

Number	Question	Answer
1	Are you able to give a broad indication of the value and duration of the proposed contract?	<p>We are looking for this to be a long-term/ongoing partnership with the right agency partner rather than a one-off contract with a discrete set of deliverables. We are prepared to invest upfront in finding and nurturing a relationship with the best agency partner who can meet both our needs now and our future ambitions.</p> <p>In terms of the value of the contract, as you might have picked up from the RFP we are in the process of embedding our new strategy with teams currently finalising their budgets. That being said, we expect to spend upwards of £450k in the next 6-10 months with ambitious plans to significantly scale our spend in the next 12-24 months.</p>
2	Would it be possible to catch up on a call with you between now and the submission of the proposal to discuss your needs and ambitions for the contract in more detail?	No, I'm afraid we can't respond to individual questions at this stage. All questions have been submitted as part of the EOI, collated and answered in this Q&A document, and circulated to all suppliers who expressed their interest within the RFP timeframe. We need to make sure everyone sees all the questions for transparency.
3	What does marketing drive for the Wellcome Trust? Both currently and in your ideal state.	<p>Wellcome is in the lucky, but somewhat unusual position of not needing to use marketing to drive commercial or sales results. Currently marketing is used for a few different purposes:</p> <ul style="list-style-type: none"> • Driving traffic to our news and editorial content [Wellcome Trust & Wellcome Collection] • Driving traffic & applications to our funding schemes [Wellcome Trust] • Driving footfall to the Collection [Wellcome Collection] <p>These would still be true in our ideal state but with some additional, strategic qualifications:</p> <ul style="list-style-type: none"> • Greater insight into our audiences which can be used to a) tailor our marketing efforts more effectively and b) where relevant, applied to other areas of the organisation e.g. in-person events. • Clearer sense of purpose around paid objectives and KPIs, i.e. greater understanding of what marketing is delivering for us and how we measure its success. • More holistic picture of the overall ecosystem, i.e. owned, earned, paid, online, offline. <p>Finally, it might also be helpful to say what we do not envisage using marketing for:</p> <ul style="list-style-type: none"> • Public health messaging, e.g. wash your hands, get your winter flu vaccine etc • Political campaigning
4	What is your current biggest digital challenge?	Our current biggest digital challenge is simultaneously managing competing priorities between short- and long-term digital marketing goals. So on the one hand we have an

		<p>immediate need for support on upcoming campaigns that cannot wait, e.g. Wellcome Collection exhibitions or Wellcome Trust funding calls. Alongside that, though, is the challenge of building long-term, solid foundations for digital marketing i.e. ensuring that we have 'got the basics right'.</p> <p>In both cases, we need to take the wider organisation with us: showing we can deliver on the immediate campaign priorities, but also building digital marketing capability and capacity internally. Of course, building internal capacity and capability is itself part of building a long-term, solid foundation for digital marketing activity at Wellcome.</p>
5	Do you have any targets to hit when it comes to digital, and if so, can you share them?	We are in the lucky/unusual position of not having targets to hit.
6	Which channels are in scope for BAU 'Campaign planning and account management'?	Google Ads (currently grant account), Meta, Twitter, LinkedIn, ResearchGate.
7	Approximately how many times per month/year will there be ad hoc campaign launches?	<p>In 2023, there is the expectation of around 7-9 funding calls (total) from the three Challenge Areas (Mental Health, Infectious Disease, Climate & Health). Discovery Research has three rolling funding scheme which 'close' three times a year but reopen the next day and it's likely we'll use those deadlines to push for applications. There is also promotion for a 'Data for Science & Health' hackathon taking place in spring 2023.</p> <p>Wellcome Collection has the upcoming 'Milk' exhibition and then another exhibition due June-November, 'Genetic Automata'. Wellcome Collection currently promotes 3-5 events each month within its public programme and youth programme through paid social, although we are reviewing this approach with a view to consolidating.</p> <p>There is also always the possibility of reactive campaign activity (particularly for infectious disease outbreaks, e.g. Covid, Monkeypox, Ebola): by its very nature, this is obviously impossible to predict.</p>
8	What testing have you historically carried out within the digital ad accounts?	We have done some limited creative and message/messenger testing but there has been no consistent testing plan.
