



Growth Hub Digital Infrastructure Project

Request for Quotes

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Contents

- i. Procurement Activity Summary2
- ii. Notice.....2
- 1. Purpose3
- 2. Context4
 - 2.1 The Service4
 - 2.2 The Growth Hub Network Expansion.....4
- 3. Vision6
 - 3.1 The Existing Landscape6
 - 3.2 The New World: Core Components6
- 4. Delivery14
 - 4.1 Project Timetable.....14
 - 4.2 Requirements of Suppliers14
 - 4.3 Deliverables:.....14
 - 4.4 Key Dependencies and Risks:15
 - 4.5 Responsibilities.....16
 - 4.6 Budget.....16
- 5. Supplier Selection17
 - 5.1 Procurement Timetable17
 - 5.2 Minimum Capabilities.....17
 - 5.3 RFQ Response Deliverables18
 - 5.4 Award Criteria & Assessment19
- Appendix 1 – Growth Hub Monitoring and Evaluation Framework.....20
- Appendix 2 – Draft high-level MoSoCoW rated User-Stories.....20
- Appendix 3 - Super 7 Categories21
- Appendix 4 - High level data model.....22

i. Procurement Activity Summary

| | |
|-------------------------|---|
| Title | Digital Infrastructure |
| Published by | GFirst LEP CIC |
| Publication date | 07/10/2016 |
| Deadline date | 21/10/2016 |
| Deadline time | 17:00 BST |
| Notice type | Contract Notice |
| Abstract | <p><i>This document outlines the requirements for the establishment of a new and expanded Digital Infrastructure that will support the expansion of The Growth Hub Network and its availability of services, incorporating an integrated operating platform and four top-level customer centric components:</i></p> <ul style="list-style-type: none"> • <i>A Growth Hub website</i> • <i>CRM system</i> • <i>Interactive Knowledge Bank</i> • <i>Diagnostic Tool</i> |

ii. Notice

| | | |
|---|--------------------------------|-----------------------------------|
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1. Purpose

The Growth Hub currently operates as a single physical centre, based at Oxstalls Campus, University of Gloucestershire, and online through a website and social media accounts - Twitter, YouTube and LinkedIn. As The Growth Hub seeks to expand their physical presence across Gloucestershire, there is a need to implement a robust and scalable infrastructure that enables the new locations to operate as a single enterprise, supported by an enriched digital offering.

This document lays out the vision for The Growth Hub's digital strategy, detailing the key components for delivery so that potential suppliers can respond with proposals that identify how they would deliver one or more of the various components, as well as detailing how they would add value to the evolution of the digital strategy of The Growth Hub.

It is envisioned that in order to meet the needs of all elements of this project, multiple suppliers will be required. Therefore, whilst each individual supplier should submit their own proposal for their respective areas of expertise, any detailing of collaboration with other potential suppliers is permitted.

2. Context

2.1 The Service

Growth Hubs are local public/private sector partnerships often led by the Local Enterprise Partnership (LEP). There are 39 Growth Hub organisations, bringing together public and private sector partners to promote, co-ordinate and deliver local business support and provide a mechanism for integrating national and local business support so it is easy for businesses to access.

Phase 1 of the Growth Hub in Gloucestershire is a partnership between GFirst LEP and the University of Gloucestershire.

The Growth Hub is currently physically based at Oxstalls Campus, University of Gloucestershire, as the go-to place for businesses. It brings together a range of expertise, skills and connections, as well as the resources and capability to source new products and services with clients if they don't already exist locally. The team at the Growth Hub includes '**Navigators**' (responsible for 1st line triage and signposting), '**Guides**' (responsible for 2nd line on-going management of clients with growth potential), and '**Marketing**' (responsible for the Growth Hub marketing communications programmes). The Growth Hub is directed by an executive management, who have responsibility for reporting Growth Hub performance to BEIS (UK Government) and HEFCE. While the goal of the Growth Hub is to support businesses, this is ultimately measured by a key set of KPI and metrics agreed with the funding bodies ([please see Appendix 1 – Growth Hub Monitoring and Evaluation Framework](#)).

