

V&A Dundee Audience Strategy development

1. Introduction

V&A Dundee is seeking a consultancy to conduct developmental research to shape a new audience strategy for the museum. The UK Government has invested £2.6 million in V&A Dundee to redevelop the free Scottish Design Galleries, launching to the public in 2028 and marking the museum's 10th anniversary.

The audience strategy will scope out the market potential for increasing visitation and building long-term engagement with broader audiences, helping to inform the planning for the refreshed Scottish Design Galleries at V&A Dundee, and wider museum changes.

The study will focus on audiences with a propensity to visit who currently don't attend or attend infrequently, as well as building a better understanding of regular visitors.

2. Background

V&A Dundee is Scotland's design museum, with a mission to inspire and empower through design.

The museum opened in 2018 as a key part of Dundee's regeneration and attracts circa 350,000 visitors per year. The museum has contributed to a 50% increase in tourist visits to Dundee, and is part of the spectacular reimagined waterfront, shaping the city as a modern UNESCO City of Design.

V&A Dundee is the only V&A museum outside London, and is the only dedicated design museum in Scotland.

3. Scope of brief

We are looking for an agency to work with the V&A Dundee team and local stakeholders to shape the development of a new insight-led audience strategy that will be used to inform the planning for the new Scottish Design Galleries and wider museum refinements. We want the refreshed galleries to be informed by our audiences and neighbours, and include ways to engage local people with the museum as well as visitors from across Scotland and beyond. This research phase will aid planning for the Scottish Design Galleries redevelopment, developing a planning structure for the internal team, and helping ensure the museum benefits a greater population for the long term. The study will scope out the market potential for increasing visitation and building long-term engagement with more people.

The scope includes, but may not be limited by the following:

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- Audience Insight Deep Dive: Gathering and analysing existing data and insights about our audiences to understand their needs, preferences, opinions and behaviours
- Audience Research: Commissioning new research to understand audience needs, preferences, opinions and behaviours, including trends related to community needs, expectations and desires
- Community impact: Analysis of synergy between community needs revealed through this research, and current museum output, including the exhibition, learning and community outreach programme
- Community consultation: Support in forming and leading focus groups and citizen panels to hear the needs of local residents and tourists, and create forums for ongoing local community consultation past the scope of this feasibility phase
- Audience Segmentation and Alignment: Cluster the broader audience into specific groups based on demographics, behaviours, interests, museum engagement and other relevant factors, aligned with propensity to engage with V&A Dundee and creating a shared audience language to be used across the organisation
- Persona Development: Create detailed profiles of visitor types or visitor journeys to guide the museum and SDG development, to inform programme, learning, visitor experience, interpretation, brand, marketing and communication plans for the longer term, reflecting the market in which the museum operates
- Audience strategy: Provide guidance for the museum to develop a longer term 5-year plan for audience development, showing clear plans for engaging each segment across relationship building, programme, visitor experience, Learning and Marketing/Communications engagement
- Produce a clear and accessible final report and presentation, including an executive summary, key points, and appendices with details of methodology and datasets
- Measurement and Analysis: Propose methodology for tracking the effectiveness of the audience strategy and museum's impact through embedding new ways of working, metrics and feedback for the long term

This research phase is essential in ensuring the museum redevelopment builds the needs of audiences into its planning and delivery, and deepens relationships with people in Dundee, as well as increasing the number of tourist visits to benefit the city for the long term.

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This project is supported by the UK Shared Prosperity Fund through Dundee City Council within the Communities & Place Theme: **S11 – Funding to support relevant feasibility studies**

4. Aims and Objectives

The aim of the project is to increase engagement with and visitation at V&A Dundee.