9	Who is your target audience?	<p>For Wellcome Trust, work is ongoing to develop audience personas. In very broad terms, we can say that there is a 'researcher' audience that we want to target for our funding call campaigns, and a 'policymaker' audience (e.g. in governments, NGOs, thinktanks etc) with whom we want to build trust and understanding as a partner.</p> <p>Wellcome Collection has developed its own set of six audience personas: Inquisitive Challengers, Immersive Explorers, Knowledge Seekers, Considering Others, Sociable Culture-fans, and Personal Pursuits. Inquisitive Challengers and Immersive Explorers are currently the priority segments.</p>

		<p>Inquisitive Challengers are a slightly younger segment, with a higher proportion coming from racially minoritised communities. They are strongly career and family oriented, which means that other interests and pursuits are often secondary. They are a digitally savvy audience, streaming online videos and active on a range of social networking and video sharing sites. They show some cynicism about science and medicine and are more likely to say that their faith is important. They also feel some resistance to London's most high-profile cultural offerings, which don't always resonate with them.</p> <p>They are generally motivated by a desire to learn and be challenged and respond to human interactions attend talks, lectures, science centres and research libraries, as well as accessing online content that helps them to explore others' perspectives.</p> <p>Immersive Explorers are found across all demographic groups but are more likely to be degree-educated, without children at home. Although they have wide and varied interests, they are particularly passionate about creative pastimes and have a stronger connection to human behaviour than the topics of science or health. They are enthusiastic and eclectic cultural consumers seeking deep, meaningful encounters in museums and galleries, and see visits as an opportunity to escape, relax and enjoy the beauty of the displays.</p> <p>With a strong connection to museums generally, they are the least likely to worry that the visit will not be fun or interesting and they engage with a range of different activities from exhibitions to talks as well as online content. They keep their finger on the pulse of what is going on around them by reading magazines like Time Out and The Week.</p>
10	Can you share any existing audience segmentation data you already have - for both funding calls and Wellcome Collection?	There is nothing substantive to share at this stage.
11	Are there any key seasonal periods for Wellcome Trust/Collection?	Not for Wellcome Trust. Christmas will be an important opportunity for Wellcome Collection to promote both the shop and wider Collection offer (the shop will soon reopen for the first time since Covid).
12	What is the measure of success for digital Funding Call campaigns? e.g. leads, quality traffic, completed application etc.	In the future we would like to be in a position where the measure of success for funding call campaigns would be 1) starting and then 2) submitting an application. However, we recognise that it may take some time and technical capacity to implement tracking for this. In the short/medium term we would therefore be looking for quality traffic leading to strong applications from diverse geographies (in particular, more applications from outside the UK).
13	Do you currently activate any of your first party data within ad platforms?	No, but this is something we would like to explore with you. We have recently transferred our CRM to Salesforce and we are open to exploring first party data integrations.
14	Which publishers have you worked with previously for e.g. page takeovers?	We have worked with Fortune, New York Times, Wall Street Journal and Politico.

15	The brief calls for optimisation towards ROAS - in what ways does revenue come into the Wellcome Trust? Are all activity avenues (eg. including funding calls) revenue-driving? If not, what should the relative weighting of revenue-driving vs non-revenue driving activity be?	This was a misleading use of ROAS on our part, apologies. None of our marketing activity drives revenue; all of our revenue is generated by our investment portfolio which is unrelated to this RFP. In this context, the 'Return' on Ad Spend is not financial/revenue-based: at present, the return we're looking at is greater awareness, traffic volume, and quality engagement (e.g. likes, comments), but in future we hope it could be a more tangible/measurable return e.g. submitted applications for funding, or a demonstrable rise in footfall to the Collection following a campaign.
