

# INVITATION TO TENDER

## GROWTH PLATFORM LIVERPOOL CITY REGION – LIVERPOOL CITY REGION BRAND DEVELOPMENT

Date Issued –26 July 2021

### 1. Introduction

In January 2021, the Liverpool City Region's Combined Authority (LCRCA) agreed a new Inward Investment Marketing strategy to support the Mayoral priority to establish a single front door for investment into the region backed by a high-quality account management service. Through a commissioning arrangement to March 2023, Growth Platform will co-ordinate this activity by working in collaboration with the region's local authority investment teams, DIT and commercial stakeholders to generate investment leads, manage the resulting enquiries and provide aftercare/key account management.

We are seeking a company specialising in branding to support the activation of Liverpool City Region's agreed brand framework and narrative. The Growth Platform are now looking to develop the LCR brand narrative personality including its visual identity and to bring the narrative and the brand essence 'Here for Good' to life across campaigns and channels. The purpose of developing the brand identity is to stand the City Region apart as a place to live, work and invest in focussing on the City Regions strengths in advanced manufacturing; business and professional services; creative and digital industries; energy; health & life sciences and port & logistics.

The appointed agency will develop a visual articulation of the City Region brand positioning, through the Invest Liverpool brand to enhance the national/international profile of the City Region and the associated opportunities for Inward Investment.

This Invitation to Tender gives the relevant background information and a full brief to enable agencies to tender for this work. The successful agency must demonstrate how they would approach developing the visual identity and delivery across multiple channels to support an organisations brand strategy and narrative.

### 2. Growth Platform

The inward investment service will be delivered through Growth Platform, the Liverpool City Region's Growth Company which has been established by the Liverpool City Region Local Enterprise Partnership (LEP) and the Combined Authority (CA) to deliver the City Region's business growth and investment priorities, working in partnership with business, the constituent Local Authorities, Universities, Colleges and third sector partners.

In July 2020 a new investment team was established within the Growth Platform with the purpose of positioning Liverpool City Region (LCR) for inward investment growth, as part of the emerging Place Making strategy. The team combines inward specialist marketing, account management and sector expertise to provide an integrated approach to proactive lead generation and enquiry handling. Working in conjunction with the regions Inward Investment Board, it is tasked with raising the City Region's share of FDI to 2% and generating 400 qualified marketing/sales leads per annum from domestic and FDI markets.

### 3. Current Position

The City Region has attracted c.£1.4bn inward investment over the last 5 years, the majority being across the key sectors of manufacturing, health & life sciences and digital. The City Region also has recognised strengths in logistics, maritime and port access, professional services and low carbon/renewable energy.

Attracting inward investment has been due in no small part to the strength of the City Region's major prime industries in creating supply chain opportunities, as well as its proximity to customers and export markets through the Port of Liverpool.

The strength of Liverpool as an international city, as well as the diversity and affordability of the City Region as a place to live and spend leisure time, also makes a considerable contribution to the area's overall investment proposition and quality of life. This is further enhanced by the pull of the region's universities and access to graduates, its position within the Northern Powerhouse and connectivity to other national/international cities and regions.

### 4. Opportunities for Growth

The uncertainties resulting from the COVID-19 global pandemic and the UK new trading arrangements post Brexit will have significant impact on the global investment climate. This can however bring opportunity through greater emphasis being placed on trade, medical research, materials innovation and digitisation in decision making, the region can capitalise on its recognised sector strengths. Most notably around health & life sciences, advanced manufacturing, its digital and tech clusters, as well as the opportunities resulting from the region's designated FreePort locations.

Working on the premise that these areas are the most likely to drive overseas and domestic investment, the region's supporting sector ecosystem (finance/professional services, logistics/storage and energy etc) provides the critical mass of advantages and opportunity, which can capture the interest of influencers and multipliers.

The implications are that greater investment from smaller projects (linked to larger enterprise) and national/international SMEs may be the most realistic short to medium term target. They will also be influenced by the cost efficiencies of operating in the North over other parts of the UK.

### 5. LCR Inward investment Marketing Strategy

The City Region's Inward Investment Marketing Strategy is being delivered across 5 priority areas and combined market analysis, customer relationship processes and proposition development. The resulting outcomes will be greater awareness of the City Region, and an extended pipeline of qualified opportunities for the investment services teams in the Growth Platform and Local Authorities to convert.