The Growth Hub works with 3rd party organisations ('**Support Providers**') both nationally and locally, that offer growth support and advice, offering solutions to businesses of all sizes. There is currently a rudimentary '**Knowledge Bank**' of around 210 Support Provider organisations in the region that are known to the Growth Hub. The Knowledge Bank also includes information relevant to helping and advising businesses, alongside the Support Providers.

The Growth Hub Navigators and Guides work closely with Clients to identify their needs, offering a range of tried and tested business services, and some innovative solutions that will support local businesses to be market leaders and reach their growth potential.

2.2 The Growth Hub Network Expansion

Beginning in 2017 GFirst LEP will be extending the reach of the Growth Hub, by developing the Growth Hub Network across the county. This initiative will see additional physical Growth Hub locations established across the county, run and operated by

'Strategic Partners', and providing a local presence for Client businesses to access the business help and support available through the Growth Hub Network.

Each of these local hubs will be categorised into one of the following:

- **Tier 1:** Specialist Resource Centres that provide support to targeted high growth potential businesses, including technical, sector-specific, R&D, innovation support and high growth business incubation
- **Tier 2:** Generic or General Resource Centres which will provide access to the Growth Hub Network and a wide range of business support services and business incubation support for new start and growing small businesses.
- **Tier 3:** Points of access into the Growth Hub Network, with limited direct business support functionality. They may not directly provide any support or services, but simply provide access points to the digital Growth Hub and refer businesses to information or other providers within the Growth Hub Network

While there will be a number of local hubs within the Growth Hub Network, it is important that there is a common approach in providing services to Clients, and consistency in Clients' experience of engaging with the Growth Hub Network, regardless of where they connect with the Growth Hub Network.

3. Vision

3.1 The Existing Landscape

3.1.1 Operating Infrastructure

The Growth Hub currently uses technology resources – e-mail, phone lines (VOIP), network folders, laptops, business software, wi-fi and security – from the University of Gloucestershire. Whilst the Core Growth Hub will continue to operate from the University of Gloucestershire, this existing approach is not scalable for the extended Growth Hub Network.

3.1.2 Digital Channels

There is currently a public-facing website (www.thegrowthhub.biz) that provides a wealth of static information, including news and details on events taking place. However, this needs to be enhanced to provide users with a personalised ‘diagnostic’ and self-serve capability, as well as incorporating the offerings of the extended Growth Hub Network.

The Growth Hub also run social media accounts on Twitter, YouTube and LinkedIn.

3.1.3 Support Systems

There are not many additional systems in place, but the two main systems are a CRM and Marketing Automation tool. Not only are these two systems shared with GFirst LEP, but the design of the current CRM solution neither supports the operational needs of operating an extended Growth Hub Network, nor the efficient delivery of a personalised customer experience.

3.2 The New World: Core Components

This section highlights the key elements that must be delivered as part of this project, however, additional products – such as marketing automation tools, social media management console, customer support platform and chatbots – will need to be included to optimise the capabilities of this new ‘Digital Infrastructure’.

