up the amount of people returning on their ticket by 150% in 2023/24. Returner rate for 23/24 is 7%.

FAAM's visitors more likely to be adults visiting without children (59%) than families (24%).

Our current audiences are similar to those that have been identified as potential audiences. Indexing as Expression and Stimulation but with more of a connection to the Royal Navy.

### 5.3.3 NMRNH VISITORS

| Year  | Total Visits (including returners and frees) | Paying Visits |
|---|--|---------------|
| <b>2019 – 2020 inc closure March 2020</b>   | <b>48,801</b>                                | <b>37,030</b> |
| <b>August 2020 – March 2021 inc closure over November 2020 and Jan – March 2021</b> | <b>2,749</b>                                 | <b>2,462</b>  |
| <b>April 2021 – March 2022 (inc closure April 2021 – May 2021)</b>                  | <b>34,042</b>                                | <b>29,981</b> |
| <b>April – March 2022</b>   | <b>46179</b>                                 | <b>46920</b>  |
| <b>April – Feb 2023</b>   | <b>52915</b>                                 | <b>52650</b>  |

Reviewing sample data from NMRN CRM database shows a high concentration of visits from the local and regional area. With 31% of visitors coming from a 30-minute drive time County Durham, Hartlepool and followed by places within 30 - 60-minute drive time Stockton on Tees, Sunderland, North Yorkshire, Redcar and Cleveland.

There is no significant data to evidence that visitors are coming from further away to visit NMRNH on a staycation or equivalent.

NMRNH has a strong returner rate of 15%.

Predominantly our visitors come without children (70%) and families (24%).

More research of our current audiences is taking place in terms of MHM segmentation and how it relates to potential audiences.

#### 5.3.4 HMSC VISITORS

| Year                            | Total Visits (including returners and frees) | Paying Visits |
|---------------------------------|--|---------------|
| 2019 – 2020 Closed              | N/A  | N/A           |
| August 2020 – March 2021 Closed | N/A  | N/A           |
| April 2021 – March 2022 Closed  | N/A  | N/A           |
| April – March 2022 Closed       | N/A  | N/A           |
| April – Feb 2023                | 22,174                                       | 20,481        |

NMRN CRM database shows a high concentration of visits from the local and regional area. Since reopening audiences appear to be more local as Belfast is receiving less inbound visitors according to NI Tourism. 40% of visitors are coming from Belfast, Ards and Northdown, Lisburn and Castlereagh and Antrim and Newtonabbey which are within a 30 min drive time.

There is nothing significant in the data that demonstrates that HMS Caroline is receiving high numbers of domestic tourists.

3% of Caroline's visitors are returners.

Almost 75% of HMSC audiences are adults visiting without family whilst 23% are families. The sway in favour of adult visitors may be influenced by our operating model which is guided tours.

Current audiences have more connection to the Royal Navy than potential audiences. More research of our current audiences is taking place in terms of MHM segmentation and how it relates to potential audiences.

## 6 THE BRIEF

### 6.1 OVERVIEW

NMRN Operations is looking to develop a new strategic approach to the management and manifestation of NMRN's brand to support NMRN's Strategic Plan. Specifically:

- Aim 1 - to build our brand and reputation as an authority of the Royal Navy story and to grow and diversify our audiences.
- Aim 3 - to grow our income and financial resilience to secure long-term sustainability.

This procurement marks the latest piece of work to drive our strategic direction. In 2022, emerging from the pandemic, the Museum Trustees reviewed the vision and mission and developed a new strategic plan to guide the Museum into its second decade of operation.

Further to that a comprehensive review of our existing and potential audiences and the market opportunity available to NMRN to grow and develop those audiences in the future was undertaken to provide a foundation on which to base future decisions.

Now NMRN seeks to appoint support service partners to embark on a brand development programme which will provide a framework for the management of a complex brand portfolio enabling NMRN to meet its commercial and altruistic ambitions. This new brand programme will also lay the foundation for a new Marketing Strategy for NMRN based on clear brand objectives and aligned to shared target audience objectives.

### 6.2 BRAND DEVELOPMENT PROGRAMME STRUCTURE

NMRN have outlined a three-stage brand development programme.

- Stage 1 – NMRN will undertake a brand positioning strategy. This stage of the work will challenge NMRN to look at its market potential and align its audience priorities to its vision, mission and strategic plan. NMRN will develop a strategic approach brand proposition and position which will enable NMRN to develop its brand to engage those audiences and meet its ambitions.

Work undertaken at this stage would include:

- Audience prioritisation matrix, developing an understanding of what our shared ambitions are for widening and diversifying our audiences at a corporate, digital and site level and how that connects to our wider business goals
- Audience alignment to brand proposition ensuring that we understand the way in which our products/sites/activities can be optimised to engage with priority audiences
- Undertaking a review of our approach to corporate vs commercial brand strategy including understanding what the function of our B2B and B2C brands might be and the providing clarity to the purpose that they serve

- Developing a new consistent approach to managing brand portfolio (e.g. location based, service arm based, product based) including the review of nomenclature
  - Identifying opportunities and threats in brand position and developing an approach to managing any increase in brand portfolio in the future
  - The development of strategic inspiration for the creative manifestation of the brand and wider implementation of the brand programme
- Stage 2 – NMRN will then undertake a process of creative interpretation of the brand strategy which provides us with a new approach to our visual identity, tone of voice and creative assets.

