



QUESTIONS AND ANSWERS

Request for Proposal (RFP): Brand Refresh

#	Supplier Question	Wellcome response
1	What is the project budget?	Our anticipated budget is around £75,000 to £150,000 plus VAT, depending on the nature and scope of what the selected agency offers. If there are very good reasons to spend a different amount, we would consider that, balancing what is best to deliver the brief with being cost-effective.
2	Do you have a deadline in place for the launch of the new brand work and is this tied in with any other announcements or changes to the business?	We're hoping to start introducing our new creative approach from Jan 2024 – but also open to understanding from the experts (ie you) a process and methodology that allows for meaningful co-creation with key partners here at Wellcome. We imagine we'd start using it internally first, and then begin to integrate it into our external communications. If we need to take a phased approach to make the delivery more realistic, we feel we need to prioritise developing our tone of voice first, and could develop our visual approach after this.

3	<p>Within the visual brand refresh, are there any graphical elements we can't refine?</p>	<p>We don't want to throw the baby out with the bath water! We feel our basic brand ingredients (name, logo, font) are strong and well-established. And we think we've used them to good effect across channels such as the Wellcome Trust instagram. But we're open to ideas on everything else. This brief is about building intentional use of our values into how we show up.</p>
4	<p>At what stage of the RFP process should we provide our scope of work/project plan and costs/timings? As the documentation shared doesn't appear to make this clear. Should this be presented as part of the pitch?</p>	<p>We don't need this level of detail at this point. We're just asking for a short expression of interest outlining the following:</p> <ul style="list-style-type: none"> • Whether you are a company or individual. If a company please provide: full company name, address, and company registration number. • An overview of your organisation including any differentiators (as they relate to Wellcome, its sector and the services we are seeking). • Two case studies of where you have successfully provided services similar to those described in this request for proposal. • What you do to drive diversity and inclusion in your organisation. Include indicators of progress if you have them.

		<ul style="list-style-type: none"> • What you would consider to make you the right supplier for this project. <p>We will assess all expressions of interest and then invite 4 shortlisted agencies to propose budget and scope as part of a pitch presentation.</p>
5	Would you be open to us posting the guidelines on a new platform. Or is your current system the only option.	We're always open to suggestions and ideas. We are currently committed to Frontify and would need to factor in costs with moving platform into any discussion of different options.
6	We love working with internal creative teams. Do you use 'slack' or an equivalent continuous messaging system to enable seamless communication through the project. If not, would you be open to this?	Yes, we have slack!
7	Is there anything you are aware of that might slow this project down on your side of project. Are key people's diaries to be organised by you or us?	We will organise our diaries at our end. And we're keen to get moving asap. All the relevant stakeholders are in our department, so we'll do everything we can to keep up project momentum.
8	What would the decision making and approval process look like for you in terms of the structure of your organisation? How might this impact the timing of the project?	Approval sits within the project team (Head of Brand and Associate Director of Public Engagement and Campaigns). We don't think approvals will impact the timings.

9	You mention the voice will stretch across platforms like social media. Will you be selecting a comms agency for this work?	No, we have an internal team of media, comms and digital content producers who write for our channels.
10	Do you have preferred partners in terms of the photography and film work, or are we able to suggest new potential collaborators as part of the brief?	We're open to any suggestions!
11	Has the pitch been assigned a fee or is this phase of work an investment from the agency?	<p>I'm afraid Wellcome does not currently offer payment for contract opportunity proposals. This is our current practice for procurement across Wellcome's work.</p> <p>We understand pitching requires resource from agencies. We are only looking for EOIs at this stage in order to minimise the resource involved for potential contractors.</p>
12	Has a total budget spend been attributed to the project and if so, can this be shared?	Please see Q1
13	The brief states the requirement for a new vision for the verbal and visual brand, but you also state that you don't need a rebrand. How much change do you envisage for the brand exercise to bring?	<p>Re visual brand: Please see Q3.</p> <p>Re verbal brand: We're after a fresh scope in line with our values. We're open to that being different to our current tone of voice.</p>

