REQUEST FOR QUOTE

ISO Brand study

Dear potential partner,

We are looking to undertake a brand study to assess our current brand reputation so that ISO can:

- Gain a better understanding of how it is perceived by its key stakeholders, including businesses, governments and individuals who use its standards and participate in standards development.
- Benchmark and compare ISO’s reputation against a competitive set within key markets.
- Identify the factors that contribute to its reputation, whether positive or negative.

In doing so, it can inform and tailor its communication and engagement strategies to contribute to the ISO Strategy 2030 more effectively.

In the context of ISO, “brand reputation” refers to the overall perception or image that people have of the organization and its standards. It encompasses the experiences, perceptions, and interactions that people have had with ISO over time and includes elements such as the organization’s reputation for credibility, trustworthiness, quality, ESG as well as the value and impact of its standards on business and society as a whole. A strong brand is crucial for achieving ISO’s strategic vision (Making lives easier, safer and better) and goals (ISO standards used everywhere, Meeting global needs, All voices heard).

Therefore, we would like to invite you to respond to this Request for Quote (RFQ).

The purpose of this RFQ is to allow several qualified suppliers to submit their best quote for this service.

Unless otherwise public, any information obtained through sanctioned discussions with ISO personnel pursuant to the preparation of your response must be treated as confidential and proprietary information of ISO. No contact should be made by your company to any of our suppliers.

Please provide comprehensive information to the attached questions by 6 November 2023, after which time further proposals may not be accepted without prior written agreement.

Any questions may be directed in writing to Sarah Parker at parker@iso.org before 24 October 2023.

Yours sincerely,

Vanessa Von der Muhll
Head of Communications and Engagement
Chemin de Blandonnet 8, 1214 Vernier (GE, Switzerland)
1. Background

About ISO and our standards

ISO (International Organization for Standardization) is the world’s largest developer of voluntary International Standards.

Think of standards as a formula that describes the best way of doing something. It could be about making a product, managing a process, delivering a service, or supplying materials – standards cover a huge range of activities.

ISO standards are developed through global consensus and internationally agreed by experts.

They are the distilled wisdom of people with expertise in their subject matter and who know the needs of the organizations they represent – people such as manufacturers, sellers, buyers, customers, trade associations, users or regulators.

For instance,

- Quality management standards to help work more efficiently and reduce product failures.
- Environmental management standards to help reduce environmental impacts, reduce waste and be more sustainable.
- Health and safety standards to help reduce accidents in the workplace.
- Energy management standards to help cut energy consumption.
- Food safety standards to help prevent food from being contaminated.
- IT security standards to help keep sensitive information secure.

ISO was founded in 1947 and has published more than 24,000 standards to date. ISO is an independent, non-governmental organization with a membership of 169 national standards bodies.

Its headquarters is based in Geneva, Switzerland.

Context of this request

ISO operates in a world where change is a constant, and where challenges and disruptions can be global in scale. In this sense, the notion of continuous improvement is one of shifting and evolving targets. ISO has come a long way in its 75-year history – and contributed to great progress – but today’s world is not the same as yesterday’s nor will it be the same as tomorrow’s. ISO needs to go further if it want to ensure that it will continue to be at the forefront of positive change.

To be well positioned within this global context, the ISO Strategy 2030 sets out the organization’s vision, mission, goals, and priorities.

The three goals are stepping-stones to our vision and will help us to ensure that our work is making lives easier, safer and better. We will focus on six priorities to achieve our goals and maximize our impact. These priorities are designed to be regularly reviewed, and adjusted when needed, to respond to any changes in our external environment.

An Implementation Plan and Measurement Framework have been developed as companion documents to the ISO Strategy 2030 and as working tools for ISO and its members.

