



QUESTIONS AND ANSWERS

Request for Proposal (RfP): Free destination campaign for Wellcome Collection

Please note, this document summarises questions from a number of suppliers, so may not match specific wording submitted.

SUPPLIER QUESTION	WELLCOME RESPONSE
About the RfP process & criteria	
Would Wellcome accept proposals in partnership with other organisations (e.g. EDI, research or marketing specialists)?	Yes. Please submit details of these partners at the proposal stage so we can perform due diligence checks.
Would Wellcome accept proposals from agencies without direct experience of working with museums or other cultural institutions?	Yes, if you can demonstrate how your experience is relevant and transferable to this sector, and how it would help you promote Wellcome Collection's free offer.
Would Wellcome accept proposals from agencies without formal EDI policies in place?	Yes, if you can demonstrate how you would respond to our requirement for the campaign to reflect our EDI priorities.
Would Wellcome accept proposals for two recent RfPs (for our free destination campaign, and to create YouTube and social media video content for our Hard Graft exhibition) from the same agency? If so, is there a possibility to look at this as all one budget to find efficiencies?	Yes, noting that the deadlines, objectives and colleagues managing these RfPs are different.
Is this an open or invitation-only tender? How many other agencies have been contacted? How many agencies you invite to pitch?	This was an open invitation process. The RfP was published on Wellcome's website and emailed to around 30 agencies. We're not able to share how many agencies we will invite to pitch as this will depend on the proposals received.
Will you provide feedback to agencies invited to pitch on their proposals?	Yes, if we have specific questions or gaps we would like the selected agency to address at the pitching stage.
Are you expecting a full creative proposal from agencies invited to pitch?	No, we aren't expecting a full creative pitch, as we appreciate the time and costs entailed. For details of what we're asking agencies to present, please see section 4: RfP timetable and requirements.



Can we access Wellcome Collection's logo, fonts etc. for our pitch proposal?	Yes, please see the links to Wellcome Collection's brand guidelines in the 'Supporting Information' section of the RfP.
Will the pitch presentations be in-person or virtual?	We hope the pitch presentation meetings will take place at Wellcome's offices on Euston Road. Please let us know if you're not able to attend in-person if you're selected to pitch.
Who at Wellcome will make the final decision on the successful agency?	Wellcome Collection's Head of Communications & Marketing will make the final decision, with input from staff in Wellcome's in-house communications, marketing and creative teams.
Who at Wellcome will be involved in the decision-making process and how long will they require for approval at key stages?	Wellcome Collection's Head of Communications & Marketing will generally sign-off on decisions. Key points (e.g. campaign / design direction) will need approval by Wellcome Collection's Director and Wellcome's Associate Director of Communications. This may take up to one week.
What is Wellcome looking for from an agency?	<p>We're looking for people who connect with Wellcome Collection's vision of a world where everyone's health matters.</p> <p>We want to work with an agency we can build a trusted relationship with, who will come to us with new ideas and challenge what we think is possible – underpinned by a meaningful commitment to equity, diversity and inclusion.</p>
Can agencies meet with the Wellcome Collection team before the deadline for proposals?	We're not able to meet with agencies outside the pitch presentations. This is to ensure a fair and equitable process to all prospective suppliers and that everyone submitting a proposal receives the same information.
Is it possible to postpone the proposal deadline?	We're not able to accept proposals after the deadline of 30 August. This is to ensure a fair and equitable process for all prospective suppliers and that everyone submitting a proposal has the same amount of time.



	We're not expecting a full creative pitch, as we're conscious of the time and costs that entails.
Would the contract cover Oct-Dec and then campaign execution Dec/Jan be run internally or sit as part of this brief?	We will finalise the timelines during the contract negotiation stage once the successful agency has been appointed. We would expect this to cover the campaign development and execution (dates TBC).
Existing audiences & previous campaigns	
Will Wellcome be supplying more details about the museum's audience targets, segmentation or existing demographics?	We don't expect to share any further information about our existing or potential audiences beyond the files in the Google drive before the successful agency is appointed.
What marketing initiatives have been effective in targeting Wellcome's priority audiences in the past? Can you share an example?	Please see this article for a recent example of a Wellcome Collection campaign that engaged new and priority audiences, and was shortlisted for Campaign of the Year in the 2024 the Museums & Heritage Awards: https://www.museumnext.com/article/what-does-it-take-to-run-a-meaningfully-inclusive-communications-and-marketing-campaign/
Can you give any examples of campaigns, messaging or tone of voice from competitors / comparators that you are envious of?	Some things we like: <ul style="list-style-type: none"> • The Paralympics and the USA's National Parks Service social media channels, and how they combine informative and entertaining content. • Recent brand campaigns from the V&A (If you're into it, it's in the V&A) and Royal Historic Palaces (A palace to see and be seen) that weave in content from their unique collections and spaces. • Rubicon's joyful multi-channel campaigns designed to engage young people (Release the sunshine, Made of different stuff).