14	Are there any needs for a brand architecture to address the needs of your various audiences?	Brand architecture is not in-scope for this project. We are thinking about it, though and it is possible we will involve our selected agency in this development in the near future.
15	<p>a) Because Stage 2 is asking for ideas for Objectives 1 and 2, can you clarify if there will be any budget to support this work?</p> <p>b) Additionally, we prefer to explore creative ideas once we have understood more deeply the needs for the brand, its strategic aims and ambition, but we understand that these would be initial illustrations only.</p>	<p>a. Please see Q11</p> <p>b. We're just looking for expressions of interest at this initial stage. For the second stage, where 4 shortlisted agencies pitch, we will be looking for how agencies interpret our brief and their approach to dealing with its challenges. Once we are at the final stage and appoint one agency, we will share much more detail about our brand and ambitions, before the agency's creative ideas are developed further.</p>
16	Are the shortlisted agencies paid for that stage or are they expected to pitch for free?	Please see Q11
17	What is the budget for the work? We would need this to understand whether we might be a suitable partner.	Please see Q1
18	We would need to meet the team before beginning work on the proposal. This is to assess fit for both parties. Can you confirm this will be possible?	We understand and appreciate that relationship is key, but we are also trying to be transparent and equitable in our hiring process. We will try to arrange a short call with each of our shortlisted

		agencies.
19	Is there an incumbent agency and are they being invited to pitch for this work?	No, we have no existing agency relationship.
20	Given the requirement for speculative creative, is there a pitch fee?	Please see Q11
21	Within the brief you reference that this isn't a rebrand, can you outline what part of the identity needs to be retained?	Please see Q3
22	For us to bring to life the values, we would want to explore the strategy and what it means for identity, would this be possible?	We'd be happy to share brand strategy thinking with the short-listed agencies (if required).
23	The brief makes reference to becoming an 'anti-racist and anti-ableist brand' - what does that mean to you? What steps do you have in place to achieve this beyond the brand?	<p>For us, becoming an anti-racist and anti-ablest brand means taking responsibility for our privileges, taking meaningful steps to fight oppression and improve equity in every way that our brand shows up.</p> <p>We frame our practice around our Inclusive Communications Principles (see p13 of the RFP Brief) and work closely with equity and inclusion experts on a continuous action plan of short- and long-term ambitions. But our mantra is progress over perfection, and we have a long way to go yet.</p>

		<p>Making 'inclusive' one of our new values takes this beyond our brand and into our culture. We want to make sure we learn how to truly live this in all our work.</p> <p>Our brand is a powerful tool to drive change and we want to partner with organisations who share our commitment and can support us on this journey.</p>
24	<p>In your system you write "It does not offer enough to deliver appropriate on-brand solutions across all channels" — are there specific channels you struggle with?</p>	<p>We don't think we took advantage in the past of the potential of photography or illustration to drive our brand. We want to make sure we do this now, and really consider how we can convey our 4 brand values in an authentic way through all our content and channels. There is no specific channel we have a problem with, but we feel we could be far more strategic with our creative approach.</p>
25	<p>How do you foresee the process working practically in terms of collaboration, you've referenced "These need to be developed in co-creation with teams across Corporate Affairs (Media, Digital & Content, Stakeholder Comms and Brand)." Is this something you want us to advise upon?</p>	<p>In order for our guidelines to be embraced and genuinely useful for our key communicators, designers and writers, the guidelines need to be developed with them. We would like the appointed agency to help us develop a methodology (e.g. workshops etc.) for how we should do this in an efficient way, but which we are confident meets the needs of the team.</p>