16	What is your creative process? Is creative produced in-house or by an agency? What are turnaround times like?	We have both a small in-house team and we work with agencies. Essentially the answer is we are flexible and can (within reason) flex our model depending on requirements, scope, skills needed etc. We are available as an in-house design facility to produce creative assets; if we can't support, we can bring in freelance support and manage them within our team, or we can advise external agencies on how to apply our brand. We currently work in all these ways with various teams across Wellcome. The ultimate principle is that all creative is approved Wellcome so that we can ensure everything stays on brand.
17	What tracking / measurement solutions do you currently use?	We have GA4 implemented. Our tracking implementation is not really functional at the moment as there have been a lot of changes resulting from Wellcome's new strategy that have impacted both on what we want to measure and changes to our website.
18	To this point, what have been your key performance driving channels?	Difficult to answer this from a performance point of view, but the channels we most frequently use are Twitter, LinkedIn and ResearchGate.
19	To what degree is first party data used across the Wellcome Trust activity?	Not at all.
20	Please could you share digital marketing budgets split by channel for the next 12 months?	<p>We are channel agnostic so happy for you to recommend splits.</p> <p>In terms of the value of the contract, as you might have picked up from the RFP we are in the process of embedding our new strategy with teams currently finalising their budgets. That being said, we expect to spend upwards of £450k in the next 6-10 months with ambitious plans to significantly scale our spend in the next 12-24 months.</p> <p>As noted elsewhere, we are prepared to invest upfront in finding and nurturing a relationship with the best agency partner who can meet both our needs now and our future ambitions.</p>
21	Are budgets decided on a yearly / quarterly / monthly basis?	Overall budgets are set on a yearly basis. However, it's then at the team's discretion to determine how that budget is split between projects.

22	Do you have any preference for our commercial model proposal? e.g. commission, fixed fee, hybrid	No, we have no preference.
23	Who currently pays for your media spend?	It is paid for directly, i.e. not via a third-party. All Wellcome Trust and Wellcome Collection activity is funded by Wellcome's investment portfolio.
24	Are all accounts currently grant accounts?	No, only the Google Ads account is a grant account.
25	Do you currently work with an agency or is the activity managed in-house?	All Wellcome Trust digital marketing activity has been managed in-house. Wellcome Collection has worked with a number of agencies on a project-by-project basis. At present, Wellcome Collection has one agency managing BAU activity through to end of October. This agency will also manage digital marketing activity specifically for two exhibitions taking place in early 2023. However, this is the last digital marketing activity that will be managed in this way: we are consolidating all future digital marketing activity for both Wellcome Trust and Wellcome Collection within this RFP.
26	Can you give us a breakdown of the internal stakeholder structure at Wellcome?	We are happy to make this available to the successful agency.
27	What reporting do you currently use? (e.g. Tableau, Data Studio)	There is no formal reporting for digital marketing currently in place.
28	Are we able to gain access to the ad accounts for the duration of the RFP?	No.
29	Do you currently use any technology such as SA360? If so, do you own these?	No – n/a.
30	What qualities are you looking for in your agency team?	We like the summary in this article: https://econsultancy.com/the-secret-sauce-12-essential-traits-for-a-successful-agency/ As you'll have seen from the RFP, equity, diversity and inclusion is very important to us, so demonstrable awareness of, engagement with, and action on these issues will also be a key quality for us.
31	Would you be open to seeing recommendations across onsite & influencer as part of this proposal?	Yes, we are open to this.
32	Do you have any subscriptions to tools / platforms?	No but we are happy to invest in any you think are particularly worthwhile.
33	Does the Wellcome Trust own all their own media accounts and media partner contracts (eg. GMP, Meta, etc)?	Yes.
34	How many agencies have you approached at this initial stage?	We won't be sharing this info.

35	How many do you expect to take forward to the full proposal stage?	We won't be sharing this info.
36	We note the use of Teams to record the presentations. Will the meetings be fully online or is there a chance to present in person in London?	The meetings will be online; apologies we cannot facilitate in-person meetings at this stage.
