



## ***Request for Proposal***

# **Market Analysis and Brand Development**

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### **Overview**

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The Snell Memorial Foundation (SMF) has issued a Request for Proposal (RFP) from qualified marketing and brand development professionals or firms to: 1) analyze and assess the current market for motorcycle helmets; 2) review and assess the current domestic and global SMF brand 3) develop and inform the organization's leadership on a market expansion/penetration strategy; 4) guide SMF in a brand articulation process; 5) develop a brand platform including a brand definition, value proposition, and key brand messaging. This project will inform updates to the organization's logo(s)/graphic identity, strategic plan, and communications materials.

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### **Organizational Profile**

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Established in 1957, the Snell Memorial Foundation is a not-for-profit, premium helmet standard and certification organization. Snell operates its test lab and administers its certification program in the northern suburb of Sacramento, North Highlands, California.

Snell-certified helmets for auto racing, motorcycling, karting, equestrian sports and bicycling are among the most often used protective headgear at the most competitive events internationally, such as NASCAR, Indy 500, MOTO GP, and the Olympic games. The Snell Memorial Foundation is a unique, and perhaps the only, organization that combines all three functions: standard establishment, certification programs, and testing facility. Snell Standards, although voluntary, are widely recognized by the scientific, professional and amateur communities as the most independent and stringent helmet standards in the world. Read more about SMF at: <http://www.smf.org/>

The following is an organizational overview of SMF today:

**Vision:** Global leader in advancing head & neck injury protection

Historically, likely because Snell is a US-based organization, North Americans have been the most knowledgeable and largest group of consumers globally of Snell certified helmets. In the US market, all motorcycle helmets must meet the minimum US federal motor vehicle safety standard known as DOT (U.S. Department of Transportation FMVSS 218). In Canada, motorcycle helmets can be sold with any of the major standards: DOT, ECE 22.05 (the European helmet standard), including Snell.

National government helmet standards have served as a bureaucratic road block in global helmet trade. For example, the Australian and New Zealand governments recently allowed the use of ECE22.05 certified helmets (the mandatory helmet standard in EU countries). Hence, they join the EU countries in forming a motorcycle helmet market that is now larger than North America. Asia has had a small market for Snell helmets for a long time in areas such as Singapore, Hong Kong and Japan. There is a growing interest in premium motorcycle and bicycle helmets and Snell certified helmets in China.

Although Snell has established helmet standards for many different activities (auto racing, equestrian, etc.) we believe the primary focus of this project should be the assessment of the global markets for motorcycle helmets to develop new Snell marketing strategies to improve the awareness of Snell's standards and specifically the use of Snell-certified helmets.

Snell M2015 certified motorcycle helmets sets the highest standard in the world for impact energy management capabilities. Depending on helmet size, M2015 helmets provide 60% to 110% more energy management than ECE helmets and 40% to 80% more than DOT helmets. Snell M2015 certification assures ordinary riders the same protection enjoyed by the most competitive racers not only in severe crashes but also in low level impacts. These are facts supported by peer-reviewed biomechanical research publications and research.

Major helmet manufacturers in the world have maintained their participation in Snell certification programs since the founding of Snell 60 years ago. With the internet based media becoming a world phenomenon, knowledge of the benefit of Snell certified helmets is expanding. Nevertheless, the number of manufacturers participating in Snell certification, as well as the number of consumers buying Snell-certified helmets, are in decline.

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## Problem Statement

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Despite a having a clear vision/mission; a highly committed, well connected and knowledgeable board and staff; and an updated strategic plan; SMF does not have a complete picture of its market(s), a strategy for growing its market share, or an articulated brand platform to foster this growth. Consequently, the next step in our strategic plan is to develop clarity in the strategic direction for business development (e.g., national vs. international growth) and solicit professional assistance in marketing and branding.

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## Project Scope and Deliverables

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**Objective:** The overarching goals for this project are two-fold: 1) to provide guidance to the organization's leadership on a strategic direction for growing market share and increasing market penetration in existing and new markets; and 2) to develop and present a clearly articulated organizational brand which will distinguish SMF's value proposition and position in the minds of helmet manufacturers and helmet users.

The project scope of work shall include:

- **Motorcycle Helmet Market Analysis** – Perform a market analysis on helmet use in the N. American, European, and Asian markets. To the maximum extent possible (i.e., best efforts), identify the number of helmet users, percentage of Snell-certified helmet users, and the approximate total number of motorcyclists (i.e., the denominator) by region. Identify opportunities for growth (in existing markets), evaluate barriers to entry (in new markets), and provide an assessment of which market(s) represent(s) the best strategic direction for targeted growth or expansion.

To facilitate the evaluation of effectiveness in marketing and branding, this step shall include identification of key metrics that would help SMF better assess market growth/penetration (e.g., increased sales, but more importantly improvement in the ratio of Snell-certified helmet to total motorcycle helmet sales/usage). Essential to this step will be recommendations for accurately capturing these data (data retrieval) on an ongoing basis.

The above recommendations for strategic growth and assessment shall be presented prior to project conclusion and included in the written final report (see Timeline below).

