



# Request for Proposals

## Brand Strategy & Messaging Consultancy

(Project-Based / Temporary Engagement)

### Overview

Vizcaya Museum and Gardens (“Vizcaya”) is seeking proposals from qualified brand strategy and messaging consultancies to support a strategic, time-bound engagement beginning in Spring 2026.

This engagement will:

- Conduct a formal brand audit and competitive positioning analysis
- Refine Vizcaya’s institutional positioning and messaging framework
- Integrate Vizcaya Village into a cohesive campus narrative
- Provide strategic direction for a phased graphic identity refresh
- Develop a brand launch strategy (no execution)
- Deliver structured spokesperson and media training (Add-Alternate)

This is a strategic brand-led engagement. This engagement does not include design production, campaign execution, paid media planning, or creative asset development. Public relations capabilities are considered complementary but not primary.

Vizcaya is not seeking an agency-of-record relationship. Final strategic decisions will be made by Vizcaya’s Executive Director in consultation with senior leadership. The selected consultant will work closely with the Director of Marketing & Communications as project lead.

## Organizational Background

Vizcaya Museum and Gardens is a National Historic Landmark and cultural institution dedicated to preserving and sharing a historic estate, gardens, and village campus rooted in Miami's history, while engaging contemporary audiences through exhibitions, programs, and community initiatives.

The institution is currently in a significant growth phase driven by the restoration and expansion of Vizcaya Village, the estate's original farm and village. This effort is revitalizing historic buildings while introducing new spaces for public engagement, culminating in the opening of Vizcaya Village as a freely accessible complement to the ticketed experiences on the east side of the campus, including the Main House and waterfront gardens.

As Vizcaya evolves, the organization seeks to align its brand, messaging, and public-facing narratives to unify both sides of the estate into a cohesive campus and visitor experience—one that honors Vizcaya's historic foundation while clearly articulating a forward-looking vision.

## Project Purpose & Goals

The purpose of this engagement is to:

- Clarify Vizcaya's institutional positioning and leadership territory
- Establish a cohesive narrative architecture across campus
- Align donor, visitor, civic, and institutional messaging
- Provide insights for a future phased visual identity refresh
- Strengthen spokesperson discipline and media readiness

This work prioritizes strategic clarity, institutional alignment, and long-term usability over volume of deliverables.

## Scope of Work

Proposers should address each area below and may suggest refinements that better align scope, impact, and budget.

## 1. Brand Audit

Conduct a structured audit of Vizcaya's current brand ecosystem, including:

- Core messaging materials
- Website and digital presence
- Community-facing communications (visitors and community partners)
- Donor-facing communications
- Media positioning
- Internal narrative inconsistencies

Deliverable:

A concise Brand Audit Report identifying:

- Gaps and redundancies
- Messaging fragmentation
- Narrative misalignment
- Areas of reputational or clarity risk
- Strategic opportunities

## 2. Competitive & Peer Positioning Analysis

Conduct a focused competitive analysis of:

- Local cultural institutions
- National peer historic estates/museums
- Multi-campus or sub-brand institutions

Assess:

- Positioning differentiation
- Leadership claims

- Civic framing
- Donor narrative strength
- Brand architecture models

Deliverable:

Competitive Positioning Summary identifying:

- Areas of opportunity where Vizcaya can credibly differentiate
- Differentiation risks
- Leadership territory considerations

### 3. Brand Positioning & Narrative Framework

Develop a clear, defensible positioning framework that:

- Defines Vizcaya's leadership territory
- Articulates a cohesive campus narrative integrating Village
- Aligns civic identity, stewardship, and belonging with the institutional interpretive framework, mission and core values
- Integrates donor and visitor narratives into a scalable architecture
- Supports institutional credibility and long-term growth

Deliverable:

Brand Positioning & Messaging Framework including:

- Core positioning statement
- Narrative pillars
- Audience-level message differentiation
- Donor integration layer
- Civic positioning guidance

#### 4. Insights for Phased Graphic Identity Refresh

Provide strategic guidance to support a phased visual identity update led internally by Vizcaya.

Deliverable:

- Verbal identity guidance to inform visual evolution
- Guardrails for visual refresh aligned with brand positioning
- Recommendations for phased implementation approach

This engagement does not include design execution.