37	How many people are on your pitch appraisal team and what are their roles?	The exact panel is still to be finalised but likely to be: Elizabeth Atkin (she/her) – Digital Marketing TBC – Wellcome Collection Marketing Alexis Mastroyiannis (he/him) – Content & Social Media Kim Zhang (she/her) – Brand
38	In relation to the services being assessed, what has been your historic budget spend per annum? (pre-pandemic and during)	Our historic budget spend isn't a good indication of our future plans. Looking ahead, we accept that we may need to pay a premium to get the services we want, and/or that there may be times where we continue to pay for an ongoing relationship despite there being low activity volume at certain points. As noted elsewhere, we are prepared to invest upfront in finding and nurturing a relationship with the best agency partner who can meet both our needs now and our future ambitions.
39	Are there separate marketing budgets for The Wellcome Trust and The Wellcome Collection?	Yes, there are separate internal budgets. However, all digital marketing activity is commissioned through the digital marketing lead (Elizabeth Atkin).
40	Can you share previous Paid Media spend levels per campaign?	No we can't share this. As noted elsewhere, our historic spend isn't a good indication of our future plans.
41	In terms of providing a 'cost proposal,' have you more details on what this should include? For example, should it show a methodology and cost estimate to support 1 x Funding Call or 1 x Promo of the gift shop opening or 1 x digital campaign for the Milk exhibition?	We are very happy for you to respond with whatever structure you feel best suits the brief. We don't need it to be granular in detail at this stage and we are trying to move away from a project-by-project view towards a cohesive overarching narrative. As noted elsewhere, we are prepared to invest upfront in finding and nurturing a relationship with the best agency partner who can meet both our needs now and our future ambitions.
42	The other costs for managing ads, account management etc. are easiest to assess via the submission of a rate card as the scope/time is not yet defined. Are you OK for us to submit our rate card at this point?	Yes, that's fine.
43	What has the balance between owned/earned and paid media in terms of activity for the Funding Calls and the Wellcome Collection?	It's hard to make a direct comparison but our estimate for funding calls would be fairly minimal on earned, and then probably fairly equal between owned and paid. Similar for Wellcome Collection, but with a slightly higher weighting on earned.

44	What digital channels are you currently using?	We are currently using Google Ads (Grant Account), Meta, Twitter, LinkedIn and ResearchGate
45	Are you using any proprietary or off-the-shelf tools for measurement/tracking of results?	We use GA4.
46	Are you using any marketing tech for campaigns, emails, nurture?	No.
47	Is the previous agency taking part in this RFP?	There is no single agency that has previously covered this brief. Wellcome Trust has not previously had an agency. Wellcome Collection has worked with a number of different agencies in the past on a project-by-project basis. We can't share details of who is taking part but no agency is at an advantage for having previously worked with Wellcome. We will be making a decision looking at the expertise the agency brings, the best fit for Wellcome, and value for money.
48	What prompted the decision to go to market with this RFP?	We have wanted to onboard an agency for some time as it's been clear that the scope and ambition of Wellcome's work was simply too large and too complex to manage in-house. We realise that we are still at an early stage of embedding our new strategy but, on balance, we decided to bring in an agency partner sooner rather than later so that they can work with us as we grow and define our requirements more clearly.
49	What previous KPIs have you had in place to measure activity and are you keeping them, or starting anew?	At the moment, we don't have any fixed KPIs for how we measure performance. We would look to the successful agency to advise on this.
50	You mention the Wellcome Collection's new mission statement and vision. Do you have a direct link to that document or is it the 2017 publication found here: About us Wellcome Collection If so, have you met the 5-year goals contained within or have these been refreshed (if so, what are the new ones?)	Wellcome Collection's new strategy, including our mission statement and vision, is still in development. We will share the strategy with the successful agency partner when complete. Our new priorities will not deviate strongly from Wellcome Collection's existing direction of travel, and will build on previous policies and plans, including our commitments to access, diversity and inclusion, and addressing the colonial roots of our collections: https://wellcomecollection.org/pages/Wvmu3yAAAIUQ4C7F
51	Your RFP states one agency for both the Trust and the Collection along with specific services...would you consider splitting the RFP into 'lots' should you not find a suitable full-service agency?	Our strong preference is to find a single agency. However, should no single agency be able to provide all of what's required themselves, we're open to the agency sub-contracting as appropriate (whether to another agency or freelancers) aspects that they themselves are unable to fulfil. For us, the most important thing is that our primary relationship is with the paid media agency we appoint, and that they then manage any sub-contracted relationships in order to fulfil the brief.