3.2.1 Network Infrastructure

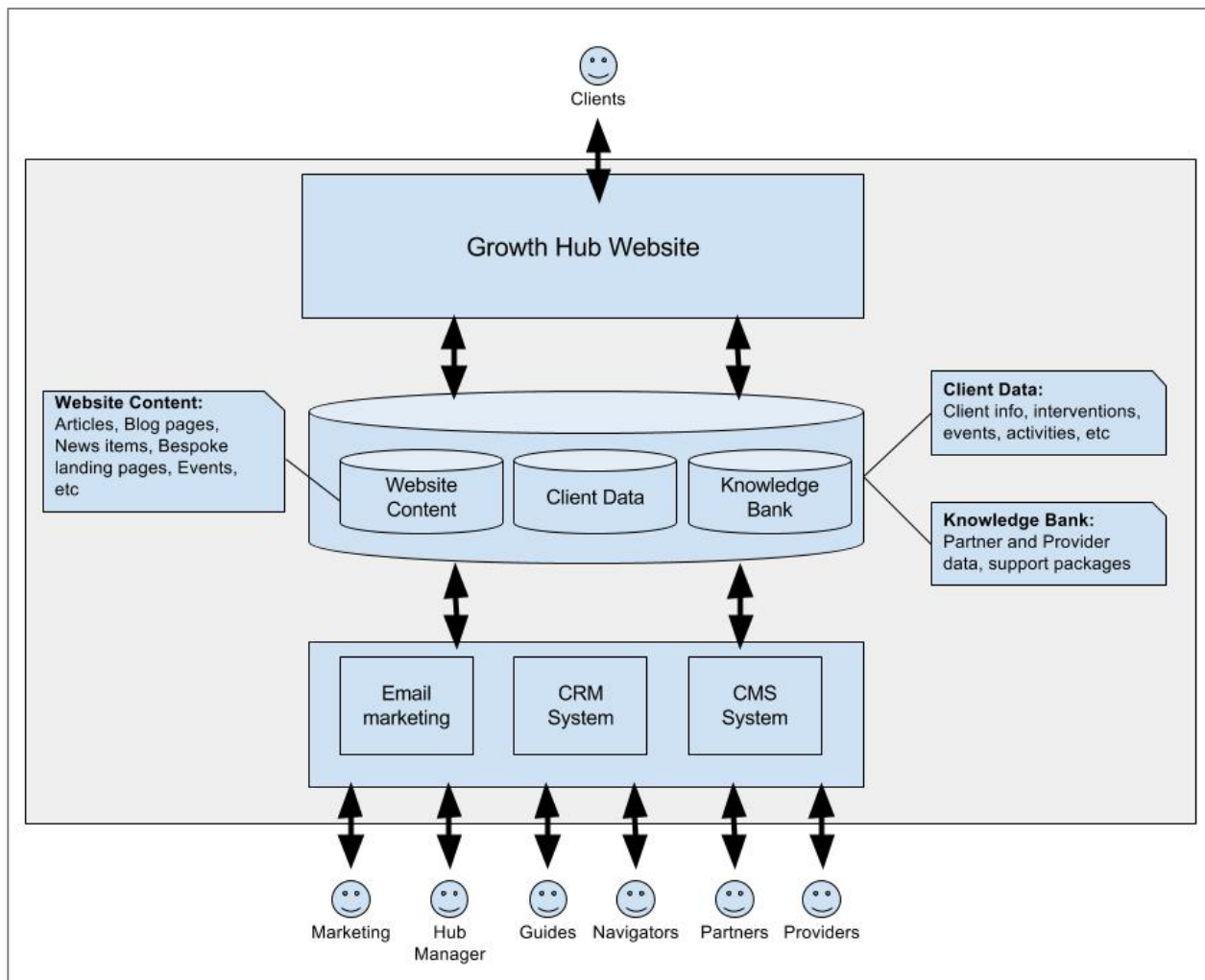
The underlying objective of this project is to build the foundations for standardising Growth Hub operations across multiple sites and for different user groups, ensuring that the solution is robust, scalable and consistent, yet adaptable to the needs of each location type, Core, Tier 1, Tier 2 and Tier 3.

Proposals are sought to support the centralisation of network operations, including but not limited to e-mail management, communications and telephony, security and document storage. Consideration will need to be given to the

integration with the other components, both identified in this document and those which might reasonably be anticipated as the operations evolve.

3.2.2 Growth Hub Website

The new Growth Hub website should act as the central location for accessing all Growth Hub content. Whether it is information on the local networking events, identifying potential suppliers for a particular service, or for booking a one-to-one appointment with a Growth Hub Guide, the new website is where users can go to find this information.



(The above diagram is illustrative)

By extending the physical Growth Hub Network, the essence of the Growth Hub won't change, but the breadth of the service will, opening the door to potential confusion about

what services clients can find where. The new website will need to clearly and intuitively signpost users to content and services that are relevant to that individual user.

For many businesses the website will perform the function of a Navigator, in signposting them to information and resources most relevant to their needs and interests, without the need to interact with Guides or Navigators.

