**Tender Reference: 2025-3095-DCESP-VP-MW**

**Bidder Response Template**

Specific and detailed responses to each of these sections are required and space has been added underneath each requirement for your response. Should you wish to submit in a different format (not our preferred option) you should ensure that each response is appropriately numbered to facilitate tender adjudication.

Please provide sufficient detail in the response to allow the University to make an informed decision without having to request additional information. Conversely tender responses should not be padded out with irrelevant data simply to make it longer.

Any additional documents (e.g. brochures, tables) can be provided but must be included as appendices to support an answer that is given and must be clearly referenced. The University reserves the right to mark any answer which does not meet the specification set within this as non-compliant and could result in rejection from the ITT.

**Contact Information**

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| --- | --- |
| **Organisational Details** |  |
| Name of organisation |  |
| Key contact details for this contract |  |

**Evaluation Questions.**

Please provide a response to **each** of the questions/statements below and please fully detail how you will meet each of the requirements**. Guidance is supplied in square brackets where necessary, these can be considered our minimum expectations.**

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| **Ref.** | **Criteria for assessment** |
| **1** | **Outcome - Work Package 1 - Recommended User Segmentation.** |
| 1.1 | While the University has a range of student insight available to it, we envisage that the segmentation will require further user research to be undertaken to ensure that the proposed segmentation is robust, evidence-based, and reflects real user needs among the target audience. The strategy partner will be expected to undertake that research, and to present a summary of the evidence that underpins the proposed segmentation model. |
| 1.2 | The successful bidder will outline an approach to customer segmentation that shows how they will deliver:  A customer segmentation model, setting out who our key user groups are  A description of the key characteristics of those user groups  A vision statement and articulation of the epic user needs for each segment, articulating what our digital offer should achieve for them  An outline set of objectives and performance metrics that could be used to assess the effectiveness of the user experience provided to customers within the segment. |
| 1.3 | We would welcome insight into augmenting this approach to strengthen the resulting robust, user-centric, digital offering if you can evidence how you have achieved success with these with other partners |
| **2** | **Outcome – Work Package 2 - Operating Model** |
| 2.1 | This work package focuses on identifying and defining the changes required in our business operating model to deliver the vision for enhanced digital engagement. Bidders will be required to show how they will build on the outcomes and user needs identified in the first work package, this phase will analyse how the University’s current processes, structures, skills, and ways of working need to evolve to meet stakeholder expectations effectively |
| 2.2 | The successful bidder will describe their approach to defining a new Target Operating Model that provides :  An As-Is assessment of our current model.  Articulate the capability needed in the future, to deliver the vision.  A gap assessment against the current and To-Be models  Outline the high-level controls and working practices needed to create a digital service management model.  Propose how we develop the organisational ability to be user-centric in our digital content strategy |
| 2.3 | We expect the proposed work to generate debate with us about the choices needed to address the gap and would like the proposal to consider the facilitation of that debate within the planned effort. |
| 2.4 | Bidders are asked to show how their proposed approach will help to drive operational and culture change in an institution that has relatively low levels of digital/agile experience. |
| **3** | **Outcome – Work Package 3 - Technology Landscape / Logical Model** |
| 3.1 | This work package will define the technological capabilities required to underpin our vision for a modern, engaging, and scalable digital experience. It will build on the user segmentation and maturity model from the first work package to identify and prioritise the systems, tools, and integrations necessary to achieve our goals. It will frame the broad set of technical capabilities that will be required to deliver the vision, and to articulate the key principles or approaches that should underpin our delivery of those capabilities. The University has already been developing product roadmaps that help to articulate the strategy for our IT estate, and these will provide the starting point for this work.  Bidders are asked to show how their proposed approach which will help to define the technological capabilities required to underpin our vision for a modern, engaging, and scalable digital experience. |
| 3.2 | The successful bidder will explain how they will provide  An As-Is assessment of our current model  An articulation of the capability needed to reach a best-in-class ‘To-Be’ operating model.  Provide a gap assessment against the current and To-Be models  Address current and emerging technology trends (including the role of AI), and describe how they can be incorporated in the To-Be model.  Provide commentary/critique on our indicative digital architecture with the goal of generating debate/ challenge on the direction we are currently following  Synthesise these outcomes into a proposed technology strategy. |
| **4** | **Outcome – Work Package 4 - Roadmap to achieve TOM and Technology Landscape** |
| 4.1 | Bidders are asked to show how the final work package will synthesise the findings and recommendations from the previous phases into a cohesive and actionable high-level roadmap. |
| 4.2 | Bidders plan should show how the necessary steps to advance through the maturity model outlined in WP1  Provides a sequence, including pick-up and stopping points to achieve appropriate levels of maturity at an organisational level  Provides a single coherent package that can be played back to senior stakeholders as a summary of the engagement designed to elicit decision making |
| **5** | **Quality - Plan and Engagement** |
| 5.1 | Please support your tender with an engagement plan, setting out how you will structure and deliver the engagement and identifying key milestones. |
| 5.2 | Details of the named individuals (with CVs) who will be deployed on this engagement. [This is distinct from the team preparing and presenting the proposal] |
| 5.3 | Details of 3 relevant case studies / reference sites, showing where you have delivered similar services within organisations of comparable size and complexity |
| **6** | **Environmental and Social** |
| 6.1 | Does your company have an Environmental Policy?  If yes please attach the information and if not please detail how you are:     1. working to reduce your carbon footprint/pollution 2. working to minimise your waste 3. using environmentally friendly goods (i.e. sustainable sources, Fair Trade, FSC approved etc.) 4. reducing your energy consumption. - Environmental and Social |
| 6.2 | Please provide details of any social initiatives that your company has. For example supporting local charities, helping local community groups, community engagement (e.g. involving local residents), promoting social integration (e.g. work opportunities for disadvantaged people), supporting local culture/heritage, and volunteering. |
| 6.3 | Bidders should provide an explanation about, or copy of, the company’s Equal Opportunities/ Equality and Diversity policies and practices you have in place that promotes equal opportunities and social responsibility within your organisation. Please attach these to your submission. |
| **7** | **General** |
| 7.1 | As the University is expecting to tender in the near future for a partner for the 2nd phase of this project we would require the supplier to have in place an ethical wall to ensure that personnel working on this element would not be involved in the bid process for subsequent phase of this project.  Please describe what process/procedures you have to prevent such conflicts. |
| **8** | **Pricing** |
| 8.1 | Please complete the enclosed Pricing Matrix document and submit along with your Tender submission |