52	How many people make up the in-house team and what are their roles?	It's a slightly complex picture because it's not one team, as such, but draws on expertise from across Wellcome Trust and Wellcome Collection, including marketing, product,

		legal, UX, developers, content and analytics. Day to day, your relationship would be with the digital marketing lead, Elizabeth Atkin.
53	Do you have a creative/content team in-house, or do you use another agency for creative/design?	Both. We have a creative team and a content team in-house, but we also sometimes use freelancers. We are flexible and can (within reason) flex our model depending on requirements, scope and skills needed.
54	Where does digital sit within the broader marketing plan for Wellcome....i.e. is digital part of wider integrated campaigns, or are you more digitally-led?	It depends on the work and the campaign. In terms of purely marketing campaigns for Wellcome Trust, it's predominantly digital and there is a lot of autonomy to run digital-first campaigns. Marketing campaigns for Wellcome Collection tend to be more integrated, particularly with OOH for our exhibition campaigns. However, Wellcome Collection also runs digital-only campaigns for other elements of our offer, such as the events programme or shop promotion.
55	How much creative would you expect from the agency...or would be executing campaigns based on assets developed elsewhere (again, this helps us define the team and costs involved)	We anticipate that creative assets will be developed either by Wellcome, or commissioned elsewhere by Wellcome. However, we are interested in your views on commissioning and optimising creatives for digital marketing purposes, and we would welcome your input at an early stage of this process.
56	What are the biggest challenges you've faced with digital marketing over the last year?	<p>Our current biggest digital challenge is simultaneously managing competing priorities between short- and long-term digital marketing goals. So on the one hand we have an immediate need for support on upcoming campaigns that cannot wait, e.g. Wellcome Collection exhibitions or Wellcome Trust funding calls. Alongside that, though, is the challenge of building long-term, solid foundations for digital marketing i.e. ensuring that we have 'got the basics right'.</p> <p>In both cases, we need to take the wider organisation with us: showing we can deliver on the immediate campaign priorities, but also building digital marketing capability and capacity internally. Of course, building internal capacity and capability is itself part of building a long-term, solid foundation for digital marketing activity at Wellcome.</p>
57	We will make channel recommendations, but as a starting point could you please confirm existing channels covered by the RFP? (from what we understand this is Google Ad Grants, and Meta)	Google Ad Grants, Meta, Twitter, LinkedIn, ResearchGate
58	Can you share details of any other channels you have tested in the past?	Wellcome Collection has previously used GDN but some time ago and at low spend levels.
59	Have you begun migration from Universal Analytics to Google Analytics 4? If not, is this something you need support with?	Yes, we have migrated to GA4. There is no need for immediate support with this.
60	Will Funding Calls and Wellcome Collection be managed together internally or will we be reporting to separate teams?	They will be managed together internally; your day-to-day single point of contact will be Elizabeth Atkin, digital marketing lead.

61	Do you have any internal reports that you currently use to evaluate digital marketing performance (or have used for reporting on similar projects in the past)?	No, nothing consistent.
62	What types of individuals / organisations typically receive Wellcome funding? How does this vary between funding call?	It really varies and our historic awards do not necessarily reflect our new strategy. You can see a list of our grants awarded here , and our latest round of discovery research awardees here .