The current website provides a good idea of the types of content that will be required for the new website, but a replacement CMS is required that enables the Marketing team to add/edit/delete this content, as well as empowering Strategic Partners to publish their own content, in line with brand and marketing guidelines controlled by the Core Growth Hub team

Some key evolutions from the current website are that the new website should:

- provide clients with a 'My Account' feature that records their own personal journey with the Growth Hub, including the promotion of content applicable to that user's own circumstances
- act as a business community forum, where businesses can interact with one another and support each other with their various challenges.
- be capable of acting as tool to be used by Guides when face-to-face with clients.

Ultimately, it is a key requirement that the website provides better support for the key users and workflows involved in interacting with Clients. Given the development and growth of the Growth Hub Network itself over the coming years, it is a key requirement for the new website to be flexible: capable of being extended, adapted and enhanced over time to ensure it is able to support and enable the core work of the Growth Hub Network.

Proposals are sought for the design and development of a new responsive website which will incorporate the current brand and reuse or reformat current assets and content where still fit for purpose. In addition, the proposals should be mindful of the need to design the additional functionality highlighted within this document, such as integration with the Diagnostic Tool and Knowledge Bank, into a seamless and value-adding user journey. Finally, proposals should also consider the desire for The Growth Hub to offer clients with smartphone / tablet apps.

3.2.3 CRM

The CRM function will underpin and record all client interaction with the Growth Hub Network. The CRM system will be used by the Core Growth Hub (i.e. the Core Hub Guides, Navigators and Marketing team currently based in Gloucester) as the single

CRM system supporting Client engagement and Marketing functions. It will also be used by Strategic Partner organisations (i.e. those running other Hubs in the Growth Hub Network) and by Provider organisations (i.e. providing support services to client businesses) to access and update records of businesses referred or signposted to them.

Additionally, the CRM system will be used by GFirst LEP to extract the relevant data for reporting back to the relevant funding bodies ([please see Appendix 1 – Growth Hub Monitoring and Evaluation Framework](#)). The CRM reporting functionality must support, and where possible automate, capturing and reporting on these metrics.

Consideration should also be given to the partitioning of data within the CRM, so that Growth Hub client data is segregated from GFirst LEP contact data.

Whilst the project will embark upon a ‘Discovery Phase’ to finalise user stories to identify exactly what the CRM and other components of the Digital Infrastructure need to support, below is an overview of how some users may need to interact with the CRM as part of their roles:

- GFirst Hub Manager
 - Responsible for LEP monitoring and reporting
 - Responsible for systems admin (adding/granting user permissions; managing Provider user accounts)
- Core Growth Hub users:
 - Registration desk
 - Visitors need to register / sign-in (currently using an iPad) when visiting the Growth Hub using a dedicated interface with restricted access.
 - Clients sign-in when attending Growth Hub events using a similar dedicated interface with restricted access.
 - Both of the above are currently a simple web form which captures visitor contact data and adds to a list. There is a desire for this to remain simple in interface but to integrate with the CRM system to avoid duplicate data entry for returning/frequent visitors, and to ‘log’ visitor and event attendance against a client’s data record.
 - Navigators
 - Navigators provide a first point of contact for any client business engaging with the Hub. Clients may contact the Hub by phone, email, or in person (by visiting the Growth Hub or at events). The Navigator team are currently reactive, and provide a triage service. Navigators sense check what the needs of clients are likely to be, and direct them to advice or other sources of

appropriate information. Navigators may create a Support Intervention, hand over clients to a Guide (at the Growth Hub), or 'Signpost' Clients to an external Support Provider organisation listed in the Knowledge Bank.

