

# Audience Development Consultant Brief

## Invitation to Tender Pack for the Audience Development Project

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### Cover Letter

Dear Bidder,

This tender pack for the position of **Audience Development Project** includes:

- Details on the application process and response requirements
- The Audience Development brief and project timescales
- Outline of current audience research and data sources (on request)
- Overview of our Transformation 2029 Strategy (on request)

*All information supplied within this ITT shall be regarded as confidential by the recipient, except insofar as either party is required to divulge information under the Freedom of Information Act 2000 or other statutory or legal authority.*

### To apply

Please read this pack carefully and submit your response to the email below. Your response should include:

- Link to website/ CVs of you/and your team
- Details of team structure and point of contact
- Examples of up to three relevant projects OR evidence of relevant experience
- Details of at least two referees who would be able to provide a reference concerning your/your team’s performance on a project of a similar nature
- Proposed approach and detailed methodology, including works schedule and timetable
- Fees, including VAT and expenses. The fee should include a breakdown and day rates.
- Proof of required insurances to deliver the proposed works.
- Outline your approach to utilising AI, addressing environmental responsibility and GDPR in the project.

*n.b. please make sure electronic submissions are 8MB or less*

### Timetable

Brief live	2 April 2026
Deadline for responses	3 May 2026
Interviews	14 May 2026
Appointment	22 May 2026
Project activity	June – August 2026
Mid stage focus session	Early July 2026
Report due	7 September 2026

## Site visits / pre-tender conversations

We welcome bidders to come and visit the museum in advance of putting a tender in; we are also open to pre-response conversations. If you are interested in visiting or arranging a conversation, please contact the Head of Audiences at the email address below.

[Rachel.dingsdale@designmuseum.org](mailto:Rachel.dingsdale@designmuseum.org)

## Shortlisting & evaluation

Shortlisted candidates will be contacted by email and invited to attend an interview. The selection process will include a review of responses and a panel interview.

Each proposal and interview will be evaluated using the following framework:

<b>Quality</b>	Methodology	15%
	Project team	20%
	Skills / Experience	20%
	Project / Brief analysis	20%
	Environmental responsibility / Social value	10%
<b>Price</b>	The lowest price receives the maximum score available in this section; the remaining bids receive a score pro rata to the best price.	15%

<b>Assessment</b>	<b>Score</b>
Excellent: Meets all expectations / Demonstrates complete understanding of all the requirements of this particular specification / No reservations.	4
Good: Meets most expectations / Demonstrates good understanding of most of the requirements of this particular specification / No reservations.	3
Marginal: Meets some expectations / Response is standardised with no apparent understanding of the requirements of these particular specification / Minor reservations.	2
Poor: Does not meet expectations / Response is weak & does not adequately address the specification / Significant reservations.	1
Unacceptable: Response is missing / Response is very weak and does not address the specification / Major reservations.	0

When the final decision on the results of the tender process has been taken, all bidders will be informed in writing whether or not they have been

successful. No other information shall be given on the progress of the tendering.

### **Questions and queries**

If you have any queries regarding the process or the brief, please contact the Head of Audiences:

**Rachel Dingsdale**

[Rachel.dingsdale@designmuseum.org](mailto:Rachel.dingsdale@designmuseum.org)

**Thank you for your interest in the Design Museum. We look forward to receiving your tender.**

# Audience Development Project Brief

## About the museum

The Design Museum is a multifaceted museum, an ever-changing space for the public, industry and education to come together and explore new ideas.

A registered charity, the museum's innovative exhibitions, partnerships, research and learning programmes evidence how design can enable this planet and its inhabitants to thrive.

Founded in 1989 by Sir Terence Conran, the museum is the place in the UK where the design industry, education and the public come together to change the way people think about themselves and the future through the lens of design.

Our landmark building in Kensington is the centre of our national network and a global hub for the transformative potential of design. Since relocating in 2016, it has welcomed millions of visitors, making the impact of design visible to all. In 2018, it was awarded European Museum of the Year.

[designmuseum.org](https://www.designmuseum.org)

## Background

In 2025 we launched our new strategy *Transformation 2029* which will see major activity delivered across the museum in preparation for our 40<sup>th</sup> anniversary in 2029. 2025 also saw the museum deliver our most successful year for temporary exhibitions in our history and announce a major Heritage Fund Project that will transform our permanent collection.

To deliver on the significant ambition of this strategy, we recognise the need to improve our understanding of our current and potential future visitors. This will allow us to programme, plan and respond more effectively, and to unlock growth and engagement. A consistent segmentation model and evaluation framework is therefore of critical importance for the museum as a whole for this next phase.

While the museum is currently undertaking elements of audience research and segmentation, this is largely focused on special exhibitions. Similarly, although we have data on many of our existing exhibition and public event audiences in terms of their demographics, satisfaction levels and motivations, different departments are using a variety of segmentation models and diverse ways of collecting, evaluating and reporting data. As such, our activity across the museum is not at present aligned or benchmarkable, limiting our ability to build a coherent understanding of our audiences, track change over time, or use insight consistently to inform decision-making, planning and investment.