<p>Will this be a national campaign, or London and surrounding areas focused? How engaged is the local, Euston and Kings Cross community?</p>	<p>Please see the DJS Audience Research report in the Google Drive for information about visitors. We don't explicitly prioritise visitors by geographic location, or communities from Euston and Kings Cross except for specific projects.</p>
<p>What data do you have for visitors, including first-time and lapsed visitors?</p>	<p>We have ~40k newsletter subscribers and some data about ticketed event attenders and library users.</p> <p>Our exhibitions are free and not ticketed, so we don't hold data about these attenders.</p> <p>The most detailed review of our visitor profile can be found in the DJS Audience Research report in the Google Drive.</p>
<p>Are you currently working to address physical challenges in the building around visitor awareness of our free offer?</p>	<p>We are mindful that the museum entrance on Euston Road and the current signage / wayfinding does not emphasise this message as much as it could.</p> <p>We need to work within some restrictions (e.g. cost, listed building status) but would be interested in hearing recommendations from agencies on how to reflect the campaign messaging in the building.</p>
<p>Wellcome Collection strategy & brand</p>	
<p>How does each this campaign help Wellcome Trust's overall purpose and goals for the future?</p>	<p>Please see the Wellcome Collection Strategy guidebook in the Google Drive.</p>
<p>How does the Wellcome Collection currently perceive its brand, and what aspects of the brand identity are you looking to evolve or emphasise through this campaign?</p>	<p>Please see the links to Wellcome Collection's brand guidelines and Wellcome's beliefs and values in the 'Supporting Information' section of the RfP.</p>
<p>How could this campaign stretch the current brand? What is the longer-term brand strategy?</p>	<p>We are looking to refresh Wellcome Collection's brand in the next year to support our new strategy. We want to use this free</p>



	destination campaign as a testing ground to explore how we might start updating how we present Wellcome Collection.
Campaign strategy	
Is the timeline set out in the RfP for campaign development and implementation fixed?	No, these timings aren't fixed. We have proposed a start date between Christmas and New Year as we feel the messaging will resonate with potential visitors then. We are interested in reflections from agencies on these timings.
Would you be open to a phased campaign, with the possibility to scale based on early performance metrics?	Yes.
Do you want the agency to create a one-off creative wrapper that Wellcome Collection can take and apply to always-on comms? Or launch the campaign in a more hands-on fashion from Christmas/New Year?	<p>We would like the successful agency to create and launch the campaign from the end of December in a hands-on fashion, working closely with Wellcome's comms, marketing and creative colleagues.</p> <p>The campaign should be designed to be flexible, so it can be revisited later in the year, and focus on different elements of our free offer (e.g. future exhibitions).</p>
What insights from ALVA's research prompted the focus on the "free" aspect of Wellcome Collection's offer?	<p>Wellcome Collection's privileged financial position means we're able to offer entry to our museum and library for free, including all our public exhibitions and events.</p> <p>We want to respond to the findings around the cost-of-living crisis, public perceptions of visitor attractions in general as expensive, and projections that people will continue to limit their engagement with these venues for financial reasons.</p>
Will the successful agency be responsible for actioning media spend? Which media agencies do you already work with?	<p>Wellcome Collection currently works with two agencies:</p> <ul style="list-style-type: none"> • Ethix Digital, for digital marketing • Four Agency, for media planning and buying. <p>We would like the successful agency to work with Ethix and Four to plan and implement the campaign.</p>



<p>Will there be other marketing activity for the appointed agency to consider as this campaign is taking place?</p>	<p>This campaign will overlap with marketing for our exhibitions and displays:</p> <ul style="list-style-type: none"> • Jason and the Adventure of 254 (until 12 January 2025) • Hard Graft (19 September 2024 – 27 April 2025) • Stories from our collections: The Kola Nut Cannot Be Contained (until 2 February 2025) <p>Plus ongoing promotion of our public events and youth programme.</p>
<p>Content & channels</p>	
<p>Is Wellcome open to an influencer-led approach?</p>	<p>Yes, please see Wellcome Collection’s YouTube channel for some recent examples of our work with influencers: https://www.youtube.com/user/wellcomecollection</p>
<p>How integrated do you envision the digital component of this campaign? Are there particular platforms or technologies you prioritise?</p>	<p>We have a significant following on Instagram, Facebook and X, and have been working hard to develop our YouTube channel. We’re thinking about starting to engage with TikTok more seriously in the next 12 months.</p> <p>We’re interested in recommendations on how we might use this campaign to develop how we use existing owned channels and test new approaches, as well as digital advertising.</p>
<p>Would the agency be required to create ongoing content (e.g. print, social assets) over a specific timeframe, or would a one-off suite of assets be delivered instead?</p>	<p>We would like the successful agency to create content for the initial iteration of the campaign within the scope of this RfP. This content should be designed to be flexible, so it can be revisited later in the year, and be updated to feature different elements of our free offer (e.g. future exhibitions).</p>
<p>Equity, diversity & inclusion</p>	
<p>What are your priorities around equity, diversity and inclusion? What progress have you made so far and what are your biggest hurdles?</p>	<p>Please see the Wellcome Collection Strategy guidebook and Inclusive Communications Principles in the Google Drive for details of our approach to equity, diversity and inclusion.</p>