- Core Growth Hub Navigators can see all Client data in the CRM ('Navigator' roles in Strategic Partner organisations will not see all data - see notes under Strategic Partners, below).
 - Guides
 - Guides provide a second level of contact; providing a client management function for businesses who have growth potential. Leads or referrals to Guides may come from various sources (e.g. Navigators, existing clients, external providers, existing contacts, etc.). Guides will conduct an advanced 'diagnostic' conversation to understand the needs and dynamics of the business, and to ascertain what specific 'Support Interventions' may be suitable for the client. Guides create a 'Growth Plan' to document specific Clients needs and Support Interventions to address these needs. Guides refer clients to Support Providers or Partners for particular Support '**Interventions**'. Guides retain account 'ownership' of a client, following up to determine progress with the Growth Plan and whether Support Interventions have been followed up and if they have been successful. These processes are managed and documented in the CRM system.
 - Core Growth Hub Guides can see all Client data in the CRM.
 - Marketing
 - The Marketing team are responsible for Growth Hub marketing communications. This includes ownership of website content, social media feeds, email marketing and organising and managing events (with the requirement to create and email marketing lists, capture registrations via web forms, and store this as an activity against Client records in CRM).
 - Strategic Partners:
 - Strategic Partners have a strategic relationship with the Growth Hub Network, operating additional hub locations around the county.
 - Clients may be 'Walk-ins' either aware or unaware that the site offers access to Growth Hub services, or 'Referrals', signposted and introduced to the Strategic Partners by Navigators, Guides or the website: this is a tight handover, with the onus being on the Strategic Partner to follow up with and welcome the Client.
-

- Clients that interact with Strategic Partners will still be Growth Hub clients and as such their engagement journey must be recorded and tracked in the CRM system, with the Strategic Partners responsible for ensuring that the CRM is kept up to date
- Strategic Partners will be able to create/view/update records in the CRM system for clients.
- Strategic Partners can 'Signpost' clients into the Growth Hub Network to a Navigator, Guide, another Strategic Partner or Provider.
- Support Providers
 - Clients may be 'Signposted' to Support Providers. Signposting normally would include up to three Support Providers. The onus is on the Client to initiate contact with the recommended Support Providers.
 - Clients will be invited to rate Support Providers they have engaged with.
 - Support Providers will be able to see (via a dashboard) of how many clients have been signposted to them, along with their Client feedback ratings. Core Guides and Navigators will also be able to see this information.

Proposals are sought from companies that specialise in the design, development / customisation, implementation and management of CRM platforms. Potential suppliers must also be willing to act as an expert voice in working with The Growth Hub to evolve the CRM strategy. They must be fully aware of the myriad of challenges that Growth Hub clients could face in seeking and making use of business support services, to thus evolve the CRM system and complementary tools to support the development of the Growth Hub brand as an honourable, trustworthy and respectable support service that offers independent and impartial business growth guidance.

3.2.4 Knowledge Bank

A core component of the Digital Infrastructure is the Knowledge Bank. The Knowledge Bank will be the USP of the Growth Hub – supporting its ambition to be the first place any business goes for business support in Gloucestershire.

The Knowledge Bank is essentially a database of information, that can be populated manually by users, or from scraping content from around the internet, enabling the presentation of up-to-date and contextually relevant information to users, whether they be Business Guides accessing the CRM profile of a lead to research their business and sector before an initial meeting, or a client business using the website to find the latest thinking on how to enhance digital skills in the workforce.

There are currently around 210 Support Provider organisations in the region that are listed in the existing rudimentary 'Knowledge Bank', but this will grow over time, not least

because there are over 30,000 businesses in Gloucestershire. Support Providers may have multiple service offerings. These are currently organised and tagged using the 'Super 7' subject categories used by The Growth Hub ([please see Appendix 3 - Super 7 Categories](#)). As The Growth Hub develops the Knowledge Bank content will be extended, resulting in a comprehensive collection of all national and local business support information that is in the public domain plus all the information gathered from working with and helping local businesses. In addition to this, clients should be able to rate and provide feedback on solutions and services that are listed in the Knowledge Bank, whether that is a training course or a specific business they have used to address a challenge they are facing in achieving their growth ambitions.

Whilst the Knowledge Bank will be governed by the Core Growth Hub Marketing Team, Support Providers and Strategic Partners should also be able to add content for their own dedicated areas of the Knowledge Bank. Where possible the key functions of the Knowledge Bank, should be automated so that minimal resources are required to maintain the data within it. Additionally, the Knowledge Bank and the associated tagging and structure of data should be tightly integrated with the CRM, CMS and Diagnostic tool, to optimise the presentation of contextually relevant information at the right time for individual users.

