

Part 2: Specification

Contract Reference: RBGKEW1099

 Visitor Experience Touchpoint Mapping

(This document is for information)

**1.0 About Royal Botanic Gardens, Kew**

Royal Botanic Gardens, Kew is a world-famous organisation for botanical and mycological knowledge. With our two inspiring gardens at Kew in west London and Wakehurst in Sussex, we enchant our visitors with the wonder of plant diversity.

Kew Gardens have been in existence since 1759 and within the grounds are four grade I listed buildings and 36 grade II listed buildings, all within an internationally significant landscape containing many rare or unique specimens. Kew Gardens was designated an UNESCO World Heritage site in 2003.

Wakehurst, previously known as Wakehurst Place, is an historic mansion and botanic gardens in West Sussex, England. It is owned by the National Trust but leased and managed by Royal Botanic Gardens, Kew since the mid-1960s. Known as the Royal Botanic Gardens, Kew’s “Living Laboratory”, it is the home of the Millennium Seed Bank and over 500 acres of gardens.

Every year nearly a million people visit Kew Gardens and Wakehurst, and Royal Botanic Gardens, Kew wishes those visitors to understand it as a centre for scientific and horticultural research, as well as being two beautiful gardens enabling visitors to connect with nature. Both gardens have their own unique sense of place, and we want every visitor to have a world class experience with consistent and clear communications throughout our onsite and online offers.

In line with this ambition, we wish to review our current visitor communication touchpoints. We want to review if we are meeting our audiences’ needs and expectations, where we can improve, and any opportunities we can benefit from pursuing.

**2.0 Summary and background**

**2.1 Introduction**

The purpose of this procurement is to contract a supplier to provide services relating to the creation of a visitor experience touchpoint map for the Royal Botanic Gardens, Kew. The initial phase of the services include carrying out one visitor mapping exercise at Wakehurst and another at Kew Gardens, both with pre-, during and post-visit online journeys of our shared website, project management of the mapping process and liaison with relevant teams as required.

The Touchpoint Mapping Agreement shall commence on the contract start date and be applicable during the project work at a timescale to be defined between Kew and the supplier on appointment. The project must be completed within the 2022/2023 financial year.

It is acknowledged that work could be completed remotely with the exception of visits to Kew Gardens and Wakehurst as required to produce the maps and for any onsite pre-research exercises.

It is envisaged that further follow on work may be required at both sites over the next few years. Therefore, this procurement will result in a 2 year contract with the option to extend by a further 2 x 1 year periods. Any future projects will be fully specified and prices agreed with the successful supplier. However, there is no guarantee that this work will arise as it will be subject to budgets available during the course of the contract.

**2.2 Context**

The Royal Botanic Gardens, Kew have recently launched several new strategies that focus our goals for the next few years. These strategies include:

* Kew’s Manifesto for Change, which captures our organisational narrative:
	+ <https://www.kew.org/about-us/press-media/manifesto-for-change-2021>
* Science Strategy:
	+ <https://www.kew.org/science/our-science/publications-and-reports/science-reports/kew-science-strategy>
* Sustainability Strategy:
	+ <https://www.kew.org/about-us/our-mission-and-priorities/sustainability>

As an organisation, RBG Kew would benefit from structuring visitor communications, specifically:

* Supporting visitors with orientation and structuring their visit
* Defining themes and stories to share with our visitors, and the related pro-environmental behaviours we can suggest in accordance with our charitable purpose
* A holistic messaging plan to allow both gardens to reference the other in appropriate locations. This also ties in with the commercial experience to make sure up- and cross-selling opportunities are utilised, particularly for membership and event sales.

Both Kew Gardens and Wakehurst have been set the challenge of increasing the prominence and impact of science stories in our gardens and on our digital channels.

**3.0 Scope of requirements**

The core purpose of this contract is to secure services to carry out and provide both Kew Gardens and Wakehurst with bespoke visitor experience digital and physical touchpoint maps. The broader scope of works, to facilitate the development of these maps, may include the creation of higher level/lighter touch supporting journey or channel maps, as well as basic customer research elements, which should be delivered as part of the scope of works.