The 5 priority areas are as follows:

**Priority 1: Competitive Value Propositions** – Working with industry expertise to identify the core strengths of the region's business sectors aligned with the assets in each LA area to establish a clear, evidenced set of Competitive Value Propositions, with distinct competitive advantages and compelling business cases to attract investment. These will form the core of the investment approach supported by a powerful evidence base.

**Priority 2: Delivering Sector Specific Campaigns** – Capitalising on the City Region's sector strengths by delivering inbound and outbound marketing activity that are effective in building leads and nurturing investment enquiries through to conversion.

**Priority 3: Always On** – Maintaining ‘year-round’ visibility of the investment opportunities by developing content marketing, PR and the quality of sales materials to ensure the City Region is front of mind with its target markets.

**Priority 4: Being brand led** – Aligning investment marketing with the City Region’s brand narrative and building the profile of Invest Liverpool with ‘far’ domestic and international markets.

**Priority 5: Developing Strategic Marketing Partnerships** – Building relationships with partners and intermediaries at local, regional and national level to amplify the City Region’s investment proposition, extend the reach of investment marketing and increase content.

The strategy will be supplemented by a programme of research and intelligence designed to build insight into key investment markets, performance analytics and targeted lead generation. Importantly, the approach is intended to enhance the relationships with the Investment Services Teams (Growth Platform and Local Authority partners) to continue with a co-ordinated and centralised approach to account management and enquiry handling.

The marketing strategy is available upon request.

## 6. LCR Brand Framework and Narrative

[‘Here for Good’](#) has been accepted as the unifying idea (although not to be used as a strapline) for Liverpool City Region’s brand narrative and uses eight themes to reflect the region’s individual strengths/characteristics. In support of this, a brand framework has been developed for business and investment which is aligned with the LCR Covid -19 Recovery Plan using the eight themes. The themes are based on the City Region’s identified strengths (Globally Connected, Knowledge and Expertise, Green Powered, Talent etc) backed by individual proof points/case studies.

The outworking of the brand strategy is being delivered through an open access repository hosted on the Invest Liverpool website, allowing stakeholders to access the hosted content and influence them to provide content for the repository for investment marketing. The brand framework and narrative have been delivered through a private sector led steering group. It is anticipated that the creative development of the brand and application will be progressed over the next 6 months.

The Brand framework and narrative can be found on the Invest Liverpool website (see link below) and sets out a narrative framework, a set of values and key messages that define the narrative, a summary evidence base and stories to support the messages and bring the narrative to life. This repository also includes imagery and guidance on videography which can be downloaded from the site.

The ultimate audiences for the material and messages are multiple – they include investors, businesses, foreign owned companies, SMEs, the third sector, partners, influencers, students, academics, visitors and residents. The marketing and communications strategy for inward investment will be at the centre of brand activation such is the relationship between the perception of places and those businesses we are targeting to invest. This will involve four main areas of activity aimed at engaging stakeholders and building advocacy. They are:

- Brand building and application through adoption within planned inward investment marketing activity and Invest Liverpool channels
- Generating brand led content
- Increasing stakeholder access to brand messaging and content
- The creative development of the brand’s visual identity

Based on its global reach, Liverpool will be used as the main attract brand for the City Region when considering ‘far’ domestic and international investment markets. Major events like The Good Business Festival also offer the

opportunity to present the Liverpool City Region brand to a global audience and play to the strengths, messages and themes that are aligned with the festival's ethos. [Here are the brand guidelines](#)

## 7. Your Brief

As outlined in the introduction, the appointed agency will develop the personality for Liverpool City Region's Inward Investment activities. The intention will be to strengthen the City Region's profile as an international destination for inward investment by strengthening the Invest Liverpool brand and increasing brand advocacy and adoption with key business leaders, stakeholders, and influencers.