		<p>We don't need to examine this in detail at the expression of interest stage. The 4 selected agencies will be asked to cover this in their pitch presentation.</p>
26	<p>How will this be applied throughout the brand? Separate scope/internally? You've referenced "Ideas and support with how to embed our new tone of voice and guide staff to use them in everything they say and do."</p>	<p>Our brand guidelines will be applied internally and externally to all our communication.</p> <p>For this to happen, we know that it will require more than just developing the guidelines themselves. We will need to do more to ensure staff feel confident to apply them in practice. We want to work towards a point where it becomes second nature for relevant staff to be communicating in the right way in line with our brand. We would like our shortlisted agencies to explain in their presentation how they may be able to help us achieve this.</p> <p>We're open to ideas for how this has worked in the past.</p>
27	<p>What will be the process for approvals throughout the project?</p>	<p>Please see Q8.</p>
28	<p>Can you clarify what this point means? "What you would consider to make you the right supplier for this project."</p>	<p>We mean: Do you have the skills required and experience in meeting similar briefs? Is there anything that makes you uniquely relevant? And what strengths can you bring?</p>

29	Has Wellcome Trust used a tagline in the past?	No, we've never used a tagline.
30	Insight - Can you share any data points / insights that led you to the decision to refresh and writing this brief?	We don't have specific data that has led to this brief. This is the next step in our brand development plan and follows a strategic review of our existing brand proposition which showed us that we didn't have beliefs and values, and that our existing principles were too complex.
31	The Problem - Distilled into a sentence, what is the core problem you are trying to solve with this refresh?	We want to ensure we have brand tools and guidelines (visual and verbal) that strongly reflect our new values, which enable us to communicate in a compelling, relevant way.
32	In line with point 3 of the objectives, should the Wellcome Collection be treated as a sub-brand, or as part of the overall branding brief? If the former, how large a point of separation lies between the two?	Wellcome Collection is part of the Wellcome brand family. For the purpose of this brief, we want to consider the Wellcome Collection audience alongside our other audiences. We want to ensure that the tone of voice can be flexed to work for our cultural audiences as well as our science and policy audiences.

33	<p>Audience - you have listed 5 audiences groups?</p> <p>a. Who is the priority audience you are looking to engage with this refresh and why?</p> <p>b. Do you have any data points on your 5 audiences that you can share?</p>	<p>a. Priority audiences across Wellcome are:</p> <ol style="list-style-type: none"> 1. Researchers 2. Policy decision-makers <p>For Wellcome Collection: public audiences who engage with us online and visit our museum and library.</p> <p>b. We have no data to share at this point. We will share relevant insight work with the successful agency.</p>
34	<p>Brand Purpose - What in Wellcome's mind are the general public supposed to care about when it comes to the organisation?</p> <p>a. Why is Wellcome important to the average person?</p> <p>b. How do they want us (the general public) to engage with them?</p>	<p>Wellcome Collection is public facing but most of our audiences could be considered as more B2B than B2C. They care about Wellcome because they are closely aligned with our work in science and health, either through profession, interest or lived experience.</p>
35	<p>Language - If this is a global organisation, what is the decision behind all comms in English? How does translation / different languages currently feature in the brand if at all?</p>	<p>We hope to reach a more diverse and global audience. And we do care about inclusion.</p> <p>At the moment, we translate our work on a case-by-case basis depending on the project audience and geographical needs. We do not translate everything into multiple languages.</p>

		We will review and consider this as we evolve our strategy but don't plan to change things drastically soon.
36	Measuring Success - you have the 3 key focus areas as part of your strategy. How are you measuring the success of this strategy?	<p>Wellcome has four strategic programmes, each with defined long-term goals and objectives:</p> <ul style="list-style-type: none"> • Mental health: transform the capability to intervene effectively as early as possible in anxiety, depression and psychosis. • Infectious disease: reduce the risk and harm of infectious diseases, focusing on the communities currently most affected. • Climate and health: avert catastrophic climate change in a way that allows everyone's health to flourish. • Discovery research: enable fundamentally important breakthroughs in our understanding of life, health and wellbeing.
37	Tone - is the intention that the Wellcome brand is supposed to feel academic tone wise? Can you provide background on what has informed the tone of the brand to date?	<p>The intention is for the Wellcome brand to feel transformative, thoughtful, inclusive and brave.</p> <p>Those close to our scientific fields feel that we should sound more academic, but we also care deeply about other audiences and inclusion as a basic principle – this is a tension we want to resolve and build resources for in our guidelines.</p>