#### 5. Brand Rollout and Launch Strategy

Develop a high-level phased rollout plan for a singular brand identity scheduled for Q2 26-27 in line with the opening of Vizcaya Village to the public. This should take into account the completion of a visual identity refresh in Q1 26-27.

The strategy should include:

- Internal alignment strategy
- Stakeholder communication sequence
- Media relations guidelines
- Donor communication considerations
- Phased narrative transition recommendations leading up to the Q2 26-27 opening

Campaign execution—production of press materials, media outreach, etc.—is not required.

#### 6. Spokesperson & Media Training (Add-Alternate)

Media training may be proposed as an add-alternate component and should be priced separately from the base brand strategy scope.

The goal is to design and conduct structured training for designated leadership and staff.

Deliverables:

- Message discipline framework

- Q&A and scenario preparation
- Facilitated training sessions
- Mock interview recordings
- Media readiness guidance

Proposals must clearly state:

- Whether services are provided in-house or contracted
- Number of sessions
- Number of spokespersons assumed
- Format (virtual/in-person)
- Scope of scenario planning

Training must conclude by September 2026.

## Deliverables

Proposals must specify format and length assumptions.

Expected deliverables include:

- Brand Audit Report
- Competitive Analysis Summary
- Positioning & Messaging Framework
- Verbal Identity Guidance for Visual Refresh
- Spokesperson Training Materials (if selected)
- Executive Summary & Implementation Guidance

Deliverables should be structured, concise, and operationally usable.

## Timeline

Anticipated start: Spring 2026

Completion: September 2026

Proposals must include:

- Phased work plan
- Major milestones
- Decision checkpoints

Visual identity refresh to follow in Q1 FY 26–27.

## Decision-Making and Approval Cadence

The selected consultant will work closely with Vizcaya’s Director of Marketing and Communications as a project lead. Final strategic decisions will be made by the Executive Director and a committee of senior leaders.

Proposals should reflect a phased work plan that accommodates review, revisions and approval in line with the following:

Stage 1: Brand Audit and Competitive Analysis

- Presentation of agency findings
- Confirmation of key gaps, risks and positioning
- Alignment on strategic direction prior to framework development

Stage 2: Positioning and Narrative Framework

- Presentation of institutional positioning (positioning statement) and narrative pillars
- Donor and visitor messaging integration
- Identification of required refinements

Stage 3: Identity Guidance and Launch Strategy

- Recommendations to align verbal and graphic identity (no execution)
- Phased rollout sequencing through unified brand launch (Q2 FY 26-27)
- Stakeholder communication approach

Stage 4: Spokesperson Training

- Development of training materials
- Execution of training sessions
- Evaluation of readiness per participant

## Proposal Requirements

To ensure comparability, proposals must include clearly labeled sections:

1. Strategic Perspective (2–3 pages)
  - Initial understanding of Vizcaya’s brand challenge
  - Perspective on Village integration
  - Leadership positioning considerations
2. Proposed Work Plan
  - Phases
  - Workshops/interviews volume
  - Milestones
  - Number of Spokespeople (if proposing Add-Alternate)
3. Deliverable Outline
  - Description of each output
  - Format and length assumptions
4. Project Team
  - Named lead strategist
  - Senior involvement percentage
  - Roles and responsibilities
5. Budget
  - Total proposed fee
  - Fee structure

- Assumptions
  - Optional phased components
6. Relevant Experience

- 2–3 comparable engagements
- Outcomes achieved
- References (minimum three)
- Conflict of interest disclosures

Maximum proposal length: 25 pages (excluding appendix). Proposals should indicate how the consultant will measure adoption and effectiveness of the positioning framework.

## Budget & Engagement Structure

Vizcaya anticipates this engagement will fall within a range of **\$75,000–\$85,000** based on current scope assumptions. Vizcaya is open to phased, tiered or add-alternate pricing structures where appropriate.

Firms whose recommended approach falls outside of this range are still encouraged to submit a proposal. Please ensure proposals include:

- Specifications on what can be achieved within the budget range
- Any enhancements or expanded services requiring additional investment and a brief rationale for each
- Assumptions that materially affect pricing

## Evaluation Criteria

Proposals will be evaluated based on:

- Strategic depth and clarity
- Demonstrated brand-led expertise
- Experience with complex cultural institutions
- Integration of donor perspective

- Realism and specificity of work plan
- Quality of senior-level involvement
- Value relative to scope

## Agency Qualifications

Proposals should demonstrate:

- Experience working with cultural institutions, nonprofits, museums, or mission-driven organizations
- Strong strategic branding and messaging expertise
- Experience integrating sub-brands or multi-campus institutions
- Ability to collaborate effectively with internal teams and leadership
- Spokesperson and media training experience preferred

Vizcaya Museum and Gardens reserves the right to reject any or all proposals and to modify the scope or timeline of this RFP as needed.