- **SMF Brand Assessment** – Conduct 8-10 individual and small group interviews with SMF Board members, staff leaders and external partners (scheduled by SMF); review current communications materials (provided by SMF) for familiarity on how the SMF brand is perceived and communicated; and, as needed (with the assistance of SMF), become familiar with other competing helmet certification standards (DOT, ECE, etc.). This step shall include a presentation of findings (in the final report) from the assessment and identification of any issues/gaps that need to be addressed during the process.
- **Branding Development Approach** – Develop and communicate a written plan for enlisting input and testing components of a SMF brand platform. A preliminary plan shall be included in the full proposal which may evolve during the project period.
- **Helmet Manufacturers and Users Input** – Organize and facilitate up to five stakeholder group (manufacturers and users) input sessions (in-person and/or virtual) to enlist additional input and test the components of a SMF brand platform. Use of this input shall be included in the plan for branding development.
- **Brand Platform Recommendations** – Prior to project conclusion (and preparation of the final report) develop and communicate draft recommendations for a SMF brand platform including SMF brand definition, brand promise, brand personality, value proposition, positioning and key organizational messaging and “elevator speech.” Include how brand platform will inspire motorcyclists to demand SMF. Present recommendations to SMF board/staff prior to project completions for review and feedback (see Timeline below).
- **Future Recommendations** – Provide written recommendations for future consideration (in the final report), which could include, but not limited to, additional market analyses, organizational naming, logo/graphic identity that reflects new brand positioning, budget considerations, etc.
- **Final Report** – Prepare and submit a final report summarizing all of the above findings including market analysis (including data retrieval), brand assessment, brand development, brand platform (including all components of the brand platform), and future recommendations.
- **Site Visits Snell Office & Facilities** – Conduct at least two site visits to SMF headquarters in Sacramento, CA. The first visit shall be at project commencement to meet the SMF board and staff and interview key

leaders to collect information relevant to the market analysis and brand assessment. A second site visit will be scheduled before the conclusion of the project for presentation of the market analysis and draft brand platform (see Timeline below).

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### **Budget**

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The budget for the defined scope of work is \$75,000, and shall be all inclusive (fees and expenses including site visits). Full proposals shall include an itemized budget, including any additional budget recommendations for future funding consideration.

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### **Vendor Requirements**

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The SMF is committed to selecting a firm with a proven track record in market research and brand development.

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### **Application Process**

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The application process involves two steps: 1) submission of a letter of intent (LOI) for preliminary review, and 2) if invited, submission of a full proposal.

The LOI is limited to 2 pages and shall include the following components:

- a. Agency/Consultancy Overview** – Background information on you or your firm, consultancy/agency capabilities, and selected client roster.
- b. Market Research and Branding Approach** – Brief description of how you or your team would approach the project assignment, and how your experience and qualifications will help achieve a successful project completion.

Following review of the LOIs received, a select number of applicants will be invited to submit full proposals. These applicants will be asked to send a representative to SMF in Sacramento (at SMF expense) to meet with key board/staff members to obtain an overview of SMF operations, facilitate Q&A, and enable preparation of their full proposal (see Timeline below). Each full proposal shall include the following components.

- 1. Individual Consultant or Project Team** – A list of proposed team members, their biographies, qualifications and role on the team, as well as length of time each has been employed by the agency or if they would be a contracted team member. Please also disclose any third-party vendors that would be sub-contracted for this assignment.
- 2. Capabilities/Experience** – Explain your – or your firm’s – capabilities and experience in brand development, including any projects of a similar nature with an emphasis on brand articulation. Up to three case studies of no more than one page each, may be submitted with the full proposal to showcase firm’s experience.
- 3. Detailed Process/Approach** – Full description of how each of the components in the scope of work and deliverables (outlined above) will be successfully achieved. Applicants are welcome to suggest alternative approaches to the components prescribed above, as well as an alternative project timeline included on page #7. Also include any specific SMF resources that should be assumed.
- 4. Budget** – Provide an itemized, all-inclusive (fees and expenses), budget for entire project not to exceed \$75,000.

*[Please indicate any in-kind services or non-profit rates included in the full proposal. While not expected, such support is appreciated and will be evaluated.]*

- 5. References** – Provide a list of three marketing and/or brand development clients, including contact information for which you or your firm provided services the same or similar to those outlined in the RFP, and which may be contacted for reference

The individual or firm will be selected based on the completeness of the full proposal, demonstrated ability to meet project specifications and required components, flexibility, and references.

***Please submit an electronic LOI no later than 5:00 pm PST on Friday, March 2, 2018 to:***

Ms. Hong Zhang  
Snell Memorial Foundation  
hong@smf.org

<b>Timeline</b>	
<b>RFP Issued</b>	01/31/18 (direct questions to Hong*)
<b>LOIs Due</b>	03/02/18 (by 5:00 pm PST)
<b>Notification of Full Proposal Applicants</b>	03/12/18
<b>Reps Visit SMF</b>	Week of 03/19-23/18
<b>Full Proposals Due</b>	04/18/18 (by 5:00 pm PDT)
<b>Anticipated Award Notification Date</b>	05/04/18
<b>Anticipated Contract Completion</b>	05/18/18
<b>Work Commences</b>	06/01/18
<b>Preliminary Site Visit</b>	1st week (date TBD)
<b>Presentation of Market Analysis and Draft Brand Platform</b>	Week of 09/04-07/18 (2nd site visit)
<b>Final Report Due</b>	09/28/18

- Please contact Ms. Hong Zhang (hong@smf.org, 916-331-5073) at SMF with any questions regarding the RFP and/or LOI.
- Costs associated with LOI and full proposal preparation will be the responsibility of each applicant. SMF will cover the cost of travel expenses for the designated representative of the consultant or firms selected to submit full proposals. The costs associated with the two required project site visits, and all other project expenses, shall be included in the project budget.
- Dates are subject to change; full proposals should include a proposed timeline (particularly if more than four months are advised for project completion).