63	For example, do you have any examples of audiences you'd like to target for the upcoming mental health stratification call?	<p>Our very initial thoughts are: scientists, psychologists & clinicians, from basic to translational science. In particular, researchers who may study psychological and social markers, and early- and mid-career researchers</p> <p>The call will be open globally, with the aim of a geographically balanced portfolio.</p> <p>We may also look at an audience of other funders such as NIMH (National Institute of Mental Health), MRC (Medical Research Council), NIHR (National Institute of Health and Research).</p>
64	You mention that for the mental health stratification call you're "looking to do something similar to what we have for other diseases", could you share a summary of this?	<p>Apologies, this was poorly phrased. It was an attempt to explain what mental health stratification could look like by comparing it to another disease like cancer. If you think about cancer, we have lots of ways of stratifying it as a disease – e.g. we can differentiate bowel cancer, breast cancer, prostate cancer etc. Then drilling down further for, say, breast cancer, we can identify different types of breast cancer, e.g. triple negative breast cancer. And then based on that specific diagnosis there is treatment pathway.</p> <p>If you compare the cancer stratification to mental health and, say, depression – the diagnosis may simply be “depression”. So what is the equivalent of “triple negative breast cancer” for depression?</p> <p>This funding call will fund research to propose consistent, objective markers of mental health, with a view to building a more cohesive mental health field and the ability to compare mental health studies across the board.</p>
65	What locations are you targeting for the Funding Calls? Are there any locations of greater importance?	It varies by funding call but generally the funding calls are open globally. It is very important to us to achieve a diverse range of applications.
66	Do you have a planned amount of spend per month or project, even roughly?	We don't have a finalised total figure for all this activity yet. This is because, as you might have picked up from the RFP, we are in the process of embedding our new strategy with teams currently finalising their budgets. That being said, we expect to spend upwards of £450k in the next 6-10 months with ambitious plans to significantly scale our spend in the next 12-24 months.

67	We will help you come up with targets for our activity, but do you have any pre-existing targets for each project at this stage?	No - we are in the lucky/unusual position to not have project targets.
68	In the past you've mentioned that you have dedicated in-house web developer resource, is that still the case?	Yes - we still have in-house developers.
69	What internal resources does Wellcome have to produce creatives? Aware that the RFP asks us to specify our capacity to produce creative as well.	We have a small in-house team and we also occasionally use freelancers. To be clear, our assumption is that creatives will be produced by Wellcome and we would only on very rare/extreme occasions look to you to make minor amends. We would however, welcome your views on how we can most effectively commission and optimise creatives for digital marketing purposes, and we would welcome your input at an early stage of this process.
70	What other marketing plans do you have for Funding Calls and the Wellcome Collection outside of the RFP channels?	These plans are still in development. In very general terms, we are looking to do more content marketing.
71	Would we be collaborating with any other agencies in the management of any of the digital marketing channels? For example, we're aware that this RFP covers Google Ad Grant management, though there was a recent separate RFP for this	No, we are looking to appoint a single agency to manage all activity. Wellcome Collection needed some short-term support with their Ad Grant account; the relationship with that agency will conclude at the end of October. Wellcome Collection has also appointed an agency to manage two exhibitions in early 2023 (unfortunately these could not wait to be included in this RFP). Once these are concluded, all activity will be managed by the agency successful in this RFP.
72	Would it be possible to get access to the relevant ad accounts to conduct a thorough audit of previous activity? If not, would it be possible to receive a data export?	No, not at this stage.
73	Is there a single point of content for both Wellcome Trust and Wellcome Collections?	Yes – Elizabeth Atkin, Digital Marketing Lead
74	How do these two teams work together in the digital marketing space? Or not at all?	All digital marketing activity is managed through the digital marketing lead. The teams work together closely internally but day-to-day the single point of contact for the agency will be Elizabeth Atkin, the digital marketing lead.
75	What is budgeted media spend for 2023 for this whole project?	As you might have picked up from the RFP we are in the process of embedding our new strategy with teams currently finalising their budgets. That being said, we expect to spend upwards of £450k in the next 6-10 months with ambitious plans to significantly scale our spend in the next 12-24 months.
