

Question 2.2.3 (Weighting - 50%) (Word Count 1800)

Please provide full details of how your organisation will ensure accurate delivery of the services detailed in Schedule 1 and Schedule 1A of the Entire Agreement. Your response should highlight how you will draw on the following activities to deliver effective public information, social marketing and revenue generation, in order to achieve and exceed the objectives of the Framework Public body:

- *Target Audience insight*
- *Strategic marketing planning*
- *Development of a compelling creative strategy and brief*
- *Development, production and delivery of a well-targeted and engaging approach.* □

Particular attention should be given as to how these processes can be used and adapted to deliver a range of marketing disciplines including:

- *Creative Advertising* □
 - *Field Marketing* □
 - *Partnership Marketing* □
 - *Direct Marketing*
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2.2.3. ENSURING ACCURATE SERVICE DELIVERY

To deliver a service relevant to the requirements set out in Schedules 1 and 1A, we will draw on the specialist in-house skills of **Union Advertising** (Advertising and Digital Marketing), **Union Connect** (Field and Partnership Marketing), and **Union Direct** (Direct Marketing).

As an agency we have more than 20 years' expertise in all required forms of marketing services.

[redacted exempt.]

[2 lines redacted exempt.]

AUDIENCE INSIGHT

[2 lines redacted exempt.]

STRATEGIC MARKETING PLANNING

[2 lines redacted exempt.]

DEVELOPMENT OF CREATIVE STRATEGY AND BRIEF

[1 line redacted exempt.]

DEVELOPMENT, PRODUCTION & DELIVERY OF TARGETED ENGAGING APPROACH

[1 line redacted exempt.]

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Target Audience insight

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We're experienced in targeting a range of audiences from generic, e.g. lower socio-economic groups (SD), to niche, e.g. General Practice Nurses (NHS Education for Scotland).

To deliver the required objectives and inform strategy, we use a variety of resources and tools to uncover insight.

Insight Generation Method	Application	Example
Campaign analysis – previous campaigns.	Advertising	Eat Better Feel Better – successful 'Fussy Eater' strand in 2015 up-weighted in 2016.
Dataset analysis – existing client datasets.	Direct/digital	SNBTS – we built a donor lifecycle segmentation to maximise donations and enhance retention.
Profiling tools.	Partnership/field	Digital Participation – Target Group Index data uncovered barriers to response.
Stakeholder workshop – to gain 'on the ground' insight.	Advertising	Mental Welfare Commission - workshops identified effective language.
Search - tools like Google Trends aid audience interest and behaviour insight. Search data provides information on <i>actual</i> behaviour.	Digital	FeedGood Factor - search analysis for breastfeeding queries showed 14am peak. We developed a screen dimmer button for mums seeking help during night feeds.
Primary research – extensive experience of conducting, commissioning and interpreting.	Advertising/digital	For Glasgow City Council's cycle network , we designed co-creation research to gain insight from residents.
Professional body membership (IPA/IDM/DMA/IPM) – report access on research innovation.	Field/partnership	Insight led to creation of first-ever SDG Road Safety VR activity.
Worldwide Partners – our independent agency network delivers global audience insight to inform thinking.	Digital/advertising	For Scottish Enterprise , partner agencies we've approached to help identify audiences in Portugal.
Experience – time in our audiences' world.	Digital/advertising	For SDS we taught ourselves to code when targeting programmer audiences.

We apply audience insight across all disciplines. For example our donor segmentation for SNBTS combines blood type insight and giving profile to drive highly personalised direct marketing campaigns.



SNBTS: “Right blood, right time” strategy and communications.

Our work for Children’s Hearing Scotland was developed from the insight that we needed to appeal to volunteer’s intrinsic motivations (i.e. benefits to themselves) whilst keeping better outcomes for children as the key ‘benefit’.



The campaign was deployed across advertising, digital, partnership and field. Results exceeded target by +64%.