The aims of the research project are to:

- Provide a detailed understanding of the market's propensity to engage with V&A Dundee, design and culture
- Provide an understanding of what V&A Dundee could deliver to resonate more with local audiences and attract more visitors to the city
- Provide an understanding of how the perception of V&A Dundee could potentially change to resonate with new audiences
- Provide a segmentation system and insight to help V&A Dundee develop the new Scottish Design Galleries and broader free offer
- Create a shared audience language and community consultation framework for internal, organisation-wide use at V&A Dundee

5. Scope of Work and Proposed Timescales Phase 1

Scope of Work	Proposed Timescales
Stage 1: Project initiation meeting	w/c 29 September 2025
Stage 2: Develop methodology	October 2025
Stage 3: Desk research and data collection	October 2025
Stage 4: Field research and community consultation	November/December 2025
Stage 4: Audience Strategy Assessment	January/February 2026
Stage 5: Reporting	February/March 2026
Stage 6: Presentation	March 2026

6. Deliverables

Final written report in response to aims outlined in Section 3, including:

- **Executive Summary** – Key trends and insights
- **Market Analysis** – Annual and seasonal visitor patterns, postcode breakdown, motivations to visit.
- **Strategic Recommendations** including:
 - next steps for creation of the 5-year Audience Strategy;
 - a clear, robust and evidence-based narrative of a **segmentation system**;
 - overview of the **potential to increase visitor engagement** for V&A Dundee.
 - an **evaluation methodology and framework**
 - a **framework for regular community consultation** in the future
- **Technical appendices**, including further details of the methodology and sources used, calculations. Any primary data produced should be made available in raw data format.
- The agency will also be expected to deliver a **report presentation** to the V&A Dundee panel to outline the main findings of the report and proposed future methodologies.

All outputs should be:

- written clearly in accessible language, avoiding unnecessary jargon. Additional information such as video testimonials are welcome
- made available electronically.

7. Budget

The indicative budget for the total contract is £30,000 inclusive of all expenses, including travel to agreed locations. This figure is exclusive of VAT.

Please refer to Ineligible Costs at Appx1 below, for list of costs that are not eligible for grant funding from UKSPF funds.

No changes will be considered without prior written approval of V&A Dundee (operating company Design Dundee Limited).

8. Project Management

The main point of contact for tenderers and the successful agency is:

Claire Eva, Audiences & Media Director, V&A Dundee claire.eva@vandadundee.org

Tenderers are welcome to get in contact with any queries at any stage during the tender process. These queries, and responses, will be shared with all bidders.

The appointed agency will be expected to keep in close contact with the Project Manager throughout the contracted period, providing regular updates via email, Teams and/or in person (dates to be agreed at the initial inception meeting).

9. Submission in response to this brief

Tender submissions along with all required documentation should be emailed directly to claire.eva@vandadundee.org and procurement@vandadundee.org by midnight on 29 August 2025.

Tenderers are expected to provide:

- A proposal setting out your response to our brief
- Proposed methodology, demonstrating how the project will meet the overall objectives
- A summary of how you will practically deliver the brief, including how you would carry out any qualitative research
- Knowledge of research on arts engagement and awareness of challenges, preferably within the arts and museum sectors
- Three robust case studies of relevant audience segmentation and development projects detailing similar work for other clients, including details of:
 - Brief
 - Approach
 - Impact
 - Results
- Contact details for three reference clients, to be contacted if shortlisted.
- Details of who will work on the project and their relevant experience, including the main point of day-to-day contact
- Proposed work plan and timetable, including key stages and regular progress update meetings with the project manager
- Breakdown of costs showing allocation of budget and the daily rates of the team working on the project

10. Commercial and Management Information

The following information is to be supplied with the quotation:

- Legal entity of proposed contracting party, including company name, address, and company registration number if applicable.
- Relevant awards and accreditation.
- Your Sustainability Statement.
- Your EDI Policy.
- Pricing information as detailed in Section 11

11. Pricing Information

The following information is to be supplied with the quotation:

- Consultants are asked to set out a breakdown of proposed fees within their proposal, including travel and subsistence expenses where relevant, although these should be kept to a minimum, making use of online meetings where feasible.
- An outline of your performance monitoring process i.e. dashboards, industry benchmarks etc., for inclusion in funder evaluation and reporting.
- All prices quoted should be exclusive of VAT.
- The price for fees should be a fixed sum inclusive of all expenses and other ancillary costs.
- The bidder should also provide a breakdown of any expenses that will be incurred as part of the service. The bidder should clearly identify in their proposal what has been included in their pricing.
- The bidder is to detail any caveats and assumptions that have been included in their pricing.
- Please refer to Ineligible Costs at Appendix 1 below, for list of costs that are not eligible for grant funding from UKSPF funds.