They will help us to successfully implement the ISO Strategy 2030 and measure our success.
In late 2022, ISO’s Council Standing Committee on Strategy and Policy (CSC/SP) agreed to recommend a new indicator as part of the Measurement Framework that supports the delivery of the ISO Strategy 2030, specifically Goal 1: ISO standards used everywhere – Priority 1: Demonstrate the benefits of ISO standards. The new indicator is “ISO’s brand is recognized across the world”. The revised Measurement Framework also articulates that a new brand recognition measure should be defined in 2023 to support the indicator.

In the context of ISO, “brand reputation” refers to the overall perception or image that people have of the organization and its standards. It encompasses the experiences, perceptions and interactions that people have had with ISO over time and includes elements such as the organization’s reputation for credibility, trustworthiness, quality, ESG, as well as the value and impact of its standards on business and society as a whole.

Brand reputation is important to ISO for several reasons:

- **Credibility**: ISO is responsible for developing and publishing the largest portfolio of International Standards. A strong reputation for quality and reliability is crucial for maintaining the credibility of its standards and the organization.

- **Trust**: ISO’s standards are used by organizations and governments around the world, and a positive reputation for fairness, impartiality, and integrity is crucial to build trust in the organization and the standards it publishes.

- **Competitive advantage**: ISO’s reputation helps it to stand out among other standard-developing organizations and to attract more partners, experts, stakeholders and end-users.

- **Compliance**: The link between strength of brand and the desire to adopt and comply with ISO standards.

- **Reputation management**: ISO’s reputation is a valuable asset that needs to be protected and nurtured. A solid reputation can serve as a buffer during tough times, such as when an ISO standard is challenged or when the organization faces criticism.

Complete, objective and current data is needed, which ISO/CS does not currently have. Instead, individual opinions or assumptions act as a proxy.

ISO/CS’ last brand-related study activities were in 2015, when it took part in the Global NGO/NPO barometer report.

### 2. Request

ISO/CS wishes to undertake a study that helps us understand the current landscape of the ISO brand. By assessing its brand reputation, ISO wishes to:

- Gain a better understanding of how it is perceived by its key stakeholders, including businesses, governments and individuals who use its standards and participate in standards development.

- Benchmark and compare ISO’s reputation against a competitive set within key markets

- Identify the factors that contribute to its reputation, whether positive or negative.

In doing so, it can inform and tailor its communication and engagement strategies to contribute to the ISO Strategy 2030 more effectively.

Complete, objective and current data is needed, which ISO/CS does not currently have.
ISO/CS’ last brand-related study activities were in 2015, when it took part in the Global NGO/NPO barometer report. The report ranked the appreciation and awareness of major non-profit (NPO) and non-governmental (NGO) organizations throughout the world but did not provide any organization-specific insights.

Assessing ISO’s brand reputation is closely linked to the ISO Strategy 2030 as it can help the organization to identify areas where it needs to improve, inform its communication and engagement strategies, and achieve its long-term vision and goals.

In the context of this request, ISO would like to contract an external consultant to carry out the following three (3) areas of brand research:

1. **Stakeholder Mapping:**
   a. **Identify** the different categories of persons relevant to ISO’s brand reputation (e.g., Members, existing and potential customers, experts, governments, academics, other SDOs, partners and the general public)
   b. **Prioritize** the different groups and highlight any regional differences
   c. **Create** a standardized definition so the research can be repeatable across markets and/or over time

