

Audience segmentation - Request for proposal

Section 1: Submission & Selection

Selection Timeline

| Event | Deadline date |
|---|-------------------------------------|
| Published and released to market | Friday 6 November 2020 |
| Response deadline | Monday 23 November 2020 @ 19.00 BST |
| Shortlisting and invitations to present | Thursday 26 November 2020 |
| Decision | Wednesday 2 December 2020 |
| Project start date | Monday 7 December 2020 |

Submission Delivery Details

- All submissions should be submitted by email to Rob Alexander – ralexander@headlandconsultancy.com , Richard Appell - richard.appell@bethebusiness.com and Shanni Elcock – shanni.elcock@bethebusiness.com
- Please limit your proposal response to no more than 20 pages.

Submission Questions and Clarifications

You may contact the following people if you have any questions or require clarification on any topics covered in this document, please contact Maxine Piovanelli - Maxine.piovanelli@bethebusiness.com to arrange an RFP tender discovery session with Rob Alexander and Shanni Elcock.

Selection Criteria

We will select the provider based on the following criteria:

- Alignment with aims and objectives.
- Demonstrable evidence that provider will do a high-quality piece of work.
- Quality of proposed approach and project plan.
- Competitive proposal that provides value for money.
- Alignment with needs and requirements

Section 2 – About Be the Business

Background to Be the Business

Be the Business is a business-led movement that operates across the UK, whose purpose is to act as a catalyst for improving productivity. The aim is to help thousands of small and medium sized businesses from all sectors to understand their current performance and actively seek out ways to improve. By making incremental improvements to all businesses this will improve the UK economy and the standard of living for the nation's population.

Productivity is vital. Yet the UK's productivity trajectory is flat – so now it's time for action. By building a dynamic movement involving thousands of businesses we could add as much as £130bn in Gross Value Added (GVA) to the UK economy each year.

Be the Business (BtB) was formed by Sir Charlie Mayfield (Former Chair John Lewis Partnership) and a number of other well-known companies with a major UK presence who make up the Productivity Leadership Group (PLG). PLG members include firms such as GSK, Amazon, BAE Systems, McKinsey, Rolls Royce, KPMG, EY, Siemens UK, John Lewis Partnership. BtB is funded by both government, via Department for Business, Energy and Industrial Strategy (BEIS) and UK business.

Section 3 – Project Overview

Purpose

We are seeking provision of a MECE (Mutually exclusive, collectively exhaustive) audience segmentation of the entire UK business SME population to better understand:

- The degree of heterogeneity of SMEs across sectors and regions
- Attitudes to business support and purchase habits regarding leadership and management training and technology adoption.
- The styles of support that are most attractive to different types of business owners.
- Best channels to reach and engage with various customer segments.

Desired outcomes

We are developing a single source of truth about our customer to:

- Aid the identification and prioritisation of SME groups based on size, propensity to engage and potential benefit
- Create more cost-effective marketing and comms campaigns targeting SME customers.
- Improved tracking of acquired and engaged customers across segments.
- Support a customer-first approach to programme innovation and development.
- Create a highly credible resource that we can share with the support ecosystem.
- Embed data sets into other customer-related research and outreach projects.
- Support the evaluation of BtB activity over time and reporting to government and other BtB stakeholders

Our universe

- Our audience is key decision makers (director and above) of small and medium sized enterprises (SME*).
- We define *SME as those with between 5 and 249 employees.
- Our core audience is based in England only, as opposed to the entire UK.

Deliverables

- A statistically robust segmentation, with segments that are distinct, measurable, addressable and meaningfully different
- Digital and printable audience segmentation manual including customer profiles, consumer behaviour and targeting information.
- 'Golden questions' which can be asked of businesses in other research or engagement to allow them to be allocated to segments

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Project parameters and scope

- We are looking for a critical friend and delivery partner who will lead on the development of these segments collaboratively with our team.
- Part of the role of the critical friend is to allow us to think deeply about the parameters against which we will design these segments (e.g. Behavioural, sector, attitudinal, purchasing behaviour and age).
- The following dimensions have already been decided as fitting within the scope of delivery for the purpose of this project:
- Demographic
 - Age
 - Gender
 - Ethnicity
 - Region
 - Education level
- Business information
 - Age
 - Size (FTE)
 - Size (turnover)
 - Sector
- Business support information
 - Discovery methods
 - Attitudes to support and upskilling
 - Attitudes to financial risk & hierarchy? (How do we want to look at this)
 - Type of support (public vs private, structured vs unstructured, academic vs experience)
 - Frequency of use
 - Expenditure
- Digital maturity
 - Type of software adopted
 - Type of hardware adopted
 - Openness to tech adoption
- Business maturity
 - Scoring based on practices through our McKinsey productivity pillars
- Media and channel use for personal and business use
 - Frequency and use of social channels, newspapers (local and national), radio (shows), magazines, cinema and internet
 - Frequency and use of smart tvs, tablets, mobile (ios vs android), desktop
- Lifestyle
 - Hobbies/passions (sport, arts, music etc)
 - Shopping preferences (online vs offline, subscription vs on demand)
 - Brand recognition (of support services and market leaders)
 - Corporate heroes and influencers (Branson, Bezos etc)

Budget

- £150,000 (excluding VAT)