The touchpoint maps will support our development of frameworks and toolkits to improve our visitor communications. Both gardens are at different stages of development with the key points outlined below:

**3.1 Wakehurst**

Wakehurst is moving into a period of growth, developing a stronger identity and has identified target audiences to expand our reach over the next three years. This growth period includes the development of:

* Wakehurst’s Story and brand positioning
* 2022 – 2025 Business Plan to reach more audiences and increase loyalty
* Wakehurst Interpretation Masterplan (in development)
* Participation Strategy
* Wakehurst Audience Development Plan
* Wakehurst Content Themes and Tone of Voice (in development)

Specific challenges include:

* The visitor centre experience that bookends a day visit lacks a coherent orientation space, with differing needs from retail and catering already in this space. There is potential to expand message outside the building after admissions for visitors entering but an exit experience would also need to share a similar space.
* Typical visitor touchpoints and journeys are not mapped.
* Visiting the Millennium Seed Bank (MSB) exhibition is core to the visitor experience with research showing our visitors have a better learning experience when they visit the exhibition before exploring the rest of Wakehurst. However, not all visitors pass through the MSB and repeat visitors often don’t return. The MSB is one of Wakehurst’s USPs and communication of the facility could be stronger.
* There is a lack of data capture to continue loyalty.
* Not all of our visitors are used to being in natural spaces or botanic gardens, which require respect for the flora and fauna and other environmentally positive behaviours. Wakehurst is owned by the National Trust and leased to Royal Botanic Gardens, Kew. Many visitors find Wakehurst through their National Trust association, however, as a botanic garden we need to protect rare and fragile species and cannot allow behaviours such as tree climbing, which is often promoted at National Trust sites. We need to identify the optimum point/s on the visitor journey to help our visitors get the best experience from their day while protecting the flora and allowing native fauna to live in the gardens.
* With current infrastructure, there is limited opportunity to connect onsite interpretation with online messaging, due to the poor internet coverage at the site, particularly in the areas furthest away from the Visitor Centre and Mansion areas.
* Interpretation across the site is sparse and out of date. It is intended for a new interpretation scheme for the whole site and a new exhibition in the Millennium Seed Bank to be developed and implemented in the next few years.

**3.2 Kew Gardens**

Kew Gardens is a long-established visitor attraction. Now is the right time, in concert with Wakehurst to map out the visitor journey and understand how we can make impactful changes that support our visitors.

The visitor experience at Kew is in flux and we will soon see some significant changes. These include:

* The redevelopment of the Palm House – one of the most visited and icon locations in the Kew landscape.
* The recent opening of the Family Kitchen & Shop and subsequent closing of White Peak and the creation of an Education Hub.
* The development of a Carbon Garden in the location of the current Secluded Garden.
* A new wayfinding system recently installed across the site.
* An Interpretation Strategy for the whole of Royal Botanic Gardens, Kew in development.
* An update to the Kew Gardens Interpretation Masterplan will be carried out following this exercise.

Specific challenges include:

* There are four entry points: Victoria Gate, Brentford Gate, Elizabeth Gate and Lion Gate. This makes it more complex to ensure visitors have introductory and conclusion experiences to the stories they experience during their visit. There is currently a clutter and cacophony of messages at each gate on both entry and exit. There are problems with the current hierarchy of information at these locations. There is a confusion and lack of synergy between orientational, promotional and interpretative aims in these locations.
* While Wakehurst has developed a strong narrative, there isn’t the equivalent narrative for Kew Gardens.
* Interpretation across the site has been created at different times in Kew’s recent history and therefore under different corporate plans.

The supplier will be required to support both sites to create visitor experience touchpoint maps that can support us to address some of these challenges. The map will also feed into further action plans to address issues beyond the scope of the mapping exercise.

It should be noted that both gardens attract different audiences. Therefore, the focused audiences for each map will be different for either garden. The number of audience groups able to be reviewed at each site and within the scope of this work is to be mutually agreed upon commencement of this contract.

**3.3 Deliverables**

To support these services, the supplier should provide project management for the process. The project manager will co-ordinate with a designated point of contact at Royal Botanic Gardens, Kew who will act as project lead, and a point of contact at Kew Gardens and Wakehurst to lead on site specific queries.