Select internal planning documents, including Vizcaya's Strategic Plan and Audience Experience Framework, will be shared with shortlisted agencies to support deeper alignment during the finalist or onboarding phase.

## Terms and Conditions

### **1. Access to Public Records**

The CONTRACTOR shall comply with the applicable provisions of Chapter 119, Florida Statutes. VIZCAYA shall have the right to immediately terminate this Agreement for the refusal by the CONTRACTOR to comply with Chapter 119, Florida Statutes. The CONTRACTOR shall retain all records associated with this Agreement for a period of five (5) years from the date of Final Payment or Termination of this Agreement.

### **2. Inspection and Audit**

During the term of this Agreement and for five (5) years from the date of Termination, the CONTRACTOR shall allow VIZCAYA representatives access during reasonable business hours to CONTRACTOR'S records related to this Agreement for the purposes of inspection or audit of such records. If upon an audit of such records VIZCAYA determines the CONTRACTOR was paid for services not performed, upon receipt of written demand by VIZCAYA, the CONTRACTOR shall remit such payments to VIZCAYA.

### **3. Amendments**

This Agreement may only be amended by the prior written approval of the parties.

### **4. Public Records Compliance**

Notwithstanding anything to the contrary in this Agreement, all Services and Deliverables provided by the CONTRACTOR are subject to Florida's Public Records Law (Chapter 119, Florida Statutes), including but not limited to the following:

**4.1** All records, books, documents, maps, data, Deliverables, papers, and financial information (the "Records") that result from the CONTRACTOR providing Services to VIZCAYA under this Agreement shall be the property of VIZCAYA.

**4.2** CONTRACTOR agrees to keep and maintain public records in CONTRACTOR'S possession or control in connection with CONTRACTOR'S performance under this Agreement. CONTRACTOR additionally agrees to comply specifically with the provisions of Section 119.0701, Florida Statutes. CONTRACTOR shall ensure that public records that are exempt or confidential and exempt from public records disclosure requirements are not disclosed, except as authorized by law, for the duration of the Agreement and following completion of the Agreement until the records are transferred to VIZCAYA.

**4.3** Upon request from VIZCAYA, CONTRACTOR shall provide VIZCAYA with a copy of the requested records or allow the records to be inspected or copied within a reasonable time at a cost that does not exceed the cost provided by Chapter 119, Florida Statutes, or as otherwise provided by law.

**4.4** Unless otherwise provided by law, any and all records, including but not limited to reports, analyses, and other data and documents provided or created in connection with this Agreement are and shall remain the property of VIZCAYA.

**4.5** Upon completion of this Agreement or in the event of termination by either party, any and all public records relating to the Agreement in the possession of the CONTRACTOR shall be delivered by the CONTRACTOR to VIZCAYA, at no cost to VIZCAYA, within seven (7) days. All such records stored electronically by CONTRACTOR shall be delivered to VIZCAYA in a format that is compatible with VIZCAYA'S information technology systems. Once the public records have been delivered upon completion or termination of this Agreement, the CONTRACTOR shall destroy any and all duplicate public records that are exempt or confidential and exempt from public records disclosure requirements.

**4.6** Any compensation due to CONTRACTOR shall be withheld until all records are received as provided herein.

**4.7** CONTRACTOR'S failure or refusal to comply with the provisions of this section shall result in the immediate termination of the Agreement by VIZCAYA.

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NOTICE PURSUANT TO SECTION 119.0701(2)(a), FLORIDA STATUTES

IF THE CONTRACTOR HAS QUESTIONS REGARDING THE APPLICATION OF CHAPTER 119, FLORIDA STATUTES, TO THE CONTRACTOR'S DUTY TO PROVIDE PUBLIC RECORDS RELATING TO THIS AGREEMENT, CONTACT THE CUSTODIAN OF PUBLIC RECORDS.

Custodian of Records: Procurement Administrator Vizcaya Museum & Gardens Trust, Inc.  
Mailing Address: 3251 South Miami Avenue, Miami, FL 33129