		Our current tone of voice aims to be compelling, inclusive and can-do, which is a useful but fairly generic set, last updated in 2020, before Wellcome's current strategy, beliefs and values were developed.
38	<p>Scope - What is the value / budget range for this project. We would look to scope a couple of approaches, team and proposal based on the client budget range. This budget range also determines the breadth and depth of the final brand book deliverable/number of executions.</p> <p>Pitching and Budget</p>	Please see Q1 (project budget) and Q11 (pitch budget)
39	<p>Pitch Deliverable - The level of work required for the pitch is starting to tip into what we'd expect from the appointed agency. It would be good to get a greater idea of what is expected for 'visual and verbal brand' at this pitch stage of the process in terms of key deliverables, particularly examples of the copy samples that what would need reworking.</p>	<p>We do not expect agencies to produce worked-up detailed designs or copy.</p> <p>We would like to gain an understanding of the selected agencies' vision for how they interpret and would meet the brief. To be confident that the agency understands the complexities of our brief and that their vision can flex for our different audience needs, we would like to see some examples of how their vision/concept could be applied to visuals and copy. But this does not need to be detailed or high quality. It could be described in words, or rough sketches or concepts.</p>

		We just need enough to be able to get a sense of the agency's idea and for us to have a feeling of what the direction could be for our visual and verbal brand.
40	Pitch Fee / Process - How are Wellcome considering the inclusiveness of the pitch process in regards to recognising the challenges facing smaller vs larger agencies in terms of resourcing and spend on this pitch. Our process is to enlist a couple of specialists to work with our core team to build the best response possible to the brief. Unfortunately we are unable to pitch full ideas, copy and visual proof of concept up front without a pitch budget. We are however able to pitch a strategic response to brief, approach and creds without a pitch fee budget.	Please see Q11.
41	Are there pitch fees available to support our agency to produce ideas, copy and visual proof of concept?	Please see Q11
42	Where do you feel your biggest weaknesses are currently?	Please see Q31 From a brand point of view, we have not had a clear brand proposition. We have strengthened this through developing our beliefs and values.

		We now want to make sure that our values come alive strongly through our creative approach.
43	What do you feel is most lacking from your current visual identity system?	Please see Q31
44	With regards to the guidelines, will you want it to stay in a similar format to what is already in place? Or would you be open to new suggestions for how the guidelines could come to life (with the consideration that it will need to work within the current Brand Hub hosting)	We pay yearly subscription to Frontify and don't have plans to change platform unnecessarily. However, we're always open to suggestions and ideas.
45	What media formats are most relevant for you across your different audiences?	Our digital space is key: social media and our website.
46	How will the sign off process work? How many stakeholders will be involved at the different stages of the work?	Please see Q8
47	As part of the process, and given you want elements of the work to 'guide your culture', would you want to have brand induction sessions as part of the proposal? And if so, can you give an indication of the scale of the workforce for these induction sessions?	We do not need brand induction sessions as part of this proposal.

48	Will you manage the uploading of new brand elements to your Brand Hub? Or will this be the responsibility of the agency?	Our in-house creative team can do this.
49	What budget, or budget range, have you allocated?	Please see Q1.
50	Will there be a pitch fee for the Supplier Pitch Presentations, given you would like to see creative work?	Please see Q11.
51	Will the diversity of an agency be a criteria by which we will be ranked?	Not the diversity of the agency itself, but your commitment to equity, diversity and inclusion - in your practice and as part of this brief.
52	For the pitch/proposal stage, it would be great to get a bit more of a steer in terms of expectations for showing our 'vision' across TOV and visual identity. It would be great to get some guardrails here so we can correctly allocate the time needed for the pitch.	Please see Q39.
53	For the pitch/proposal, would you like a breakdown of the process for the work across all the different stages - from the project kick off/strategy stage through to guidelines?	For the shortlisted agencies, and in responding to Part C (The approach you would follow for objectives 3 and 4 if appointed) - it would be great to gain a basic understanding of the proposed methodology and timing.