The scope of works is to:

* Identify a project manager to act as point of contact, and provide alternative cover for any period of unavailability, to maintain service quality.
* Work with the Royal Botanic Gardens, Kew project and finance team regarding payment schedules.
* Agree to confidentiality and privacy agreements relating to sensitive information required to be shared to support this project (See Appendix A for template NDA).
* Lead a kick-off meeting to refine the project scope of works, explore any queries from the project brief and seek further information from the core Royal Botanic Gardens, Kew project team.
* Work with the Royal Botanic Gardens, Kew project team and use the project brief to confirm a schedule of works with associated timescale and outline of risk.
* Assimilate existing research and identify what further research is required to create the two visitor experience touchpoint maps, while maintaining full confidentiality and only retaining the documents for the duration of this contract.
	+ This may include the creation of high level/lighter touch journey maps and basic customer research online and in the gardens to help shape the touchpoint maps. Supporting research documents created as part of this project should be shared as part of the deliverables and referenced as to how the context influenced the content of the touchpoint maps.
* With the support of RBG Kew staff, lead on any additional research required to feed into the maps either to be carried out by the supplier or in sessions led by Royal Botanic Gardens, Kew staff as mutually agreed
* Attend online or in person meetings at both gardens as required for the purpose of the mapping exercise, with access to open public areas freely given by Wakehurst and Kew Gardens
* Carry out a visitor experience digital and physical touchpoint mapping exercise for both Wakehurst and Kew Gardens from pre-visit online, visit to the gardens with any online interactions and post-visit online, as guided by the specific objectives defined in the project brief
* Produce two visitor experience touchpoint maps, and supporting high level journey phases or other relevant tools that may be created alongside the touchpoint analysis, that can be used to inform the developments as outlined in the project brief. This should be in the form of a digital document and, if deemed appropriate, large format paper print of each.
	+ The touchpoint maps should include a visual guide for each different type of touchpoint. This touchpoint product catalogue will include a photograph or screenshot of each type of touchpoint that will provide context, and aid future analysis by the Royal Botanic Gardens, Kew when acting on the results of this project.
* Summarise and present the findings and recommendations to Royal Botanic Gardens, Kew’s teams, with the potential for a document to accompany the presentations, if deemed appropriate. Presentations could be given in person or remotely via an online meeting portal.

The full project brief will be issued to the appointed supplier on commencement. It cannot be shared as part of the tender process due to the confidential nature of the content. As a minimum, it can be assumed to contain more detail about the goals this project will support, the intended outputs following this work, the project limitations and detail about the audience groups desired to be the focus of the map. There are also additional research notes available for facilitated sessions at Wakehurst reviewing key areas in terms of visitor experience.

We propose that an initial step includes the supplier carrying out a mystery shopper and/or diary study exercise at the beginning of the project. Alongside research assimilation, this will aid the supplier to focus the map on helping us achieve our goals and help us identify how we can optimise this piece of research.

Due to business demands and requirements, there may be instances where pre-planned activities cannot take place or access is limited. This will be raised at the earliest opportunity and alternative plans mutually agreed to ensure project deadlines are not affected.

**4.0 Timescale**

 It is envisaged that we will appoint the successful supplier by mid-October with a view to starting as soon as possible following contract signing.

Timescales are indicative and may need to change depending on resources and availability.

**5.0 Budget**

Royal Botanic Gardens, Kew have allocated £18,000 to support the creation of the two touchpoint maps. As a more complex site, there is a further £3,500 to support preliminary research projects at Kew Gardens, if required to help create their map.

It is the responsibility of the supplier to provide a budget breakdown for the whole project. These sums should include any travel and accommodation costs required to support onsite activities.

Due to the company wide benefit of this project, we have a small contingency budget that may be used for related activities proposed by the successful supplier if significance and value of the activities can be shown and then agreed by senior Royal Botanic Gardens, Kew representatives.

The project must be completed and all invoices paid with the current financial year, i.e. before April 2023.

**6.0 Data Protection**

The successful supplier will be expected to support RBG Kew with its data protection obligations under the UK General Data Protection Regulation and the UK Data Protection Act. This includes, but is not limited to, data protection contractual clauses, data protection impact assessments and further data protection due diligence.

It is preferred that the successful supplier be established in the UK and that personal data be hosted in the UK. If the provider is established overseas or data will be hosted overseas, the provider must specify the data transfer mechanism and how personal data will be safeguarded when transferred.