	<p>We are conscious that there will always be work to be done to make Wellcome Collection more inclusive and equitable, and meet Wellcome's overall goals to become an anti-racist and anti-ableist organisation.</p> <p>Wellcome staff take part in regular EDI learning and development, and the Communications & Marketing team meets monthly to work on our inclusive comms principles.</p>
Are you open to involving key audiences with specific needs, such as the Deaf, disabled, and neurodivergent communities, in the creative process?	Yes, we would be very supportive of this approach, being mindful of the care and time needed to ensure this is meaningful and thoughtfully carried out.
Budget & resource	
Is the budget inclusive or exclusive of VAT?	The budget is exclusive of VAT.
Is the campaign budget indicated for the launch in December or for the year?	The budget is for the first phase of the campaign, provisionally starting in December. We are keen to hear recommendations for how this would initially run, and ideas for how it could be updated for later phases. Further iterations would be budgeted for separately (e.g. for design updates, media spend).
Is there an expectation to respond to on the budget breakdown outlined in the RfP as part of the pitch presentation?	We would like pitches to include an estimated budget and breakdown for the proposed campaign. The breakdown provided in the RfP is notional and we would like agencies to confirm how they would propose to use the budget.
Is the £10k outlined in the budget breakdown intended for campaign research only, or need to include post-campaign analysis?	We would like pitches to include an estimated budget and breakdown for the proposed campaign, including research and evaluation. There is no additional budget allocated for further analysis beyond that set out in the RfP.
Is there any flexibility in the budget allocation if certain creative strategies show higher potential ROI but require additional funding?	Yes, there could be some flexibility if you are able to demonstrate how this would increase the campaign's impact and benefit for Wellcome Collection.



<p>What internal resources can the successful agency access?</p>	<p>Please see the research data and audience information in the Google Drive, and the link to Wellcome Collection’s brand guidelines in the ‘Supporting Information’ section of the RfP.</p> <p>The successful agency may also access photographs and other media related to our collections and spaces, as well as previous campaign materials (e.g. template digital advertising assets).</p>
<p>What internal marketing and/or design provision do you have internally?</p>	<p>Wellcome Collection’s Communications & Marketing team consists of 9 FTE staff. We work closely with Wellcome’s small creative team. We want the successful agency to work with these teams to ensure consistency across our brand, messaging and audience experience, but expect the agency to produce the content, designs etc. themselves.</p>
<p>Research & evaluation</p>	
<p>How will success be measured? What are the key performance indicators (KPIs) for this campaign beyond footfall increase?</p>	<p>Please see Campaign objectives listed under section 2: RfP specification in the RfP. Specific KPIs (e.g. footfall, proportion of visitors reporting that our free offer was a motivating factor for attending) to be agreed depending on campaign approach (e.g. time of year, Wellcome’s Collection’s public programme).</p>
<p>How many first-time visitors attended The Cult of Beauty exhibition?</p>	<p>Approx. 155k people visitors attended The Cult of Beauty exhibition, of which around half were first-time visitors.</p>
<p>How will the insights from this campaign be used to influence future marketing strategies or initiatives?</p>	<p>We want to use insights from this campaign to inform our future communications and marketing. This includes what we learn about existing and potential audiences; what marketing approaches and channels are more effective and engaging; and how the organisation works internally and with an agency.</p>
<p>What feedback mechanisms are in place to gather visitor insights during the campaign, and how can we leverage them to optimise our approach in real time?</p>	<p>Wellcome Collection uses a number of mechanisms, including:</p> <ul style="list-style-type: none"> - Regular onsite visitor surveys (please see the DJS Audience Research report in the Google Drive);



	<ul style="list-style-type: none"> - Feedback cards for visitors onsite; - Post-event surveys. <p>We are interested in how the successful agency would propose to use these mechanisms, and in ideas for using new ones that are within budget and feasible (e.g. for staff to deliver).</p>
What types of content have been most effective in engaging your target audiences?	Please see the DJS Audience Research report in the Google Drive for more details about the effectiveness of our marketing approaches to date.
Would you like/expect to see a proposal for research in the pitch presentations? Are there any gaps you want us to fill in your research or should we rely solely on what exists?	Yes, we encourage agencies to outline and cost for new research to inform and measure the effectiveness of the agreed approach: before, during and after the campaign.
Can the appointed agency recommend research companies? Is there any guidance on whether this should lean more to qualitative, quantitative or anecdotal?	Yes, we are interested in hearing agencies' recommendations on what research they think would be most effective.
Are you open to research being focused on creative concept testing?	Yes.
Regulations	
Are there specific regulatory or compliance considerations we need to be aware of, particularly concerning accessibility standards or public communication guidelines?	Please see section 9: Accessibility in the RfP.
What specific data privacy concerns or regulations do we need to consider when collecting and analysing visitor data for the campaign?	Please see section 6: Data Protection in the RfP.