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Tender

IWM/2526/DE/3480: Digital Transformation Support Framework (Strategic and Delivery Roles) for Imperial War Museums

Imperial War Museums

UK4: Tender notice - Procurement Act 2023 - [view information about notice types](#)

Notice identifier: 2025/S 000-072825

Procurement identifier (OCID): ocds-h6vhtk-05debc

Published 11 November 2025, 2:05pm

Scope

Reference

DE3480

Description

The Digital Transformation Department at Imperial War Museums (IWM) is seeking to establish a multi-supplier Support Framework to deliver a range of digital services over the next two-to-three years. This Framework will support both planned and reactive requirements across IWM's digital estate.

IWM is looking to engage experienced and capable suppliers who can offer competitive pricing, demonstrate responsiveness, and provide reliable support aligned with IWM's digital transformation goals.

The Lots being procured under this Framework are:

Lot 1 - Data Consultancy

Lot 2 - Software Engineering including AI

Lot 3 - Business Analysis

Lot 4 - Project Management & Support

Lot 5 - Web Development (Drupal, Shopify, WordPress)

Lot 6 - Functional Consultants & Developers for MS Dynamics 365

Suppliers will be appointed to specific service categories ("Lots"), with up to three suppliers selected per Lot. Each Lot will be evaluated independently, and appointment to one Lot does not guarantee selection for any other. Suppliers will be assessed based on their ability to deliver high-quality services, as determined through the evaluation methodology and award criteria outlined in the tender documentation.

Interested suppliers are encouraged to review the full tender documentation for detailed requirements and submission guidance.

Access Code: 587DJ73WA3

For more information about this opportunity, please visit the Delta eSourcing portal at:

<https://www.delta-esourcing.com/tenders/UK-UK-London:-Sales,-marketing-and-business-intelligence-software-development-services./587DJ73WA3>

To respond to this opportunity, please click here:

<https://www.delta-esourcing.com/respond/587DJ73WA3>

Commercial tool

Establishes an open framework

A series of frameworks with substantially the same terms. Awarded suppliers are carried over and new suppliers can bid.

Total value (estimated)

- £1,050,000 excluding VAT
- £1,260,000 including VAT

Above the relevant threshold

Contract dates (estimated)

- 5 February 2026 to 4 February 2028
- Possible extension to 4 February 2029
- 3 years

Description of possible extension:

IWM reserves the right to take up the respective one-year extension period and will notify the Potential Provider up to three months before the start of a respective extension period.

Main procurement category

Services

Not the same for all lots

CPV classifications and contract locations are shown in Lot sections, because they are not the same for all lots.

Lot 1. Data Consultancy

Description

Scope of Services

The provider will offer expert data consultancy services to underpin IWM's data consolidation and governance workstreams. The core objective is to treat data as a strategic asset, enabling data-informed decision-making and supporting commercial growth. This includes auditing IWM's current data maturity, defining a strategic roadmap for data utilisation, advising on appropriate technologies and platforms, and establishing clear protocols for data ownership, stewardship, and quality management across the organisation.

Technical and Functional Requirements

- **Data Strategy & Governance:** Develop and implement a comprehensive data strategy, including frameworks for data governance, quality assurance, and data lifecycle management.
- **Data Consolidation:** Advise on and support the integration of disparate data sources across IWM (e.g., retail, admissions, marketing) into a unified and accessible system.
- **Compliance:** Ensure all data processing activities are fully compliant with UK GDPR and other relevant data protection legislation. Provide consultancy on data privacy and compliance best practices.
- **Analytics and Insights:** Establish methodologies for customer segmentation, campaign targeting, and performance tracking to drive commercial activities.
- **Decision Support:** Support the cultural shift towards data-informed decision-making by providing actionable insights and reports to key stakeholders.

Lot value (estimated)

- £90,000 excluding VAT
- £108,000 including VAT

Framework lot values may be shared with other lots

CPV classifications

- 73210000 - Research consultancy services
- 79410000 - Business and management consultancy services

Contract locations

- UK - United Kingdom

Same for all lots

Contract dates are shown in the Scope section, because they are the same for all lots.

Lot 2. Software Engineering including AI

Description

Scope of Services

To provide specialist software engineering services for the development, maintenance, and integration of the technical infrastructure supporting IWM's digital transformation. This involves building new digital products, integrating third-party APIs, enhancing back-end systems, and prototyping innovative AI applications. This includes the exploration and implementation of Artificial Intelligence (AI) to enhance user experiences (e.g., through personalised recommendations) and improve operational efficiency (e.g., through automation of internal processes).