### The core requirements of the brief are:

- Shaping the existing brand narrative into a visual articulation of the City Region's positioning (based on the attributes, benefits, values and essence of 'Here for Good') through the Invest Liverpool brand to enhance the national/international profile of the City Region and the associated opportunities for Inward Investment. No logo is required however, the appointed agency will need to demonstrate how the 'Here for Good' essence can be taken across campaign language specifically headlines. Here for Good is not a strapline or statement to be used across marketing material.
- Providing clear technical guidelines on the application of the visual identity across Invest Liverpool and partner channels. This should include a distinctive look and feel, including typography, imagery treatment, colour and layout. The visual identity must be digital first, ensuring it works across all digital channels as well as in traditional printed applications.
- This will also provide guidance for Inward Investment marketing campaign creative and how this will strengthen the City Region's sector specific value propositions. The visual identity will need to work effectively across sector, audience and theme specific marketing and campaign material, including the current Invest Liverpool website and digital channels. The appointed agency will need to work closely with the incumbent digital agency to understand what is possible and design accordingly.
- Based on the development of the brand narrative and its association with Invest Liverpool, build on existing guidance association with its tone of voice and the technical guidance that will be required for generating copy across Invest Liverpool channels, PR, investment collateral and social media etc. and the updating those channels with compelling and engaging content that drives interest and creates lead generation.
- Alongside the updating of content to reflect the brand themes and messages, the content programme will focus on developing/updating collateral for the City Regions strengths in advanced manufacturing, business & professional services, creative & digital industries and health & life sciences based on the clear, evidenced set of Competitive Value Propositions, with distinct competitive advantages and compelling business cases to attract investment.
- Establishing the relationship of the revised brand framework and partner brands including Local Authority investment brands, Growth Platform and those of our key private sector partners etc.
- Engagement and advocacy strategy targeting key stakeholders and influencer groups.

### Deliverables:

- Develop the visual identity and positioning of the Invest Liverpool brand to reflect the LCR brand narrative/toolkit.
- Navigable PDF Guidelines including:
  - Enhanced Tone of voice guideline's building on the Brand Narrative and demonstrating its application associated technical guidance for generating copy across Invest Liverpool channels. PR, investment collateral and social media etc.

- Detailed instructions of the individual elements of the visual identity, typography, colour, imagery, layout
- Cobranding and use of visual identity with other brands including Growth Platform, local authority investment brands and those of our key private sector partners etc.
- A full range of visuals showing the use of the visual identity across channels and specifications for application
- Content: translate the CVP's and brand guidelines messages, themes and tone of voice into inbound content across the Invest Liverpool website and brochures that are hosted in the resource section of the IL website to influence the decision making of potential investors
  - A review of content and structure of sector (brochure) content using the keywords for brand, sectors and inward investment. Existing brochures can be [found here](#)
- Invest Liverpool Website:
  - Application of the visual identity to the Invest Liverpool website, including the delivery of all assets required for the reskinning.
  - Updating copy for the website to reflect the tone of voice, brand themes, messages and CVPs
- Templates:
  - A number of templates may be required to be used by LCR Businesses to create material. e.g. PowerPoint, Posters, Social assets. TBC on appointment

## 8. Timeline & Milestones

Project procurement, award and initiation will need to be progressed within an acute timeframe. In order to provide bidders with key milestones, the timeline below indicates the response time and proposed timescales for the award, please note these dates are subject to change:

|  |                               |
|--|-------------------------------|
| Project specification issued           | 26 <sup>th</sup> July 2021    |
| Project Questions Deadline             | 2 <sup>nd</sup> August 2021   |
| Project Responses                      | 4 <sup>th</sup> August 2021   |
| Submission Deadline                    | 11 <sup>th</sup> August 2021  |
| Clarification Interviews (if required) | 13 <sup>th</sup> August 2021  |
| Appointment Decision                   | 25 <sup>th</sup> August 2021  |
| Contract Commencement                  | 26 <sup>th</sup> August 2021  |
| Contract Completion                    | 31 <sup>st</sup> October 2021 |

## 9. Supplier questions

Any questions should be directed to [sylvia.pollock@growthplatform.org](mailto:sylvia.pollock@growthplatform.org), on or before the 'Questions Deadline' date stated in the above timeline.

All questions and answers will be made anonymous and disseminated to all potential suppliers on Growth Platforms [tender page](#). It will be the responsibility of the potential supplier to monitor the site for latest activity.

## 10. Format & Content of Submission

The company must demonstrate the ability and capacity to deliver the brief.

Companies/applicants expressing an interest in this opportunity should provide:

- A submissions in MS Word or PDF formats and not exceed 6 sides of A4.

Further details of evaluation criteria are found in section 11 which will be the framework of your submission.

**COMPLETED TENDERS SHOULD BE SUBMITTED BY EMAIL TO [sylvia.pollock@growthplatform.org](mailto:sylvia.pollock@growthplatform.org) BY 5pm on WEDNESDAY 11<sup>TH</sup> AUGUST 2021.**

The deadline for any queries prior to submission is Monday 2<sup>nd</sup> August 2021 and these should also be sent by email to [sylvia.pollock@growthplatform.org](mailto:sylvia.pollock@growthplatform.org)

## 11. Evaluation

When awarding this contract Growth Platform on behalf of the LCR LEP reserves the right not to accept the lowest price tender, but the most economically advantageous tender taking into consideration the award criteria below.

