

Invitation to tender: Developing The Rank Foundation's brand

Introduction

We are looking for support to develop The Rank Foundation's brand.

The Rank Foundation is a philanthropic funder and the charitable legacy of Lord Joseph Arthur Rank (1888-1972). Lord Rank was a wealthy and successful businessman, a Methodist and a committed family man.

The aim of Rank is to improve lives by tackling the consequences of inequality across the UK. They do this by encouraging and developing leadership and promoting enterprise and innovation.

Rank combines intellectual, social and financial capital in a model it refers to as engaged philanthropy. Their experience suggests that by promoting stronger partnerships and concentrating funding, knowledge and expertise in a very focused way; Rank can maximise its impact across the UK.

Through an audience-centred and collaborative approach, we want to develop:

- an inspiring and relatable articulation of what Rank is, what it achieves and how it tackles the consequences of inequality;
- and the assets and tools to embed this across Rank communications and channels.

Through a refresh of the brand, we want to inspire the team to feel more confident and equipped to describe Rank's role and what it offers, partners to feel proud to be associated with us, and members to feel excited to be a part of the Rank Network and clear about what and how they can benefit.

Clarity of purpose that resonates with priority audiences and stakeholders will reduce staff time spent on communications and engagement activity in future years and should help the Foundation to grow its influence and reach.

Context

A recent review of brand assets, digital communications activity and performance, surveys and interviews with 14 staff and a survey of c.150 other stakeholders led to the recommendation for investment in The Rank Foundation's brand.

The review evidenced that while Rank is perceived positively, there is some confusion about its identity and role.

For example:

- Few people identify Rank as relating to the words 'Christian', 'faith based' or 'family'.
- Many are unsure how to engage with the grants and other offers: "I could do with understanding the funding you offer" and "More on learning, thinking, future plans and showcasing organisations and communities that they believe are worthy of support".
- Event feedback refers to a lack of knowledge about the history of the Foundation and Lord Rank's philanthropic legacy. "I really enjoyed learning more about the history of The Rank Foundation and in particular the story of J Arthur Rank - I have been connected to Rank for some 12 years and there was a lot I didn't know!"
- Staff have referred to a lack of brand resources and confidence about applying the brand.
- Staff also showed a lack of understanding of how people can get involved or apply for funds.
- Staff (and the new strategy) reference confusion about RankNet; the digital platform, and Rank Net(work) the community.

Rank risks looking dated, exclusive or opaque if it does not address the issues with its brand identity and offers.

With the opening of the new Garden Walk space; a co-working space for Rank staff, Rank Network and the wider social sector, now is the time to update Rank Foundation's brand identity to bring it up to date with current strategic aims, improve clarity around Rank's products, and clarify audience perceptions.

This project aims to generate clarity of purpose and offer for The Rank Foundation so that it can support the overall strategy in a way that engages the staff team and provides them with the tools they need to continue to tackle the consequences of inequality in the UK.

Rank Foundation's audiences are:

1. It's geographically distanced team of admin, field and executive staff.
2. Network members and beneficiaries, which includes young people on schools leadership programmes, charity leaders, fellowship members.
3. Existing and potential partners, including other funders, government departments and local partners in Rank's key areas around the country.
4. Users of the co-working space should be considered, and will be made up of audience group 2, although we think it likely the space needs an identity that is distinct from the Foundation.

Required approach

The project would follow a 3-stage discovery, design and test, and delivery process using audience-centred approaches to brand development.

The agency will work alongside the project lead, Rank's marketing consultant Louise Kavanagh, and a project board with decision-making authority, including representation from The Rank Foundation's Exec Team, it's Board, and representative(s) from the Network.

Brand-effectiveness research to supplement the evidence gathered in an earlier discovery process, will give a focused and objective view of the scale of work to be done at the start of the process and will guide prioritisation about the scope of this work. Consultation and collaborative working will be an essential part of this project. This will include consultation with all stakeholders – recognising that The Rank Foundation cannot achieve its objectives if they don't know, don't understand, or don't believe in the brand.

Principles and ways of working will be defined with the external partner at the start of the project. This will ensure clarity of roles and responsibilities as well as a unified sense of purpose for everyone in the project team.

Project objectives

This project aims to develop an effective brand for The Rank Foundation, that will support us to achieve our strategic goals.