2. **Stakeholder Perceptions:** How do our stakeholders perceive us?
   a. **Design** a methodology to assess stakeholder perceptions (which could be tracked over time) and tailored to the different categories of stakeholders.
   b. **Analyze** the nature of stakeholders’ interest in ISO and their perceptions of its brand.
   c. **Map** the key drivers of our reputation and how is ISO performing against those drivers? What factors contribute to our reputation, both positively and negatively? What is causing our reputation to be good and bad?
   d. **Identify** which drivers identified are having the biggest impact? Which aspects are causing ISO to have a positive reputation? Which ones are causing ISO to have a negative reputation? Are the key drivers of ISO’s reputation aligned to the ISO Strategy 2030? Are there any gaps? What are they? Which are most important for us to focus on going forward?
   e. **Focus** on drivers of ISO’s reputation such as: product quality (i.e., how are ISO standards viewed compared to other SDOs?), product value (perceptions of cost), meeting market needs, customer experience, employee treatment/workplace culture, innovation, conduct (ethical behaviour, transparency and fairness), citizenship (efforts to make the world a better place), leadership, financial performance, diversity and inclusion
   f. **Highlight** commonalities and differences with:
      - **Key Competitors:** Who are our competitors in the minds of our stakeholders? What is the space that ISO occupies? Do our stakeholders perceive us to be a leader in that space or not? What are the elements that contribute to that perception?
      - **Key Markets** or types of markets
      - **Key Types** of standards (e.g., Quality Management vs Health and Safety)

The study will be divided into two phases. The quotation should clearly indicate associated costs with each phase, however the scope of the initial contract will be for phase 1 only, with to the possibility of moving onto following phases.
Table 1. Project phases

<table>
<thead>
<tr>
<th>Task</th>
<th>Deliverable</th>
<th>Indicative Timeline</th>
</tr>
</thead>
</table>
| Phase 1 – Stakeholder Mapping | A report providing:  
1. An overview of stakeholders relevant to ISO’s brand reputation  
2. Their importance to ISO and a description of the criteria used  
3. Recommendations/implications for subsequent phases of research  
Deliverables must include an analyzable database. | 2 to 3 months from project commission date     |
| Phase 2 – Stakeholder Perceptions | A report providing an analysis of the outcomes (ISO’s and its competitor’s\(^1\) performance) from stakeholder research including a description of the methodology used to conduct the consultations. | Within 3 months from the end of Phase 1       |
| Phase 2a – Key Drivers Assessment | Key Drivers Assessment for:  
1. The standards industry overall  
2. ISO Specifically  
3. Key competitors to ISO |                                                                                      |                                               |
| Phase 2b – Regional and/or Standards Differences | The report should highlight any strategically important differences between markets, type of stakeholder or within a certain type of standard (e.g., Quality Management vs Health and Safety) | Within 1 month from the end of Phase 2       |
| Overall Project Report        | A final report incorporating all findings to date well as recommendations and actions ISO should take to improve its brand reputation. The report should also highlight areas of risk. |                                               |

\(^1\) The term ‘competitor’ here should be interpreted to include other standards development organisations that deliver similar or comparable products and services but are not necessarily in competition with ISO.
3. Timeline

Table 2. Project timeline

<table>
<thead>
<tr>
<th>Milestone / steps</th>
<th>End date</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFQ released to potential Suppliers</td>
<td>10 October 2023</td>
</tr>
<tr>
<td>RFQ closed</td>
<td>6 November 2023</td>
</tr>
<tr>
<td>Contract signed</td>
<td>Before 31 Dec 2023</td>
</tr>
</tbody>
</table>

These dates are a guide to the time frame expected for this project. Significant changes will be communicated accordingly.

4. Requirements

In evaluating responses, ISO will seek the most appropriate offer based on the following criteria.

Table 3. Evaluation criteria

<table>
<thead>
<tr>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal description</td>
</tr>
<tr>
<td>Supplier’s Profile and General Experience</td>
</tr>
<tr>
<td>Experience within Project Area</td>
</tr>
<tr>
<td>Financial proposal</td>
</tr>
<tr>
<td>Responsiveness to RFQ</td>
</tr>
</tbody>
</table>

5. Supplier Proposal

Please address all elements in this section, for your proposal to be considered valid.