54	<p>Would you be open to the testing of work with external audiences if budget allowed?</p>	<p>We are really keen to make sure that any new creative approach we develop is received well by our audiences.</p> <p>We are very interested to hear suggestions from agencies on the role of testing and insight in the development of our brand guidelines.</p>
55	<p>Deliverables: Are you happy for the deliverable for the tone of voice guidance and visual brand guidelines to be provided as a PDF or would you prefer assets to be shared with you to build further on a tone of voice and visual brand guidelines section on your Brand Hub?</p>	<p>We would like the appointed agency to deliver an approved vision and appropriate guidance that will allow Wellcome staff to access and apply them.</p> <p>Our Brand and Creative team will support further with publishing the deliverables (A-C on P8 of the brief) on appropriate staff channels.</p>
56	<p>Commercials: Can you provide an investment range / budget parameters we should be aware of for this project? Should we scope inclusive of VAT? Are you happy for us to provide a variable cost to support you with the rewrite of the most important pieces of content? This could be an area where the scope expands / changes.</p>	<p>Please see Q1.</p>
57	<p>Key milestones: Are there any key milestones that we should be aware of within August – December 2023?</p>	<p>There are no key milestones.</p> <p>We are keen to develop and start applying our brand guidelines as soon as possible in 2024;</p>

		however, we want them to be strong and right, so are happy to take the time necessary to do this.
58	Visual identity questions: Do you have a preferred illustrator that you use for your brand identity work currently. Are you happy for us to propose a partnership to work with the illustrator? Or does the illustration style be one that can be generated by an in-house design team?	<p>We don't currently use one specific illustrator. We deliver illustrations and graphics via our in-house creative team, freelance support and commissioned illustrators.</p> <p>We are looking for a cohesive visual approach (which could include illustration) that can be replicated (with guidance) consistently across lots of different channels and with different creative partners.</p>
59	Do you have a preferred photographer roster that we can consult with to test the guidance we produce? Or are you open new photographers?	We don't have a current photography roster for Corporate Affairs. We are open to new photographers. But as above (Q58), we are looking for a cohesive visual approach that can be replicated (with guidance) consistently across lots of different channels and with different creative partners/photographers.
60	Would you be open to recommendations for how to optimise / align with the internal TOV / brand too, or will that be locked down?	This brief is to develop a tone of voice for the Wellcome brand, to be used both internally and externally.
61	What is the brand positioning you are seeking to address as part of the development of a strapline? Is there any reason why you	Our brand positioning gets its steer from our beliefs. It is likely that our first belief, belief 1, could provide the key focus for a strapline.

	haven't previously used one/or if you have, what was it and why isn't it currently used?	We haven't previously used a strapline. As part of this reflection on our use of words, we would like to consider the benefits a strapline might bring in building trust and recognition in our brand.
62	Do you have an audience channel map that you can share with us (I.e., aligning communication channels with audience groups for maximum impact). ?	<p>We are currently reviewing and mapping our audiences in light of our new strategy. This work will take many more months to complete.</p> <p>We have an understanding of some of our existing audiences and which channels are most effective for reaching them. We will share this with the appointed agency.</p>
63	<p>Decision making: Please could you confirm your decision-making structure. This will then guide how we plan the 5-month delivery period specified within your brief. Typically, our approach to charity engagement is:</p> <p>Immediate project team - responsible for everyday requirements.</p> <p>SLT – consulted for feedback and final approvals.</p> <p>Board of Trustees – consulted for feedback and final approvals.</p>	<p>Please see Q8.</p> <p>This project will not need Board approval.</p>
64	Testing / audience research: Would you like recommendations to be verified with key audiences as part of the methodology approach? This will inform budget and	<p>Yes, please see Q54.</p> <p>We would be keen to know your recommendations for this. We appreciate that</p>