Technical and Functional Requirements

- Infrastructure Development: Design, build, and maintain robust and scalable software solutions.

- AI Integration:** Develop and integrate AI capabilities, including machine learning models and neural networks, to create innovative digital products and services.
- Database Technologies:** Demonstrate expertise in modern database technologies, including NoSQL, graph, and vector databases, to support advanced data processing and AI applications. Familiarity with technologies such as Weviate, Pinecone, or similar is desirable.
- System Integration:** Ensure new and existing systems are effectively integrated to provide a seamless user journey and efficient data flow.
- Agile Development:** Work within an agile project management framework to deliver iterative improvements and new features.

Lot value (estimated)

- £157,500 excluding VAT
- £189,000 including VAT

Framework lot values may be shared with other lots

CPV classifications

- 72200000 - Software programming and consultancy services
- 72212100 - Industry specific software development services
- 73100000 - Research and experimental development services

Contract locations

- UK - United Kingdom

Same for all lots

Contract dates are shown in the Scope section, because they are the same for all lots.

Lot 3. Business Analysis

Description

Scope of Services

To provide business analysis services that bridge the gap between business needs and technical solutions. The role is critical for ensuring that digital projects deliver tangible value, are fit for purpose, and align with strategic objectives, particularly in supporting commercial income generation. This will involve conducting stakeholder workshops and interviews, defining user stories and acceptance criteria, supporting product owners with backlog refinement, and ensuring that technical solutions directly address the business problems they are intended to solve.

Technical and Functional Requirements

- Requirements Gathering: Elicit, analyse, and document business requirements from stakeholders across IWM.
- Solution Design: Translate business needs into detailed functional and technical specifications for development teams.
- Process Mapping: Analyse and model existing business processes ("as-is") and design optimised future-state processes ("to-be").
- System Configuration: Ensure systems are configured to support key commercial functions such as upselling, cross-selling, and personalised visitor journeys.
- User Acceptance Testing (UAT): Develop UAT plans and coordinate testing activities to ensure solutions meet business requirements.

Lot value (estimated)

- £157,500 excluding VAT
- £189,000 including VAT

Framework lot values may be shared with other lots

CPV classifications

- 72221000 - Business analysis consultancy services
- 79411000 - General management consultancy services

Same for all lots

Contract dates are shown in the Scope section, because they are the same for all lots.

Lot 4. Project Management & Support

Description

Scope of Services

To provide structured and professional project management and support services to ensure the successful delivery of digital transformation projects. This role will manage delivery risk, coordinate cross-functional teams, and maintain momentum across multiple workstreams. Key responsibilities include managing project budgets and resources, reporting progress to steering committees and the Digital Transformation Board, and ensuring project delivery adheres to appropriate methodologies (e.g., Agile, Waterfall, or a hybrid approach) as required by the specific project.

Technical and Functional Requirements

- Project Planning: Develop and maintain detailed project plans, schedules, and budgets.
- Risk Management: Identify, assess, and mitigate project risks and issues.
- Stakeholder Management: Manage communications and relationships with project stakeholders, including providing regular progress updates to the Digital Transformation Board.
- Team Coordination: Coordinate the activities of internal teams and third-party suppliers

to ensure project milestones are met.

- Governance & Reporting: Ensure adherence to IWM's project management framework and provide accurate and timely status reports.

Lot value (estimated)

- £210,000 excluding VAT
- £252,000 including VAT

Framework lot values may be shared with other lots

CPV classifications

- 72224000 - Project management consultancy services
- 79421000 - Project-management services other than for construction work

Same for all lots

Contract dates are shown in the Scope section, because they are the same for all lots.

Lot 5. Web Development

Description

Scope of Services

To provide expert web development services for IWM's key web platforms, including Drupal, Shopify, and WordPress. The focus is on creating high-performing, user-friendly, and secure websites that support digital engagement and e-commerce goals. The scope includes building custom modules/plugins, implementing new designs provided by IWM's creative teams, optimising websites for search engines (SEO) and performance, and

providing ongoing maintenance, security patching, and technical support.