5.1 Proposal Description

Please describe in a maximum of three (3) pages your understanding of this project and what you will be delivering by responding to the following:

- What is your understanding of what the project objectives are and why it is needed?
- What is your understanding of the project deliverables?
- What research methodology would you suggest to assess stakeholder mapping (Phase I: Stakeholder mapping)?
- What research methodology would you suggest to assess the stakeholder perceptions (Phase 2: Stakeholder perceptions)?
- What research methodology would you suggest to assess the key drivers of ISO’s reputation and their impact (Phase 2a: Key drivers assessment)?
• Are there any data or tools that you will require to carry out the research and how you will access these?
• Do you foresee any risks associated with the project? If so, how would you mitigate them?
• Do you have any comments or suggestions on the Request, Timeline and/or Requirements described above?

5.2 Supplier’s Profile and General Experience
• Short history of your company
• Date and place founded
• Location of offices(s), HQ and worldwide
• Numbers of Customer
• Composition and structure of the key team personnel proposed
• Knowledge and working experience in brand research and brand management
• Specific competencies or skills

5.3 Experience within Project Area
Describe 3 previous projects you have delivered for other clients that were similar to this RFQ in terms of scope and/or methodological approach, including one with an international.
• Experience of international projects of comparable size, complexity, and technical specialty.
• Experience in working with international organizations and/or the non-profit sector.
• References and/or past performance evaluations.

5.4 Financial Proposal
The Supplier must submit a financial proposal for the requirements. As indicated above, the proposal should clearly indicate associated costs with each phase outlined in Table 1. We are requesting the Supplier to submit a financial proposal based on the working days needed to complete each phase of the project.
All prices should be expressed in Swiss Francs (CHF), without VAT.
ISO will assume that all provided costs are exhaustive and thus will not allow further costs to be introduced during contract negotiations, should you be selected.

5.5 Responsiveness to RFQ
The Supplier must address all elements of the RFQ and respond in a timely manner.

5.6 Additional relevant information
Provide any additional information on your company, which you believe is useful for ISO to know in the context of this project.
6. General Conditions

By responding to this RFQ, applicants agree that the decision of ISO is final and binding, including any decision to withdraw this RFQ or disqualify any proposal. ISO shall not in any way be responsible for any costs incurred in the preparation and presentation of the Supplier’s information.

ISO reserves the right to negotiate all terms and conditions to enter a formal contract with the Suppliers, including regarding ultimate pricing. This RFQ document, the Supplier’s response and, written addenda may form part of the contract.

ISO is not bound to give any reason for rejecting any responses or part thereof.

All work and materials shall comply with all applicable provincial and federal laws, municipal ordinances, regulations, applicable building leases, and directions of inspectors appointed by proper authorities having jurisdiction. Where proof of certifications are required by ISO, the Suppliers shall make all such certificates available for inspection.

6.1 Modifications

Information submitted shall be final and may not be altered by subsequent offers, discussions or commitments unless the respondent is requested to do so by the ISO Manager in written form.

6.2 Validity

The content and pricing of the submission must remain valid for 6 months from the date of submission.

6.3 Disclaimer

The acceptance of a submission to this RFQ is not to be construed as representing or creating any binding obligation on ISO to enter into any legal commitment whatsoever. Furthermore, in responding to this RFQ, the Supplier is deemed to specifically acknowledge the following:

Notwithstanding any representation by or on behalf of ISO or any estimate of quantities by ISO shown in this RFQ or otherwise given to the Supplier (now or in the future) ISO shall be under no obligation to purchase any particular quantity of products or services, except as otherwise formally agreed in with written and signed contractual agreement.

The Supplier places no reliance on any such representation or estimates and will place no reliance upon any future representation or estimate that may be provided unless that representation or estimate is noted in the written and signed contractual agreement.

ISO shall have no liability to the Supplier whether in contract, tort or otherwise with respect to the giving of any such representation or estimate.

6.4 Confidentiality

Unless otherwise public, all information disclosed in connection with this RFQ is confidential and the property of ISO. This information must only be released to the personnel of the Supplier to whom release is required to prepare a response to this RFQ.
6.5 ISO Logo

Please note that applicants are not permitted to use or display the trademarked ISO logo, during or after the RFQ process without express permission from ISO.