	<p>timescale planning. Have you established audience groups panels to help inform your brand so far?</p>	<p>research will potentially have additional implications for budget. We have done ad hoc audience research but don't have established panels.</p>
65	<p>Working partnership: Is there a project owner which will be a central point of contact and co-ordinate all activity from Wellcome's perspective?</p>	<p>The Project Lead is Gale Foster.</p>
66	<p>Could you give an indication of how you like to work as an immediate project team. (For example, do you like to co-create? Are you reflectors?) This will help us to tailor our methodology accordingly. Would you be receptive to co-creation workshops?</p>	<p>We love co-creation and meaningful inclusion of our relevant practitioners. We imagine that co-creation workshops would be very helpful when developing the guidelines. Please also see Q25.</p>
67	<p>We love the intention of being anti-racist and anti-ableist in your brand and language and can see that inclusion by design is very much what you are trying to achieve, do you know or have examples in mind of both where you might have accidentally been the opposite either of these things in the past OR examples of language and design from other brands or organizations you admire?</p>	<p>We practise progress over perfection and definitely make a lot of mistakes. We don't have any specific examples but we admire organisations who are human-centred and who prioritise inclusion and accessibility of style (form follows function!)</p>

68	<p>Your bolder, braver values go far in terms of arming people to stand for something important, are you able to tell us why you stand for supporting science to solve urgent health challenges? And furthermore what are your best, proudest examples of how you've done so recently?</p>	<p>We believe in the power of science to build a healthier future for everyone. We have decided that Wellcome-funded science should enable science and innovation to tackle the greatest threats facing humanity, and it should do so through a broad programme of Discovery Research together with research directed at specific goals within three health challenges: Infectious Disease, Mental Health, and Climate and Health. These challenges were selected based on the urgency and scale of the threat, and the opportunity for Wellcome to make a difference.</p> <p>Please check out the News section of our website or social media channels (@wellcometrust) for lots of great examples of the work we do.</p>
69	<p>What are some of the challenges you've faced in the past when speaking with your different audiences? Has there been specific feedback this is responding too or is there a hypotheses that all these audiences want to be spoken to differently?</p>	<p>Please see Q37.</p>

70	As a brand, if you were to throw a dinner party, who would you invite? Which other brands would come along and be part of your gang as it were?	<p>If our 'gang' were peers, partners and comparators then our invite list would be very diverse, including:</p> <ul style="list-style-type: none"> • People with lived experience of our health challenges. • Scientists from a diversity of locations, life stages and research disciplines, including from places we fund such as the Wellcome Sanger Institute and the Africa Health Research Institute. • Foundations such as Gates, Novo Nordisk and Rockefeller. • Government agencies such as the European Research Council, US Agency for International Development. • UN agencies like UNICEF, WHO. • Cultural institutions such as the National History Museum, Black Cultural Archivists, Mori Art Museum, Rijksmuseum.
71	How will decision making take place at Wellcome Trust? We understand stakeholder engagement and contributions will be vital but how do you see decision-makers being involved in the brand building process?	Please see Q8
72	We are aware that an indication of budget is part of the proposal, but would you be able to	Please see Q1

	share a rough indicator of what budget you have in mind as it will enable us to tailor our proposal.	
73	We love working with partners, do you currently have any other agencies that you work with?	We have no existing agency relationship. But we would love the appointed agency to work in close collaboration with our in-house creative team.
74	You mention rolling this out internally at first, and then externally once it has been successfully adopted. Would this brief require creation of internally specific comms and if so, would you be able to share examples of this?	<p>We believe it is best to make sure staff are comfortable using and applying our new guidelines, before we have a big focus on adapting our external comms.</p> <p>We have an internal comms team who develop and plan all our internal comms. However, we imagine the appointed agency will need to help us in the early stages to adapt to a new tone of voice. So we are likely to need help to rewrite some of our core copy for internal and external audiences. For example, we may ask for support to rewrite the most popular pages of our website, or to help rewrite templates for job descriptions/ads.</p>
75	How big is the internal creative team and how is it structured? We ask as it's helpful to know what capabilities there are internally and how involved the team would like to be in the development of the visual and verbal identity	Our current Creative team includes Creative Lead, Senior Designer, Artworker, Production Manager and Visual Brand Editor. We work closely with our Senior Writer.