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To aid strategy development, our audience insight analysis includes identification of **barriers** and **opportunities** to the desired **behaviour change** or **commercial outcome**:

PARTNERSHIP BARRIERS AND OPPORTUNITIES		
BARRIER	OPPORTUNITY	PARTNERSHIP MARKETING SOLUTION
<p>Optimistic bias: People believe “<i>bad things happen to other people.</i>”¹⁹</p> <p>Leading potentially to ignoring Healthier messaging.</p>	<p>Network nudge: We are influenced by the behaviour of those around us.</p>	<p>Social sharing: Use partners’ community spaces (e.g. Asda local boards) to highlight positive local experiences.</p>
	<p>Timely prompts: We are more likely to undertake an activity if given a prompt at the right moment.</p>	<p>Contextual partner placement: Prioritise assets accessed prior to target behaviour. E.g. Facebook iBeacons at chemists, when health is top of mind.</p>

Example approach to opportunities and barriers for healthier portfolio.

Strategic marketing planning

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Our strategy for EBFB identified clear roles for each channel to deliver an integrated initiative with multiple, complementary elements including partnerships, field, advertising and digital.



Communications strategy overview.

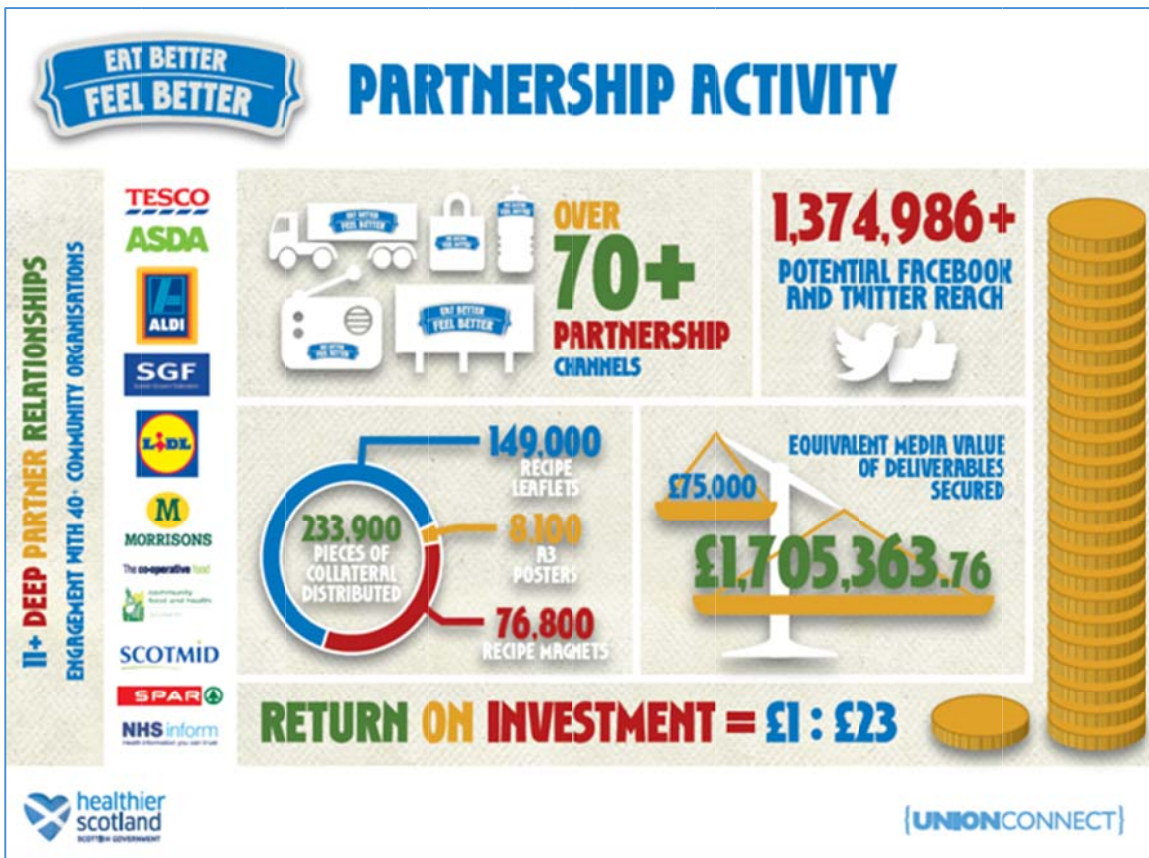


The campaign motivated 35% of our audience to take action.

Strategic marketing planning includes a focus on messaging: having analysed audience data, we recommend messaging to both engage the audience and deliver the objectives of the PSB.