Work undertaken at this stage would include:

- The creation of a new brand marque which encapsulates the brand strategy
  - Development of a suite of assets which visually communicates the different facets of the NMRN brand portfolio
  - Creation of how the new identify would be manifested across a range of formats from marketing materials to directional signage, uniform, digital channels etc.
  - Agreement of a set of principles for the management of different elements of the brand portfolio together including the creation of brand architecture and hierarchy
  - Review of our approach to tone of voice across our channels and understanding of how we would need to develop our interpretation strategy and master narrative to align with that approach
- Stage 3 - This final stage will see NMRN begin implementation of the new approach across the NMRN's channels, platforms and locations. It is envisaged that this will take place incrementally over a period of a number of years as NMRN updates and replaces assets at different sites and across it channels and formats.

## 6.3 OUR AMBITION

NMRN has never undertaken a comprehensive review of its brand. It acknowledges that this brand development programme is overdue and it is a strategic imperative. This therefore marks a bold “once in a generation” opportunity to create a strategy that amplifies our vision to be the world’s most inspiring Naval Museum, Linking Navy to Nation.

We aspire to have a brand portfolio that drives our business to be more commercially successful and turbo charges our trading activities. Connecting with audiences, driving revenue and positioning our attractions as world class, authentic and inspiring days out. A brand portfolio that is widely recognised in the museum, heritage and visitor attraction market place, both nationally and internationally, and speaks to our ability to provide extraordinary experiences and life long memories.

As a national museum, we also require a brand which holds gravitas amongst our national and international peers, that is respected by our stakeholders across the military, amongst veterans, within government and across academic institutions. We want to be recognised as a voice of authority, a place of research and exploration and valued partner.

We also recognise the value we have as a bridge between the Navy and diverse communities and audiences from a range of backgrounds. We therefore need to have a brand that is open and accessible. That is rooted in the story of the Royal Navy and its service arms, but is able to connect with those without any naval connections.

Our current brand portfolio is broad and our application of brand is inconsistent, uninspiring and confused. We recognise the need to rationalise and reorganise the brand we manage and are willing to take bold decisions to do so.



## **7 SCOPE OF SERVICE**

### **7.1 BREAKDOWN OF WORK**

NMRN has chosen to break down the procurement of brand support services into two lots, aligned the stages of the brand development programme.

- Stage 1 of the programme delivered by Lot 1 – Brand Strategy Development – The appointment of service partners who are able to support the development of the audience prioritisation, brand proposition and positioning work to inform the creative manifestation of the brand.
- Stage 2 of the programme delivered by Lot 2 – Creative Brand Development – The appointment of creative design partners who are able to develop a visual identity and creative assets based on the brand positioning strategy.

We have currently secured investment for stage 1 of the programme, with an agreement in principle that stage 2 investment will be released when we have signed off the strategic approach.

As such we are accepting expressions of interest from partners wishing to support us with the delivery of stage 1 only or stage 1 and stage 2. We are unable to accept expressions of interest from partners only wishing to support us on stage 2.

Partners may feel able to support both stages of the programme themselves or may wish to collaborate with another supplier to provide the full range of services and make a joint bid.

### **7.2 LOT 1 SCOPE**

We are looking for a partner(s) to develop and deliver a brand strategy that connects our vision, with a brand proposition, position and values for NMRN across its portfolio.

Detailed requirements:

- To review NMRN audience data and intelligence
- To work with the NMRN team and our audience research agency to facilitate an audience prioritisation process resulting in an agreed audience prioritisation matrix across its portfolio which articulates who are priority audiences are at a site and corporate level
- To review competitor research data and intelligence and understand NMRN's position on the Museum, Heritage and Visitor Attraction market places
- To review NMRN's Master Narrative and Interpretation Strategy to understand our approach to storytelling
- To undertake discovery workshops with NMRN teams and stakeholders to inform the strategic approach including but not limited to our Addressing Empire and Equality Diversity and Inclusivity groups.
- To develop brand proposition that to align to our audience priorities which recognises both our commercial and altruistic objectives and connects to our market position and story

- To consider the Portsmouth Historic Dockyard destination brand as part of the portfolio recognising the shared owners and operation of that brand with the Mary Rose Trust and ensuring consultation and buy in from that stakeholder
- To investigate and provide recommendations on the management and balance of our B2B and B2C brand position considering the purpose and use of the NMRN brand vs our individual site brands
- To provide a strategic approach to managing the brand portfolio and installing a consistency of approach (e.g. location based, service arm based, product based) this may include recommendations for the rationalisation of our portfolio across the piece or in certain channels
- To offer several approaches to nomenclature, brand hierarchy and brand architecture and identify the way in which the strategy might support proposed changes
- To identify opportunities and threats in brand position
- To instigate a discussion on our approach to increasing NMRN's brand portfolio in the future keeping in mind future capital projects
- To include within the strategy a brief to inspire the creative manifestation of the brand and budget envelope recommendations for the delivery of the work
- To provide recommendations for a brand implementation programme that optimizes the impact of the brand and includes a roadmap for audience testing
- To present recommendations to NMRN stakeholders as required
- To refine and redesign strategy based on consultation outcomes and recommendations

### 7.3 LOT 2 SCOPE

We are looking for a partner(s) to develop and deliver a strategic approach to NMRN's visual and verbal identity, which clearly lays out principles to the creation and application of brand assets.