	(e.g. lots of collaborative working vs. agency team lead)	
76	It's clear from the brief that this is not a rebrand, so it would be helpful to know specifically what's in scope and what's out of scope for change	Please see Q3.
77	It would be helpful to get an idea of ballpark budget and also any key milestones within the Aug-Dec period set out in the brief	Please see Q1. There are no specific milestones during the project development period.
78	Do you have any thoughts on whether or not you would like to validate the approach to the visual and verbal identity with key audiences? (e.g. the agency develops a set of two/three potential visions for the future of the brand and then to craft this with their key audiences)	Re testing please see Q54. If we end up with a few different potential routes, we would be very interested in testing these before making a final decision.
79	Who is your current Brand Agency and are they invited to respond to this brief?	We have no existing agency relationship.

80	Do you envisage an extensive stakeholder discovery phase, with multiple interviews and workshops with key staff and potentially external stakeholders? If so, how extensive would this need to be to build up a clear picture of views, issues and opportunities?	Please see Q7&8. The key stakeholders for this project all sit in the same department. Around 3 senior managers would be able to provide an overview of the bigger picture needs and then within these teams, there will be a handful of other stakeholders whose views will be invaluable to consider in the development of the guidelines.
81	We acknowledge your comment about not wishing to re-brand. How much change do you expect as a result of this project? What do you expect won't change at all?	Please see Q3.
82	What is the budget range for this brief?	Please see Q1.
83	What is the selection criteria to progress past the EOI stage and to win this work please?	Shortlisted Agencies will be selected on the criteria outlined in the EOI (please see Page 9 of the RFP brief)
84	The timescales are extremely tight, especially given the fact that we are now in holiday season. Is there a reason for these deadlines and is there any flexibility especially with regard to the stage 5 pitch meetings (w/c 17th July). Ideally we'd be requesting an extra 2 weeks at that stage to manage workload around holidays.	We're not able to extend this timeline, sorry.

85	What is Wellcome's plan for socialising / operationalising / embedding the brand work across the wider organisation? Would there be scope to include a sprint on this in our proposal?	Pitch proposals (not EOI) could include ideas for how to socialise, operationalise and embed the new brand guidelines.
86	The brief highlights the need to develop content and materials which are appropriate for different audiences with sometimes competing needs. Are there any specific audiences within any of the groups outlined which are more of a priority than others, and why?	Please see Q33 and 34.
87	How developed are the programmes which inform the drive to tailor the brand for anti-racism and anti-ableism? Are there any plans you can share at this stage? Any research and/ or feedback that Wellcome will have conducted/ commissioned to inspire this brief that you can share with us?	Please see Q23. Our belief is that if knowledge derived from science is to truly benefit everyone, we need to include and reach everyone – so inclusion enables our mission to become a reality.
88	Are there any brands (or indeed speeches or visuals) that you think of when you think about what this edition of the Wellcome brand needs to sound, look and feel like?	No, but it should embody our values of transformative, thoughtful, inclusive, and brave.

89	Thinking about the placement of the brand, and the channels, and devices it needs to work on, which would you prioritise for the purpose of this exercise? Why?	The challenge is that we need a proof of concept that can adapt across all channels and geographies.
90	What are your measures of success across the four objectives, and individually for each one of them?	If we were to show creative to our audience we would love their spontaneous perceptions of Wellcome to be transformative, thoughtful, inclusive and brave. This would be the ultimate measure of success.
91	There are risks involved in discussing and being closely associated with important debates that Wellcome is rightly looking to promote. We would advise considering how to position and prepare for reputational challenges and criticisms as part of the brand exercise. Is that an element you want prospective suppliers to include in their response?	This is not a core part of this brief. However, it would be useful to know other aspects like this that you could contribute to. We are looking to work with a long-term brand partner to support all kinds of projects – how our new brand proposition can support our reputation may be one of the things we focus on.