Proposals are sought from suppliers with extensive experience of gathering, structuring and managing information from multiple sources, complemented by the ability to present that information in a clear and timely manner for multiple user groups. Further capabilities sought include experience of securely sharing that information with other systems, particularly CRM and CMS systems, along with an appreciation for the impacts that the time and method of presenting information can have on a user's experience,

3.2.5 Diagnostic Tool

The reason why the Growth Hub exists is to provide support to Gloucestershire businesses to assist them in fulfilling their growth ambitions and potential. In order to do this the Growth Hub currently mobilises Business Navigators and Business Guides to diagnose the client's issues and where they could look for help. Such a capability should be delivered as a digital tool to serve two purposes:

- 1) Enable businesses to 'self-serve' where appropriate, and,
- 2) Reduce the administrative burden on Business Navigators and Business Guides so that any diagnosis and guidance they provide can be recorded into the CRM, via this diagnostic tool, allowing them to spend more time nurturing client relationships rather than copying hand-written notes.

This project is seeking to deliver a scalable diagnostic tool that supports clients in not only finding possible solutions to their challenges, but also aids them in tracking their progress against their actions.

It is envisioned that the diagnostic tool might have three layers:

- 1) A self-service sign-posting to services available in the Knowledge Bank.
- 2) An interactive layer that allows clients to input key data to help in mapping out their actions for achieving their growth potential, such as developing a business plan.
- 3) A detailed and comprehensive question set that Business Guides use during their dialogue with client businesses to capture responses to then shape an action plan and record benchmark and target measures of success.

Finally, in addition to making this tool available on the new website, there is desire to incorporate elements of this diagnostic tool into a tablet app which client businesses could use as a day-to-day operational management tool to track their progress.

Proposals are sought from companies that have experience of developing bespoke applications that can be presented across multiple platforms as well as integrating existing third-party components that would be complementary to the experience. Additionally, proposals from existing software providers that have a solution that could contribute to a more comprehensive diagnostic tool are welcome.

3.2.6 User-Centred Design

The existing infrastructure and digital channel service has developed organically, responding to demand as it has presented itself. Whilst demands will evolve over time, it is the ambition of this project to build a service that is focused on each and every known user, from clients to reporting managers. By taking this approach The Growth Hub are seeking to develop a solution that can act as a case study to its clients on how to design a scalable and robust digital infrastructure capable of supporting growth.

The foundations for this approach come from the identification of key user personas and end-to-end customer journey maps, supported by a range of other service design tools, such as cognitive walkthroughs and heuristic evaluation.

Proposals are sought from companies that are trained and experienced in service design, specifically where a service has needed to combine both offline and online channels.

4. Delivery

4.1 Project Timetable

The project will be delivered in accordance with the principles and approach laid out in the Government Service Design Manual, namely that there will be four phases to service delivery: *Discovery*, *Alpha*, *Beta* and *Live*. Furthermore, the platform will be delivered using the principles of Agile Software Development and as such initial focus will be on the definition and delivery of a Minimum Viable Product (MVP), before extending the capability of the solution through subsequent releases. The key dates for the delivery of the MVP are as follows:

| Phase | Start date | End date |
|-----------------------------|---------------------------------|--------------------------------|
| <i>Discovery</i> | 6 th October 2016* | 30 th November 2016 |
| <i>MVP Alpha</i> | 8 th December 2016** | 1 st February 2017 |
| <i>MVP Beta</i> | 9 th February 2017 | 22 nd March 2017 |
| <i>Live & Warranty)</i> | 30 th March 2017 | 12 th April 2017 |

**This is the internal start date. Ideally though, selected suppliers could integrate into the project team before the end of the Discovery Phase.*

*** Suppliers required for the MVP must be available for this date*

Please note that further enhancements and developments are likely over the following 24 months following initial MVP as the Growth Hub evolves, with the intention to start work on the Alpha phase of the next iteration in parallel with the preceding Beta phase, e.g. Iteration 2 Alpha will begin on 9th February 2017.

4.2 Requirements of Suppliers

- Design, build and implementation of system components that meet the provided high-level requirements for the Digital Infrastructure, summarised in [Section 3.2 – The New World: Core Components](#). It is anticipated that this would be implemented incrementally, based on prioritised user stories, and would need to adapt to the growth of the Growth Hub Network over time.
- Provide on-going support for these systems, to ensure that they continue to work as designed;
- Provide on-going resource for on-going development and enhancements to the systems (to be scoped on a case-by-case basis).