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[redacted exempt.]



Measurement/ROI infographic from EBFB evaluation.

Development of a compelling creative strategy and brief

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We develop compelling **creative strategie**s based on audience insights, competitive analysis and emerging trends. We assess creative territories for their ability to deliver against objectives, working with you or through audience testing.

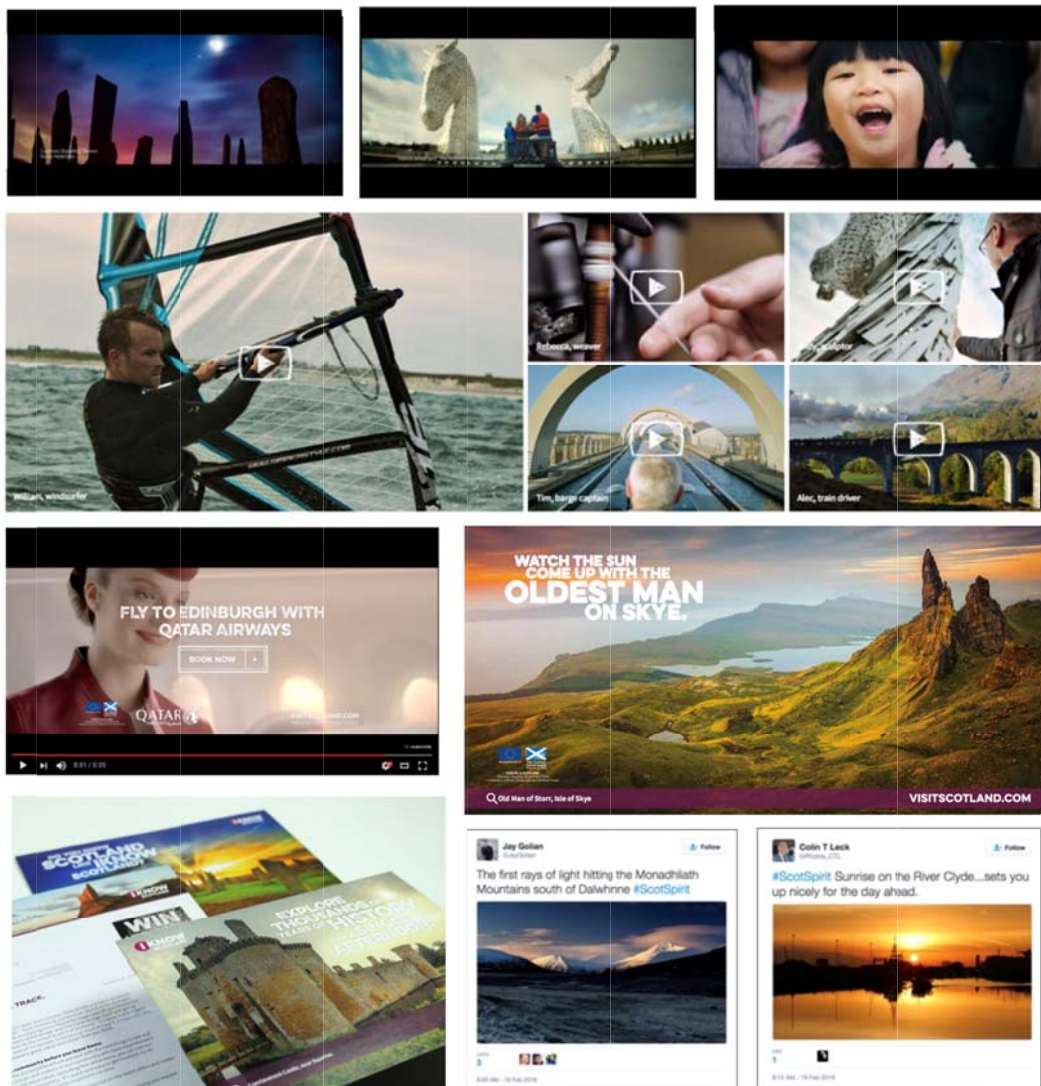
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The creative team works closely with Planning to deliver on the agreed territory, ensuring accurate delivery across all identified channels.