76	Which platforms has Wellcome used for paid promotion to date?	Google Ads (grant account), Meta, Twitter, LinkedIn, ResearchGate
77	Which platforms have been most successful for different objectives?	There's no consistent answer to this: different platforms have been used based on either the audience we wanted to target, or the content we've produced.

78	What digital tracking processes / platforms do you currently use to understand how effective your digital marketing campaigns are?	We have GA4 implemented. Our tracking implementation is not really functional at the moment as there have been a lot of changes resulting from Wellcome's new strategy that have impacted both on what we want to measure and website changes.
79	How do you envision working with your digital marketing partner to ensure DEI in the messaging and campaigns?	We would like to work closely together and to have the digital marketing agency partner brought into messaging development at an early stage. We are aware that the agency partner may have, within their sector, awareness of, engagement with, and action on these issues, and we would be very keen to learn from any best practice that they can share.
80	Given that listening to your audiences is going to be critical to developing messaging and content that they can relate to and that centers equity and inclusivity, what mechanisms will you use to gather audience input?	We agree that listening to our audiences is going to be critical to developing messaging and content. From a digital marketing perspective, we would be interested in the reaction to our ads, both quantitative and qualitative. A wider approach to social listening is outside the scope of this brief (and outside the remit of the digital marketing lead) but we are open to discussing this in future.
81	How have previous efforts to survey underserved communities in your target audiences gone? What went right? What didn't?	Our work to understand how to best reach underserved communities has just kicked off. We will receive greater understanding from user research in due course. In the meantime, we have been operating a test and learn approach for digital marketing.
82	How much assistance do you think you will /need around creative content development (i.e. videos, banners, etc)?	Our assumption is that creatives will be produced by Wellcome and we would only on very rare/extreme occasions look to you to make minor amends. We would however, welcome your views on how we can most effectively commission and optimise creatives for digital marketing purposes, and we would welcome your input at an early stage of this process.
83	You mention ROAS in the RFP - what 'return' are you looking at here? Is it related to visits to the museum and/or funding calls?	This was a misleading use of ROAS on our part, apologies. None of our marketing activity drives revenue; all of our revenue is generated by our investment portfolio which is unrelated to this RFP. In this context, the 'Return' on Ad Spend is not financial/revenue-based: at present, the return we're looking at is greater awareness, traffic volume, and quality engagement (e.g. likes, comments), but in future we hope it could be a more tangible/measurable return e.g. submitted applications for funding, or a demonstrable rise in footfall to the Collection following a campaign.
84	What are the inclusive communications principles you mention?	They are: 1. We put accessibility, equity and diversity at the heart of every brief 2. We allow time and budget for meaningful inclusion at every stage 3. We make accessibility a necessity and a priority 4. We invite, involve and embed lived experience through our communications 5. We use inclusive language 6. We amplify minoritised voices 7. We are never neutral in the face of injustice that stands in the way of our mission

85	Do you have a sense of new digital channels you'd like to explore? And for what objectives?	No, we are open to you suggesting any you think would be particularly effective for us.
86	Do you have a current attribution model for digital marketing? How effective has it been?	No, we don't have one. This is something we would like to work with the successful agency to develop.
87	What is your Google Ads grant account status currently? What level of grant do you have?	The status of the account is live/active. We have the standard \$10k grant.