4.3 Deliverables:

The consortium of suppliers will be expected to produce the following non-exhaustive list of deliverables:

- Customer Experience documentation, including Customer Journey Maps
- User Experience documentation
- UI, wireframes and designs
- All visual design elements for front-end interfaces across websites, apps and systems, e.g. CRM
- All development code
- A CMS for managing website content
- A CRM system that meets the requirements
- A 'Knowledge Bank' of providers and information integrated within the website, CRM and Diagnostic Tool (Provider and other data will be supplied by GFirst LEP)
- Rating system for providers in the Knowledge Bank
- Hosting and technical infrastructure for the system (stage and production environments)
- Suitable deployment process which ensures consistency between environments and rollback capabilities
- Access to stage site at agreed milestones for review and testing
- Migration of existing data
- Training and user documentation for the system
- Service support for live operations

4.4 Key Dependencies and Risks:

- The Digital Infrastructure needs to be in place for Network Resource Centres to be able to feed in information and for GFirst LEP to report to the funding bodies, meaning that delays to the project would impact on business decisions and the expansion of Growth Hub services across Gloucestershire.
- New buildings to house the Growth Hub Network are already in detailed planning stages, to which the final digital infrastructure design will need to contribute
- New reporting requirements for the Growth Hub will come into force in 2017, for which the new CRM must be able to report. Delays in the delivery of this reporting capability may have financial impacts on the Strategic Partners identified to provide the Growth Hub Network services.

4.5 Responsibilities

4.5.1 GFirst LEP:

- Will own the Digital Infrastructure and provide a product owner responsible for decisions on requirements, liaising with GFirst LEP stakeholders
- Providing current brand guidelines and current brand assets for use in the system
- Provide content for the website and related tools
- Providing access to people (internal or external) to be involved in Customer Journey design and UX testing
- Provide data, or access to data, to support data migration
- Sign-off and acceptance prior to deployments

4.5.2 Consortium of Suppliers:

- Design, development and delivery of the systems specified
- Producing and maintaining a project plan
- Design and production of additional brand assets required for the system
- Appropriate levels of testing prior to user acceptance testing
- Setting up and managing TA
- Managing deployments

4.6 Budget

We understand that responses to this RFQ may be based on “off the shelf” (OTS) software products with customisation, or bespoke development, and that the approach and pricing associated for each will vary. Please ensure that your proposal clearly outlines your approach, and all costs (whether software license costs or software development costs) that you believe are appropriate to deliver the requirements.

5. Supplier Selection

5.1 Procurement Timetable

The following provides the milestones and associated dates for this procurement process:

| Milestone | Date |
|---|--|
| Issue RFQ | 7 th October 2016 |
| Deadline for bidder clarification questions | 17:00, 14 th October 2016 |
| Deadline for response to RFQ | 12:00, 21 st October 2016 |
| Supplier presentation / interviews | 31 st October 2016 |
| Notification of Award | 2 nd November 2016 |
| Work Order Signature | ASAP, but no later than 16 th November 2016 |
| Commencement of Work | ASAP, but no later than 1 st December 2016 |
| MVP (phase 1) go live | 30 th March 2017 |

5.2 Minimum Capabilities

The Digital Infrastructure solution encompasses multiple components, each with their own distinct skillsets. Whilst it is expected that to deliver the solution in full multiple suppliers will be required, this does not restrict the possibility that a supplier might be selected to deliver more than one component. Conversely it might be that in order to deliver a component to it's for potential, the Knowledge Bank and Diagnostic Tool for example, multiple suppliers might need to converge to combine their unique offerings. As such supplier capabilities will be assessed both individually and collectively.