12. Tender timetable and evaluation process

Tender Stages	Deadlines
Tender invitations issued	7 August 2025
Submit any questions in relation to the scope and tender	18 August
Provide written response to tender brief	29 August
Shortlisted applicants informed	8 September
Presentation at V&A Dundee	w/c 22 September
Anticipated contract award	w/c 29 September

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Any queries should be emailed to claire.eva@vandadundee.org

Shortlisted applicants will be asked to give a short presentation on their submission at a meeting with V&A Dundee, 1 Riverside Esplanade, Dundee DD1 4EZ.

The panel will include:

- Claire Eva, Director of Audiences and Media
- Tara Wainwright, Head of Marketing and Audiences
- Erin Thompson, Retail Manager
- Sara Guerrero, Head of Civic Engagement and Learning
- Meredith More, Curator

Submissions will be evaluated by the panel, with the final decision based on scoring of written submissions and pitch presentations.

13. Evaluation criteria

Submissions will be evaluated by panel based on the following requirements:

Criteria	Weighting
Strength of the proposal for managing and delivering the services	30%
Relevant skills and experience, including impact and relevance of case studies	30%
Strategic understanding of the aims, objectives and challenges of the tender brief	20%
Value for money: day rates, discount, service, added value	20%

DDL reserves the right not to accept the lowest quotation, and to reject any or all quotations at its sole discretion.

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14. Instructions to tenderers

Please submit your tender offer in accordance with all instructions, requirements and specifications set out in this tender brief.

You must treat these documents and any further information provided by V&A Dundee as confidential at all times and only disclose them if necessary to prepare a compliant response to the tender.

The successful agency will be expected to sign our standard confidentiality agreement as part of appointment and not share the report or accompanying data without prior approval of V&A Dundee.

The agency will be expected to assign to V&A Dundee absolutely with full title guarantee the Intellectual Property Rights in the works created under the agreed contract.

Nothing in the enclosed documentation or appendices, or any other communication made between V&A Dundee and any other party, can be considered a contract or agreement at this stage.

The charitable purpose of Design Dundee Limited (trading as V&A Dundee) is defined in the Articles of Association where the objectives outlined are:

- To advance the arts, heritage, culture and science
- To advance education and research
- To advance citizenship and community development.

Design Dundee Limited (DDL) wholly owns the subsidiary Design Dundee Enterprises Limited through which the commercial activities are undertaken. Dundee City Council own the building which V&A Dundee/DDL occupy under a lease with an associated maintenance agreement.

Appendix 1 – Ineligible Costs

The following costs are not eligible for grant funding from UKSPF funds, and therefore will not be covered by this contract:

- Paid for lobbying, entertaining, petitioning or challenging decisions, which means using the Fund to lobby (via an external firm or in-house staff) in order to undertake activities
- Intended to influence or attempt to influence Parliament, government or political activity including the receipt of UKSPF funding; or attempting to influence legislative or regulatory action
- Payments for activities of a party political or exclusively religious nature
- VAT reclaimable from HMRC

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- Gifts, or payments for gifts or donations
- Statutory fines, criminal fines or penalties
- Payments for works or activities which the lead local authority, project deliverer, end
- Beneficiary, or any member of their partnership has a statutory duty to undertake, or that are fully funded by other sources
- Contingencies and contingent liabilities
- Dividends
- Bad debts, costs resulting from the deferral of payments to creditors, or winding up a company
- Expenses in respect of litigation, unfair dismissal or other compensation
- Costs incurred by individuals in setting up and contributing towards private pension schemes