### **Alignment with Transformation 2029 Decisions this project will unlock**

This project will provide the evidence base needed to support key decisions within Transformation 2029, including:

- Which audiences the museum should prioritise to deliver sustainable growth towards the 2029 visitor target
- How audience insight should inform programming, communications, learning, commercial activity and the New Collection Gallery
- Where investment and resource should be focused to increase relevance, reach and impact across priority audiences
- How the museum can apply a consistent, organisation-wide approach to audience insight and segmentation

### **What the museum will do differently as a result**

As a direct result of this work, the museum will:

- Use a shared audience framework to inform planning and decision-making across departments
- Take a more targeted, evidence-led approach to audience development in support of strategic growth and engagement goals
- Embed audience insight more consistently into brand development, marketing, programming and evaluation
- Align audience planning more closely with major strategic initiatives, including the New Collection Gallery and future capital projects

### **What success looks like in 12–24 months**

Success will be evidenced by:

- A clear, shared understanding of the museum's priority audiences in use across the organisation
- More audience-led decision-making aligned with Transformation 2029 objectives
- Improved engagement with under-represented and under-researched audiences, including free collection visitors
- Stronger alignment between audience insight, brand positioning and programme development
- A sustainable, proportionate approach to ongoing audience evaluation that supports long-term growth and resilience

## Project outcomes

The audience development work will be a key enabler in allowing us to deliver against our strategic targets for 2029, including:

**Visitor numbers:** growing from **691,775** in 2025 to **800K** in 2029 by identifying key target audiences and opportunities for audience development and growth.

**Experience: Driving NPS from an average of 58 in 2025 to 72 in 2029** – by generating insights that help us to understand what drives satisfaction and how to improve the overall visitor experience.

**Supporting improved financial resilience** by better understanding who our current audiences are, identifying underserved or untapped audiences, and uncovering opportunities to broaden and diversify reach and return.

We therefore expect this project to:

- Deliver a clearer understanding of audience motivations, engagement and affinity - including first-time and repeat visitors, and those who feel a strong sense of connection to the museum - to enable more accurate forecasting and targeted audience development across all activity.
- Inform the delivery of more effective engagement and enhanced return on our sales funnel activity, including campaigns, digital marketing and commercial activity on and offline (including CRM).
- Support more targeted and focused programming and planning across the museum to deliver activity that engages with and drives returns from identified target audiences (exhibitions, retail, F&B, learning events, membership, Future Observatory and New Collections Gallery (NCG) activity).
- Contribute to the successful relaunch of the NCG and ongoing audience engagement, aligning closely with the work of this project team
- Develop a suite of more effective and efficient ongoing audience insight and reporting processes for the museum, utilising AI as appropriate

We will also use the findings to inform the development of our future brand strategy, translating audience insight into a clearer understanding of how the museum is currently perceived, where there are gaps between our

current and desired positioning, and how different audience segments engage with our offer.

## **Scope of work/deliverables**

### **Data and insight**

Evaluate and align all our current audience research, digital data sources (eg. CRM/ Expian/ Mailchimp) and wider market data to give us a picture of our current and potential audiences.

Identify the additional audience insight needed to fill gaps in current research and data, enabling a more complete understanding of under-evidenced audiences, including free collection visitors. This work should complement, and not duplicate, the audience research being undertaken for the New Collection Gallery

Analyse who the museum is currently reaching and why and articulate the museum's key audience strengths as a foundation for future audience development and strategic planning.

Analyse who the museum is currently not reaching and why:

- Using available data or proxies, identify underrepresented audience segments and analyse the primary reasons for their low engagement (e.g. awareness, relevance, pricing, location, cultural perception)
- Which audiences are least engaged with the museum's offer, and how do factors such as perceived relevance, cultural accessibility, and representation influence this?
- Which underrepresented audiences offer the greatest opportunity for growth, and what are the most significant barriers currently preventing their engagement

### **Segmentation and personas**

Create a joined-up overview and segmentation of our current and potential audiences: Identify key groups, behaviors, demographics, seasonality, weekday/weekends and interests.

Create tangible, detailed and engaging 'pen portraits' for use across the museum departments (development, commercial, programming, exhibitions, comms and New Collection Gallery).

**Audience engagement strategy**

Deliver a strategic action plan that responds to our project outcomes based on targeting key audiences and reflects our theory of change (as described in our Strategy).

**Evaluation and ongoing reporting of audiences**

Make practical recommendations for the ongoing evaluation of audiences through metrics and reporting that can be delivered in a cost-effective way through in house resource or using an external consultant to benchmark and provide key data for our ongoing audience development activity. This can include suggestions of how we can use AI to deliver this appropriately.

**Report and presentation**

Produce a clear and accessible final report and presentation, including an executive summary, key points, and appendices with details of methodology and datasets along with providing engaging resources for the whole museum to understand our target audiences and a clear strategy for our ongoing audience evaluation activity.

**Project timeline to include a midstage focus session to direct the key outcomes after the initial scoping and evaluation is delivered****Fee**

We are seeking competitive fee quotations for this contract which breaks down key work packages and set against a clear methodology of approach. The maximum budget for this contract is £30,000 excluding VAT but including all expenses.

This project is generously supported by the Conran Foundation.