88	Where are you in your audience segmentation & defining process? Do you have personas prepared?	<p>For Wellcome Trust, work is ongoing to develop audience personas. In very broad terms, we can say that there is a 'researcher' audience that we want to target for our funding call campaigns, and a 'policymaker' audience (e.g. in governments, NGOs, thinktanks etc) with whom we want to build trust and understanding as a partner.</p> <p>Wellcome Collection has developed its own set of six audience personas: Inquisitive Challengers, Immersive Explorers, Knowledge Seekers, Considering Others, Sociable Culture-fans, and Personal Pursuits. Inquisitive Challengers and Immersive Explorers are currently the priority segments.</p> <p>Inquisitive Challengers are a slightly younger segment, with a higher proportion coming from racially minoritised communities. They are strongly career and family oriented, which means that other interests and pursuits are often secondary. They are a digitally savvy audience, streaming online videos and active on a range of social networking and video sharing sites. They show some cynicism about science and medicine and are more likely to say that their faith is important. They also feel some resistance to London's most high-profile cultural offerings, which don't always resonate with them.</p> <p>They are generally motivated by a desire to learn and be challenged and respond to human interactions attend talks, lectures, science centres and research libraries, as well as accessing online content that helps them to explore others' perspectives.</p> <p>Immersive Explorers are found across all demographic groups but are more likely to be degree-educated, without children at home. Although they have wide and varied interests, they are particularly passionate about creative pastimes and have a stronger connection to human behaviour than the topics of science or health. They are enthusiastic and eclectic cultural consumers seeking deep, meaningful encounters in museums and galleries, and see visits as an opportunity to escape, relax and enjoy the beauty of the displays.</p> <p>With a strong connection to museums generally, they are the least likely to worry that the visit will not be fun or interesting and they engage with a range of different activities from exhibitions to talks as well as online content. They keep their finger on the pulse of what is going on around them by reading magazines like Time Out and The Week.</p>

89	What steps has Wellcome taken previously, if any, to remain in digital touch with visitors to the Wellcome Collection?	<p>Since Covid restrictions have lifted, we have reverted back to not having bookable tickets to the museum or our exhibitions and therefore we don't have a way of tracking who visits.</p> <p>However we are currently investigating where we might prioritise having bookable tickets to ensure we can communicate with visitors when appropriate. For example, we will have bookable tickets for our 'Lights Up' (brighter light level) viewings for our upcoming exhibition In Plain Sight so that we're able to send visitors pre-visit emails outlining what kind of access support we can offer them.</p>
90	How important is it that the partner you choose aligns with your values and mission?	It's of very high importance 😊
91	Does the scope include Google Grant activity? If so, would this be for 100% of grant (Trust + Collection)	Yes, it includes Google Grant activity and would be for 100% of the grant (Wellcome Trust & Wellcome Collection).
92	Please can we have access to Google Analytics, Google Ads and relevant social media channels to review/audit as part of our response?	No, we are not making this available at this stage.
93	The brief highlights two immediate campaigns, but also refers to ongoing activities and a much wider relationship. In terms of providing a costed proposal, as we don't have full visibility to all of your requirements and campaigns, therefore are you looking for a cost / retainer model that can be applied to a series of campaigns. Or do you want a costed proposal for just for the two immediate requirements.	Happy to see whatever model you think suits this brief but keen to see how this can be scaled in the future.
94	Are you able to share any budgets expectation or ranges, so that we can shape our recommendations to provide maximum ROI?	In terms of the value of the contract, as you might have picked up from the RFP we are in the process of embedding our new strategy with teams currently finalising their budgets. That being said, we expect to spend upwards of £450k in the next 6-10 months with ambitious plans to significantly scale our spend in the next 12-24 months.
95	Do you have any specific measurable objectives for these campaigns?	Not yet.
96	When we have worked with the Wellcome Trust and Collections in the past we have not been allowed to add any form of tracking to the sites, is this still the case?	No, this is no longer the case. Wellcome Trust (wellcome.org) is keen to implement appropriate tracking on the site and there is strong support from Wellcome Trust leadership. Wellcome Collection (wellcomecollection.org) is keen to be persuaded of the benefits.
97	Can you provide details of your team that we would be working with? (we can then understand	It's a slightly complex picture because it's not one team, as such, but draws on expertise from across Wellcome Trust and Wellcome Collection, including marketing, product,

	their skill sets that we can complement and also provide longer term training)	legal, UX, developers, content and analytics. Day to day, your relationship would be with the digital marketing lead, Elizabeth Atkin.
98	Some of the campaign success will be reliant on high performance landing pages, in the past we have not been allowed to create these or have them implemented on the site – is this still the case?	This would be considered on a case by case basis. We have nothing against high performance landing pages on principle.