This may involve creative testing, sense checking through client/stakeholders, or live testing via A/B splits – which our Planning team facilitate and deliver.

As example output, we created VisitScotland's first-ever single global creative strategy. Harnessing Scotland's spirit as an intangible, almost magical feeling. The first nine months have delivered the highest-ever levels of visitor engagement and industry referrals.



The campaign used advertising, digital, direct marketing and partnerships.

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For QMS our compelling creative strategy - dramatising short cooking times - changed perceptions of Scotch Lamb and attracted new lamb lovers. Retailers reported a +73% uplift.



Advertising, direct marketing and digital assets.

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Accurate service delivery

We ensure accurate service through:

- Excellence in creative, account management and production, via experienced staff
- Stringent project management and sign-off procedures, including briefing documents, timing plans and quality checks
- Compliance to advertising standards through Clearcast and CAP
- Access to Legal Advisory services at the IPA, IPM and DMA.

Engaging creative

We ensure our approach is **well targeted** by putting the audience at the heart of creative development.

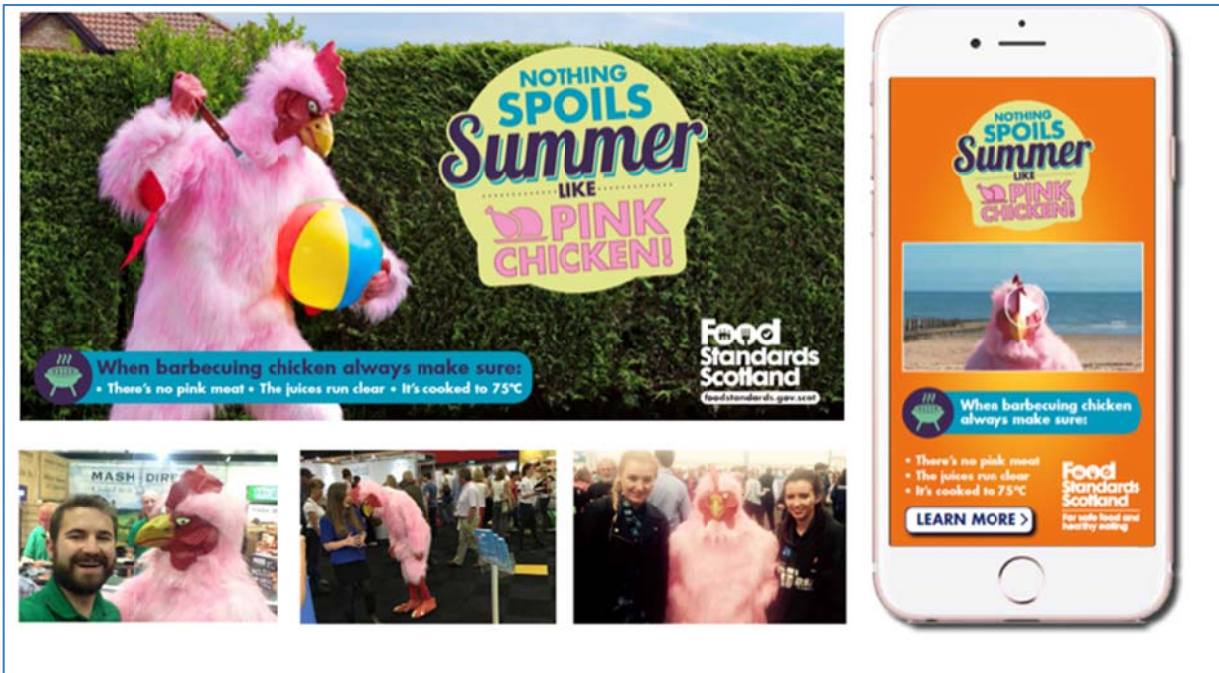
We deliver an **engaging approach** by creating output that is *innovative, affective* and *relevant* - attributes shown as key to building long-term effectiveness.

VisitScotland: Cinematic films and intimate mini-documentaries captured locals talking about what Scotland's spirit means to them - supported by segment specific direct marketing. Total views surpassed 62m. 70% of UK, USA and Germany audience said they'd be more likely to visit after seeing the campaign.