Technical and Functional Requirements

- Platform Expertise: Demonstrate advanced skills in both front-end and back-end development for Drupal, Shopify, and WordPress.
- Front-End Development: Proficient in technologies such as ReactJS, Angular, NextJS, and jQuery to create responsive and engaging user interfaces.
- Back-End Development: Proficient in technologies such as PHP, Linux, SQL, and search technologies (e.g., Solr, Elasticsearch).
- E-commerce: Develop and maintain robust e-commerce capabilities, ensuring a seamless and high-converting online sales experience.
- Accessibility: Ensure all web development work complies with the latest Web Content Accessibility Guidelines (WCAG AA 2.2).

Lot value (estimated)

- £157,500 excluding VAT
- £189,000 including VAT

Framework lot values may be shared with other lots

CPV classifications

- 72413000 - World wide web (www) site design services
- 72415000 - World wide web (www) site operation host services

Same for all lots

Contract dates are shown in the Scope section, because they are the same for all lots.

Lot 6. Functional Consultants & Developers for MS Dynamics 365

Description

Scope of Services

To provide specialist functional consultancy and development for IWM's Microsoft Dynamics 365 platform. This role will ensure the system is configured and customised to support efficient and effective business processes across a wide range of departments. This will involve working with specific modules (e.g., Sales, Customer Service, Finance, HR), undertaking data migration activities, creating custom reports and dashboards (e.g., using Power BI), and automating business workflows to improve operational efficiency.

Technical and Functional Requirements

- **Functional Configuration:** Configure and customise MS Dynamics 365 to meet the specific business needs of departments such as retail, membership, finance, HR, and operations.
- **Solution Design:** Design and document solutions within the Dynamics 365 ecosystem, ensuring they are scalable and align with best practices.
- **Development:** Undertake development tasks, including creating plugins, custom workflows, and integrations with other systems.
- **Training and Support:** Provide training and documentation to end-users to ensure successful adoption of the system.

Lot value (estimated)

- £277,500 excluding VAT
- £333,000 including VAT

Framework lot values may be shared with other lots

CPV classifications

- 72212480 - Sales, marketing and business intelligence software development services
- 72212900 - Miscellaneous software development services and computer systems

Same for all lots

Contract dates are shown in the Scope section, because they are the same for all lots.

Framework

Open framework scheme end date (estimated)

4 February 2029

Maximum number of suppliers

Unlimited

Maximum percentage fee charged to suppliers

0%

Framework operation description

MECHANISM FOR AWARDING CONTRACTS

Mini-Competition

IWM may select to award a call-off Task by conducting a mini-competition between all Suppliers within the Lot. IWM will issue an Enquiry to all Framework Suppliers detailing the Task(s) that they wish to call-off.

Direct Award

Among the successful Suppliers, the Client (IWM) will use a ranking system for each Lot based on the overall score achieved by each Supplier. This is to enable IWM to pursue a direct award route under limit special circumstances. However, it should be noted that for the majority of works to be let under the Framework the Client will conduct a mini competition among all the suppliers on the relevant Lot.

Further information about the call-off procedures can be found in the tender documentation.

Award method when using the framework

Either with or without competition

Contracting authorities that may use the framework

Establishing party only

Participation

Particular suitability

Lot 1. Data Consultancy

Lot 2. Software Engineering including AI

Lot 3. Business Analysis

Lot 4. Project Management & Support

Lot 5. Web Development

Lot 6. Functional Consultants & Developers for MS Dynamics 365

Small and medium-sized enterprises (SME)

Submission

Enquiry deadline

5 December 2025, 4:00pm

Submission type

Tenders

Tender submission deadline

12 December 2025, 12:00pm

Submission address and any special instructions

<https://www.delta-esourcing.com/>

Tenders may be submitted electronically

Yes

Languages that may be used for submission

English

Award decision date (estimated)

23 January 2026

Award criteria

Name	Type	Weighting
Cost	Cost	30%
Experience and Capability	Quality	15%
Proposed Team and Personnel under the Framework	Quality	15%
Methodology for Project Delivery	Quality	15%
Interview	Quality	15%
Social Value	Quality	10%

Other information

Conflicts assessment prepared/revised

Yes

Procedure

Procedure type

Competitive flexible procedure

Competitive flexible procedure description

Stage One: Procurement Specific Questionnaire

Stage Two: Evaluation of Tender Bids

Stage Three: Interviews

Contracting authority

Imperial War Museums

- Public Procurement Organisation Number: PHRL-5691-LLXM

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Organisation type: Public authority - central government