Stakeholder consultation will confirm the brand's effectiveness and help to robustly inform and test how it could be developed to clarify our purpose and make it distinctive in our market. That information would then be used, in collaboration with key stakeholders, to develop:

- The Rank Foundation's visual identity and assets
- The Rank Foundation brand story, offer and impact
- How the brand should be used across all platforms, by The Rank Foundation team, partners and members

This project will help us to create a framework and hierarchy for The Rank Foundation's brand that is fit for the future. It will not fully review family brands related to The Rank Foundation, but it will provide tools that work across these.

Project scope and exclusions

The project builds on The Rank Foundation's existing strategy and priorities and will work to support these, rather than seeking to define strategy.

Stakeholder research has already taken place and should be used to inform this project. Further consultation and collaborative development are key parts of the project's scope. As a result, we expect that the detailed nature of deliverables will be refined as the project develops in order to respond to what we hear. The indicative deliverables set out below provide a broad framework to work from.

The project should also consider how The Rank Foundation's partners and members use and feel ownership of the brand, in line with the principles of the Network. Our work with and through the Network will be central to how we consider and develop the brand tools.

Consideration and redesign of all aspects of the visual and verbal identity of The Rank Foundation are within scope. Should specific findings through the discovery phase suggest any changes in scope are required to respond effectively to our audiences' priorities, these will be brought to the project board to agree next steps. The project includes the delivery of a full new range of marketing materials for The Rank Foundation to be defined and agreed as part of the discovery process.

Project deliverables

Through a discovery, design and test, and delivery process using audience-centred approaches to brand design, expected deliverables would be:

- Brand effectiveness report and recommendations based on consultation that builds on existing insight
- Brand development workshop for key stakeholders
- Recommendations for The Rank Foundation's story: vision, mission, values etc
- Tone-of-voice guidance that is targeted at The Rank Foundation's audiences
- Visual identity recommendations and concepts
- Guidance and tools for partners/members to use and adhere to
- Staff brand induction and engagement programme
- Application of the brand to the website and Network platform
- Production of other brand components, guidance and collateral that meet strategic aims and emphasise The Rank Foundation's role in the UK.

Expect benefits

The following table outlines the expected tangible and intangible benefits of this project, including mechanisms for how we will know if we have secured these benefits and the time it will take to realise them.

Expected benefit	Measured by...	Realised...
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Rank Foundation's team can confidently articulate what it offers and its impact.	Self-scoring by team	Upon implementation of the new brand in 2023
Rank Foundation's communications team has the tools and resources it needs to effectively deliver coherent marcomms	Feedback from team and reductions in project capacity requirements	Throughout 2023 as brand implemented and used
Rank Foundation's team uses tools and resources to guide their work, creating greater coherence in interaction with stakeholders and reducing support required from communications	Feedback from team and reductions in project capacity requirements	Throughout 2023 as brand implemented and used
Members and future members are clear about the Rank Foundation's offer, how and why to engage with it.	Improvements in relevant sections of Rank Foundation's member survey and anecdotal feedback	Throughout 2023 and beyond
Other Rank Foundation audiences e.g. other funders and partners, have greater awareness, buy-in and engagement with the Foundation	Feedback from senior Rank team members engaging directly with these audiences	Throughout 2023 and beyond

Timescale

The project will be delivered throughout 2023, with time allowed for consultation and co-creation with stakeholders built in. The provisional milestones are as follows:

w/c 23 January – ITT released

10 February – Tender submission deadline. Tenders should be sent to louise@purposefulmarketing.co.uk

w/c 13 February – agencies selected for interview

28 February – Pitch meetings take place at The Rank Foundation's Shoreditch office.

End February – Agency appointed

March – Discovery and further consultation as required

April – May - Develop, test, refine

June – August – Brand assets created

September – Implementation and staff engagement

October – launch at Rank Foundation's annual conference

Budget

A maximum of £40,000 (including VAT) has been allocated to this project.

We would expect agencies to provide accurate costings within a range up to this maximum.

Tender response requirements

Your response to this invitation to tender should include:

- Detail of how you'd approach the project
- Relevant examples of your work
- Budget broken down by cost for each item/activity (with scope for flexibility)
- Schedule of activity to achieve aims of the project, including your available start date
- Key contact names and biographies
- References from two relevant individuals will also be required

Contact

Enquiries about this ITT and your tender should be sent to Louise Kavanagh:
louise@purposefulmarketing.co.uk