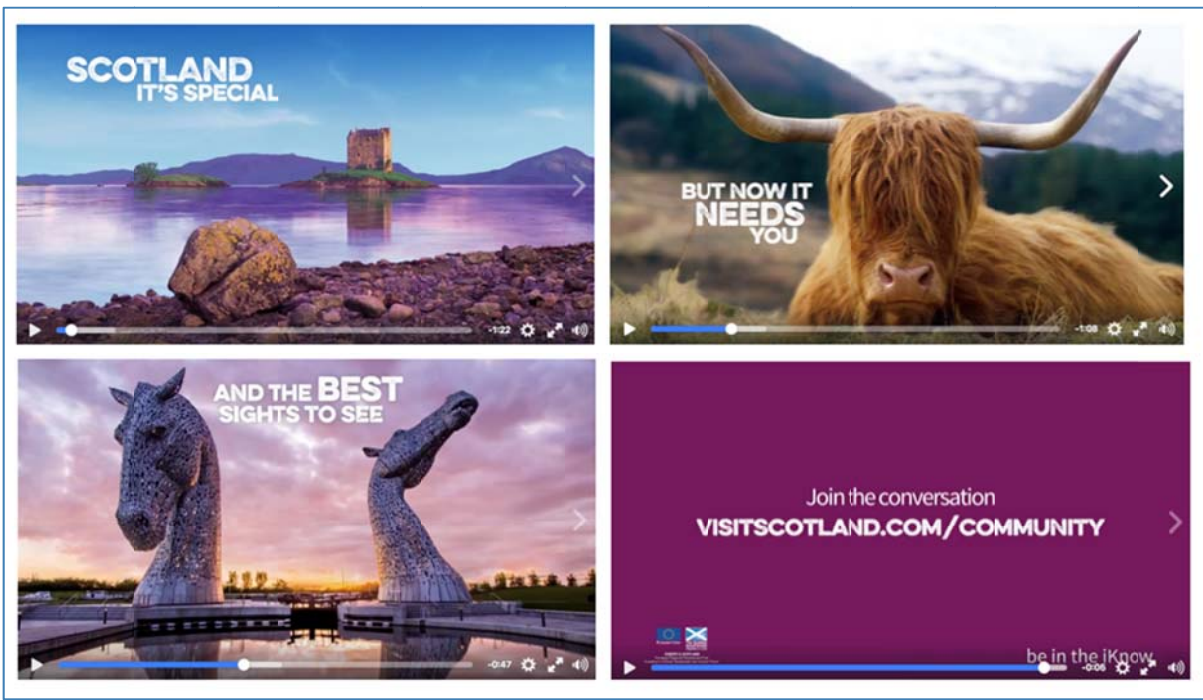


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Food Standards Scotland: Pink Chicken was created to educate young males about cooking BBQ chicken properly. Disruptive video content, 'pathe' style radio and innovative mobile (Adludio) ensured engagement.

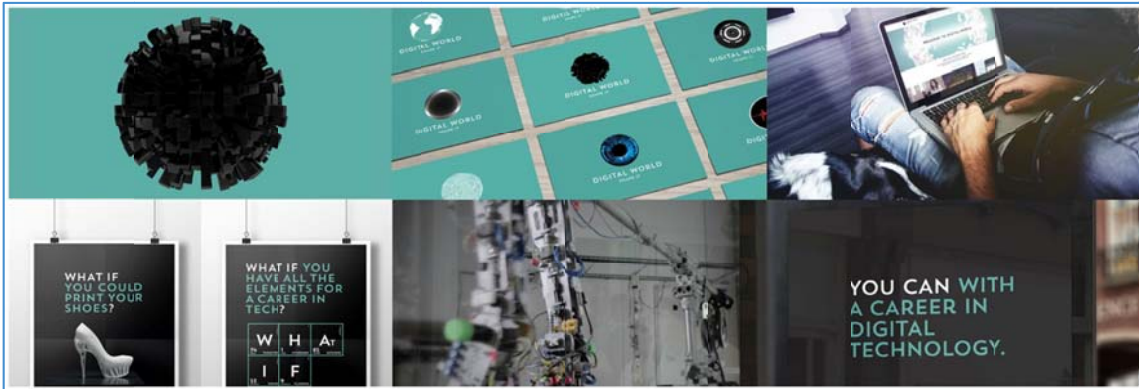


VisitScotland: Pioneered Parallax 3D technique brought VisitScotland's community to life. Total views surpassed 2.5m.