Submission will need to score at least 65 to be eligible. In the event that all submissions score under 65, Growth Platform reserves the right to re-advertise the opportunities.

### Evaluation Criteria

Proposals / Quotations will be assessed and scored on the following criteria:

| <b>Quality<br/>65% made up of;</b> |   | <b>Weightings</b> |
|------------------------------------|---|-------------------|
| 1.                                 | Please include an outline implementation plan that defines roles and responsibilities (with associated resource requirements), covering all aspects of the proposed outline of approach in response to this brief – It is expected that submissions will set out how the requirements will be met, in terms of providing the desired outputs on time and on budget and what methodology you will adopt to deliver the brief.                                    | 35%               |
| 2.                                 | Provide information on monitoring of the contract and how you will ensure our required outcomes are met. How will you keep the Growth Platform team up to date with progress? How will you address any failure to generate results? How will you deliver final evaluation of the project to provide an overview of outputs achieved to inform management of the brand beyond this project.  | 15%               |
| 3.                                 | Detail the resources and your technical ability to carry out the service. Provide information on the workforce to be employed for performance of the service and level of resources to be used. This should include providing details of your ability to develop visual identity development and delivery across multiple channels to support an organisations brand strategy and narrative. This should include how you would approach delivering the project. | 15%               |
| 4.                                 | <b>Price</b><br>Breakdown costs: <ul style="list-style-type: none"> <li>• Brand visual identity development</li> <li>• Enhanced brand guidelines to extend one of voice with technical guidance</li> <li>• Updating of content across all channels and assets</li> <li>• Design for the Invest Liverpool website</li> </ul> Other overheads   | 35%               |

The scoring mechanism for scored questions will be detailed as follows unless stated otherwise.



| Score | Meaning  |
|-------|--|
| 0     | Unacceptable response. Requirement level is not met. Many important issues are completely un-addressed or response wholly inadequate or inappropriate. Concerns are serious and risk levels unacceptable for many areas.             |
| 2     | Poor response. Requirement levels are adequate for only some important issues. Some important issues are largely incomplete. Concerns are serious and risk levels unacceptable for some areas.                                       |
| 4     | Adequate response. Requirement level is partially met. Overall the proposals are satisfactory, but some issues are weak. Risk levels apply but Bidder has demonstrated understanding of how they will meet all minimum requirements. |
| 6     | Good response. Requirement level is partially met, competence is demonstrated in all areas but there is scope for more detail and more depth in some areas.  |
| 8     | Very good response. Requirement level is met with only a few minor weaknesses or queries. Competent bid demonstrating overall understanding of requirements and experience in all areas.   |
| 10    | Excellent response. Requirement level fully met. All key issues addressed. Range of examples of good practice, experience, understanding of requirements.  |

Price will be scored based on the following formula.

Lowest price submitted [divided by] your bid price [multiplied by] by 35%

## 11. Terms & Conditions

The Liverpool City Region Growth Platform standard legal terms and conditions will be used to govern procurement and contract management. These arrangements will be confirmed on completion of the tender process. Please note that Growth Platform does not negotiate these standard terms as they are considered to be fair and reasonable.

## 12. Conditions of Tender

- Please be aware that due to the relatively low indicative budget for this work (i.e., less than the current OJEU limits) there is no regulatory obligation for us to provide feedback if you are unsuccessful.
- We reserve the right to discontinue this tender process at any time and not award a contract.
- You will not be entitled to claim from us any costs or expenses which you may incur in preparing and/or submitting your Tender at any stage of this exercises. This applies whether or not your organisation is successful.

### **13. Budget**

Based on external support for the delivery of Branding and copywriting services a maximum of £70,000 (inclusive of VAT) has been allocated for this project.

This project is part funded by the European Regional Development Fund:

The Liverpool City Region Place Marketing for Investment project is receiving up to £1.9million of funding from the England European Regional Development Fund as part of the European Structural and Investment Funds Growth Programme 2014-2020. The Ministry of Housing, Communities and Local Government is the Managing Authority for European Regional Development Fund. Established by the European Union, the European Regional Development Fund helps local areas stimulate their economic development by investing in projects which will support innovation, businesses, create jobs and local community regenerations. For more information visit <https://www.gov.uk/european-growth-funding>.

### **14. Clarification Interviews**

If it is felt that submissions require clarification, tenderers will be invited to a clarification interview. The representatives who attend should be the people who will be working on this contract. Suppliers will be sent an invitation with an allocated slot before the interview date in the timetable above.