As a guide though, the minimum skill capabilities that must be demonstrated to prove ability to deliver the work are:

- CRM strategy
- System architecture design
- Cloud solutions
- Service design

- Visual design
- Interaction design
- HTML and CSS development
- Responsive web design and development
- Web, iOS, Android, Windows app design and development
- DevOps
- Agile Project management
- Source code/version control
- OpenSource software licensing
- Service management, including problem and incident management
- Database design and development
- Information architecture
- Knowledge of Data Protection Act 1998
- User training and development

5.3 RFQ Response Deliverables

We are asking potential suppliers who wish to respond to this RFQ to submit a written response. This response must include a detailed description of the approach to the proposed service/solution, specifically addressing the following:

- Ability to meet the Requirements and deliver the Deliverables
- Ability to meet Minimum Capabilities
- Risk mitigation plan
- Design approach to the project
- Technical approach to the project
- Project management methodology and approach to the project
- A high level schedule, explaining how you would provide final deliverables in line with the deadlines.
- Provide a budget breakdown to allow GFirst LEP to understand the costs associated with the project.
- Detail the skills and experience of the team members who would be working on the project.

Background information:

- Any background information about you that is pertinent to the requirements and deliverables of this tender, specifically related to this project. Please provide specific examples or links rather than a general portfolio.
- Relevant case studies from similar projects.
- Key contacts and/or resources you're proposing to undertake the work e.g. individual's' background experience and skills specific to this requirement.

Detailed, itemised breakdown of your prices:

- The prices you enter should cover all of the stated requirements, with any licence fees, rate cards and monthly retainers clearly shown.
- Your tender response should clearly define what services are within and outside of the scope of the prices you quote.
- Please also set out any associated assumptions that could affect the quoted price.

5.4 Award Criteria & Assessment

The supplier selection process will be split into two stages. The first stage will see potential suppliers assessed and shortlisted based upon how their proposals score against their capability to deliver the components highlighted in this document.

The shortlisted candidates will then be invited to a presentation & interview day at which they will be able to expand on their proposal in the context of how their proposal will add value to the Growth Hub's service and users. The presentation will provide the candidates with an opportunity to bring their proposal to life and to evidence how they envisage alignment of thinking and approach to the design, delivery and evolution of the product to the key themes of the Growth Hub's digital strategy. These key themes are:

- *Customers:* Designing and delivering compelling experiences that result in an increase in volume & quality of service take-up
- *Information:* Use of adaptive analytics solution achieved through the implementation of a robust and scalable technology strategy & roadmap
- *Innovation:* Roll out of connected products & services, establishing a digital business model
- *People & Organisation:* Workforce of the future providing an inspirational demonstration of capabilities to clients

The interview will then be an opportunity for GFirstLEP to ask any questions they have in relation to the proposal.

Contracts will be awarded based upon the MEAT approach (Most economically advantageous tender) which strikes a balance between quality and cost. The weighting matrix for consideration in pulling together a proposal is as follows:

| Quality – 60% made up of: | | Cost – 40% made up of: | |
|------------------------------------|-----|-------------------------------|-----|
| Technical merit | 40% | Contract price | 30% |
| Mobilisation plan & agility | 10% | Software licencing costs | 10% |
| Service management | 5% | | |
| Industry recognised certifications | 5% | | |

Appendix 1 - Growth Hub Monitoring and Evaluation Framework



20160223 GH
Monitoring and Evaluat

Appendix 2 - Draft high-level MoSoCoW rated User-Stories

Please note that this document is not a finalised document and is only included to guide thinking to enable the submission of proposals. The formal list of prioritised user stories will be completed at the end of the Discovery Phase, 30th November 2016.



Digital
Infrastructure_RFQ_1

Appendix 3 - Super 7 Categories

- PEOPLE & SKILLS
 - Recruitment
 - Employment Law & Policy
 - Leadership & Management
 - Knowledge, Skills & Training
- OPERATIONS
 - Facilities
 - Quality
 - Supply Chain
 - Legislation
 - Processes & Productivity
 - Environmental Sustainability
 - ICT
- STRATEGY
 - Strategic Planning
 - Strategic Implementation
 - KPIs
- FINANCE
 - Sources of Finance
 - Financial Management & Accounting
- EXPORT
- SALES & MARKETING
 - Sales
 - Strategic Marketing
 - Digital Marketing
 - Advertising, Communications & PR
 - Market Research
- INNOVATION
 - R&D
 - Technology
 - Change
 - Intellectual Property

Appendix 4 - High level data model

Please note this is a high level illustrative model, not a complete design data model.