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SDS Digital World: Created a constantly changing identity, to reflect the dynamic nature of the digital world.



Scottish Development International: Innovative DM to promote Scotland as a cost-effective location elicited a remarkable 39% response.



Let's Get On: Field and partnership got 23,000 people to experience the internet for the first time – many in rural areas.

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Road Safety Scotland: partnerships with 101 organisations allowed targeting of a difficult-to-reach audience. Activation included an innovative job light outside of pubs.



Photography

We work with a roster of photographers from across Scotland, and monitor emerging talent. We ensure all appropriate permissions for print and digital, and access where required by clients.

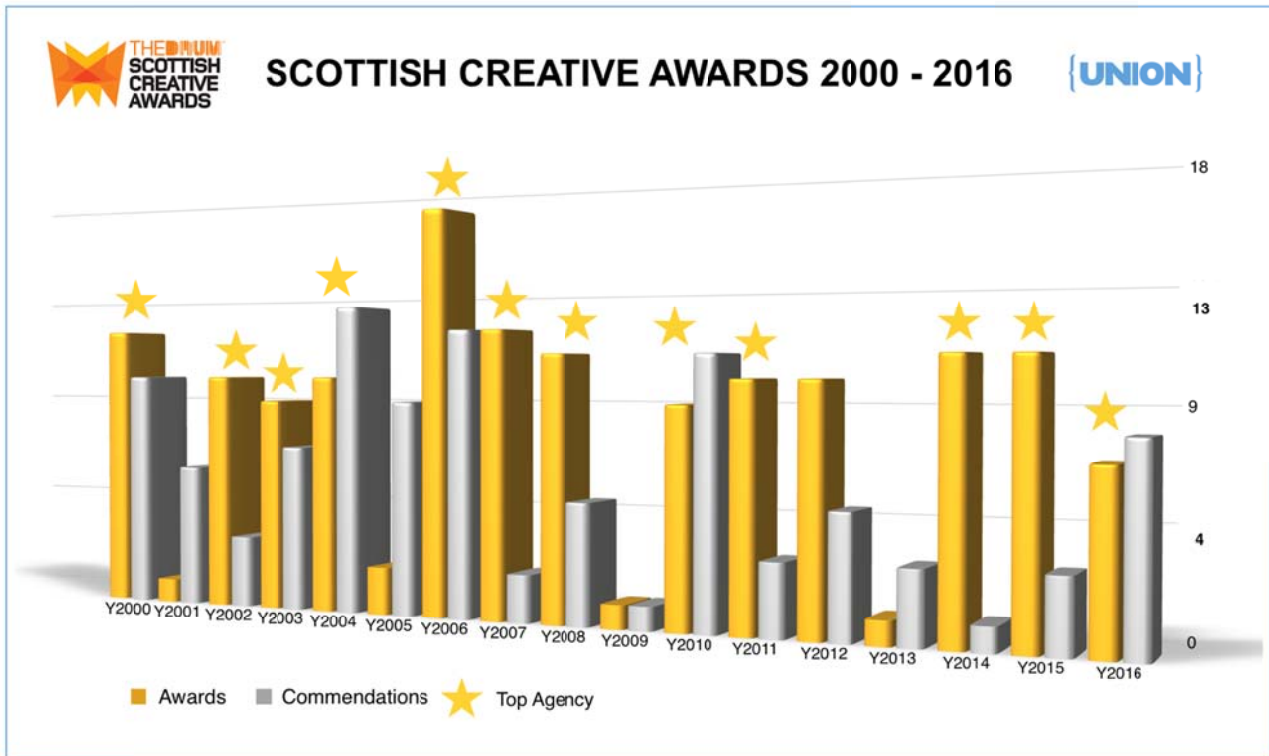
Achieving and exceeding objectives

A well-targeted and engaging approach helps achieve and exceed objectives.

As evidenced by our extensive work for Public Sector bodies, we deliver effectively across public information, social marketing and revenue generation:

[redacted exempt.]

Our achievements in achieving and exceeding objectives is reflected in our awards success:



Our Scottish Creative Awards - top agency 12 times.