Detailed requirements:

- To work with the Lot 1 partner and NMRN to review and interpret the brand strategy and consider how it would be applied across visual and verbal assets
- To develop concepts for a consistent visual approach across NMRN's brand portfolio which offers scope for further growth and development
- To develop a series of concepts for an approach to visual identity including logo, font, colour palette and basic applications
- To support the testing of approaches with priority audiences and key stakeholder groups
- To work with a group/s to rigorously test accessibility
- To refine and redesign based on consultation outcomes and recommendations
- To create an agreed visual identity including logo, font, colour palette, illustrations, web design, iconography, photography and typography
- To demonstrate application of the brand across key formats including but not limited to wayfinding and signage, digital channels, uniform and merchandise
- To demonstrate in additional detail the application of the brand as part of our marketing and communications campaigns across our sites and activities including but not limited to corporate communications, digital communications, site proposition campaigns, fundraising campaigns
- To provide a final set of brand guidelines for the management of the NMRN visual identity that can be used across the business and by wider stakeholders
- To provide a final set of brand guidelines for the management of the PHD visual identity in connection to the NMRN identity that can be used across the business and by wider stakeholders
- To develop a set of principles for the verbal communication of the brand that connect to

NMRNM's Master Narrative and Interpretation Strategy

- To support the testing of approaches for verbal communication principles with priority audiences and key stakeholder groups
- To work with the Lot 1 partner to provide guidance on application and implementation of the brand
- To present recommendations to NMRN stakeholders as required

## 8.

### TENDER AND CONTRACT DETAILS

#### 8.1. TIMELINE

The estimated tender and project timeline is outlined below, this is only detailed up until Stage 1 of the brand development programme (Lot 1); Stage 2 would need to be detailed out after sign off of the Stage 1 work:

| Date                  | Milestone   |
|-----------------------|---|
| 18 March 2024         | Invitation to Tender Notice Issued                                  |
| 4 April 2024          | Deadline for expressing interest in attending Market Engagement Day |
| 10 April 2024         | Market Engagement Day   |
| 18 April 2024         | Final Clarification Questions                                       |
| 26 April 2024         | Tender Submission Deadline  |
| 29 April 2024         | Open Tenders  |
| 1 May 2024            | Evaluation of Tenders   |
| 7-8 May 2024          | Tender Interviews   |
| 10 May 2024           | Award Notices Issued  |
| 20 May 2024           | Mandatory 10-day Standstill Ends                                    |
| 21 May 2024           | Contract Commences – Kick off meeting                               |
| 24 May 2024           | Sign Off Project Plan   |
| 27 May – 14 June 2024 | Exploratory Sessions  |
| 17 June – 1 July 2024 | Developing Recommendations  |
| 2 July 2024           | Present Recommendations to Executive Board                          |
| 8 July 2024           | Present Recommendations to Trustee Committee                        |
| 9 July – 16 July 2024 | Refine Recommendations  |
| 17 July 2024          | Submit Recommendations paper to NMRN Main Board                     |
| 24 July 2024          | Present Recommendations to Main Board                               |

#### 8.2. TENDER

This process is being procured as part of an open tender process. Responders should note that the timeline above for tender responses is fixed.

We are offering interested parties the chance to participate in a Market Engagement Day on the 10 April. This will be a day at Portsmouth Historic Dockyard when any interested parties are invited to come too site and meet some of the core team. We will share some key information about the museum (an expansion of the detail presented in this document) and we will provide an opportunity to ask clarification questions.

The deadline to express interest in attending the Market Engagement Day is the 4 April and expressions of interest should be directed to [racheal.brasier@nmrn.org.uk](mailto:racheal.brasier@nmrn.org.uk).

Please note the detail in Section 7 that outlines we are only able to accept expressions of interest from partners wishing to support us with the delivery of stage 1 only or stage 1 and stage 2. We are unable to accept expressions of interest from partners only wishing to support us on stage 2.

Partners may feel able to support both stages of the programme themselves or may wish to collaborate with another supplier to provide the full range of services and make a joint bid.

The contract will be in place for the duration of the project. As indicated in Section 7, we have only secured investment for Stage 1 (Lot 1) at this point, we would seek to approve investment in Stage 2 (Lot 2) through sign off of the Strategy at NMRN Main Board. We therefore cannot guarantee that we will move to Stage 2 at point of tender.

Should the Strategy require further refinement then we would need to make those beyond the 24<sup>th</sup> July. Should the Strategy (and budget) be agreed we would be able to move to Stage 2 from that date.

Any prices submitted as part of the tender process should clearly indicate the costs associated for delivery of Lot 1 and Lot 2 separately.