



SCOTTISH GOVERNMENT

SP-16-010

**FRAMEWORK AGREEMENT FOR THE PROVISION OF
DIGITAL MARKETING SERVICES**

FORM OF TENDER

FORM OF TENDER TO THE SCOTTISH MINISTERS

The Tenderer hereby contracts and agrees on the acceptance of the tender by the Scottish Ministers acting through Scottish Procurement, to provide the services in the specified in Schedule 1 & 1A of the Entire Agreement in accordance with the Schedules, at the prices entered in the Commercial Envelope and the terms and conditions of this Framework Agreement.

The Tenderer undertakes to submit a tender in accordance with the following documents:

- Framework Agreement
- Schedule 1 Statement of Requirement and Service Levels
- Schedule 1A General Statement of Requirement
- Schedule 2 Pricing Schedule
- Schedule 3 Award Procedures
- Schedule 4 Management Arrangements
- Schedule 5 Standard Terms Of Supply
- Schedule 6 Parent Company Guarantee
- Schedule 7 Contractor Sensitive Information
- Schedule 8 Exit Management
- Schedule 9 Model Contract regarding Data Protection Directive 95/46/EC
- Schedule 10 Approved sub-contractors
- Form Of Tender

The Tenderer agrees to abide by this tender from the date fixed for receiving tenders until the award of the Framework.

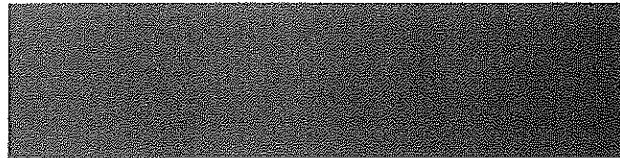
The Tenderer understands that the Scottish Ministers are not bound to accept the lowest priced tender or any tender and shall not be bound to use the Contractor as a sole supplier.

The Tenderer understands that the service provision is expected to commence on 1 June 2017, for a period of 48 months, and is expected to end on 31 May 2021 unless the Framework Agreement is terminated in accordance with the terms and conditions of this Framework Agreement.

Tenderer/Company: The Gate Worldwide

Name: Helen Hourston

Signature:



Designation: Managing Director

Date: 9th December 2016

TUPE

Having taken legal advice it is our view that TUPE will not apply to the Framework Contract.

We recognise that it may apply once a call-off contract is awarded.

We have little current understanding of what specific work might be transferred to us through future call-off contracts. In the absence of full, detailed information from the existing agencies and the Scottish Government/Collaborative Partners, we are unable, at this time, to make any meaningful assessment of the likely costs or impact(s) of TUPE.

Our submission is therefore made on the assumption that TUPE will not apply.

Digital Marketing Services – The Gate Worldwide – 2.2.3

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. Within your response please detail how you will draw on your marketing and social marketing and technical expertise to achieve the services and where applicable, deliver behaviour change. Your response should highlight how you will draw on the following activities to deliver effective digital marketing activities in order to achieve and exceed the objectives of the Framework Public body.

- Digital marketing strategy and roadmap (including engagement strategy)
- Social media
- Data, segmentation and targeting
- Online lead generation, nurturing and scoring
- Content marketing and development
- Conversion optimisation
- SEO
- User experience and testing

Particular attention should be given to how your approach can be used and adapted to deliver a range of activities including:

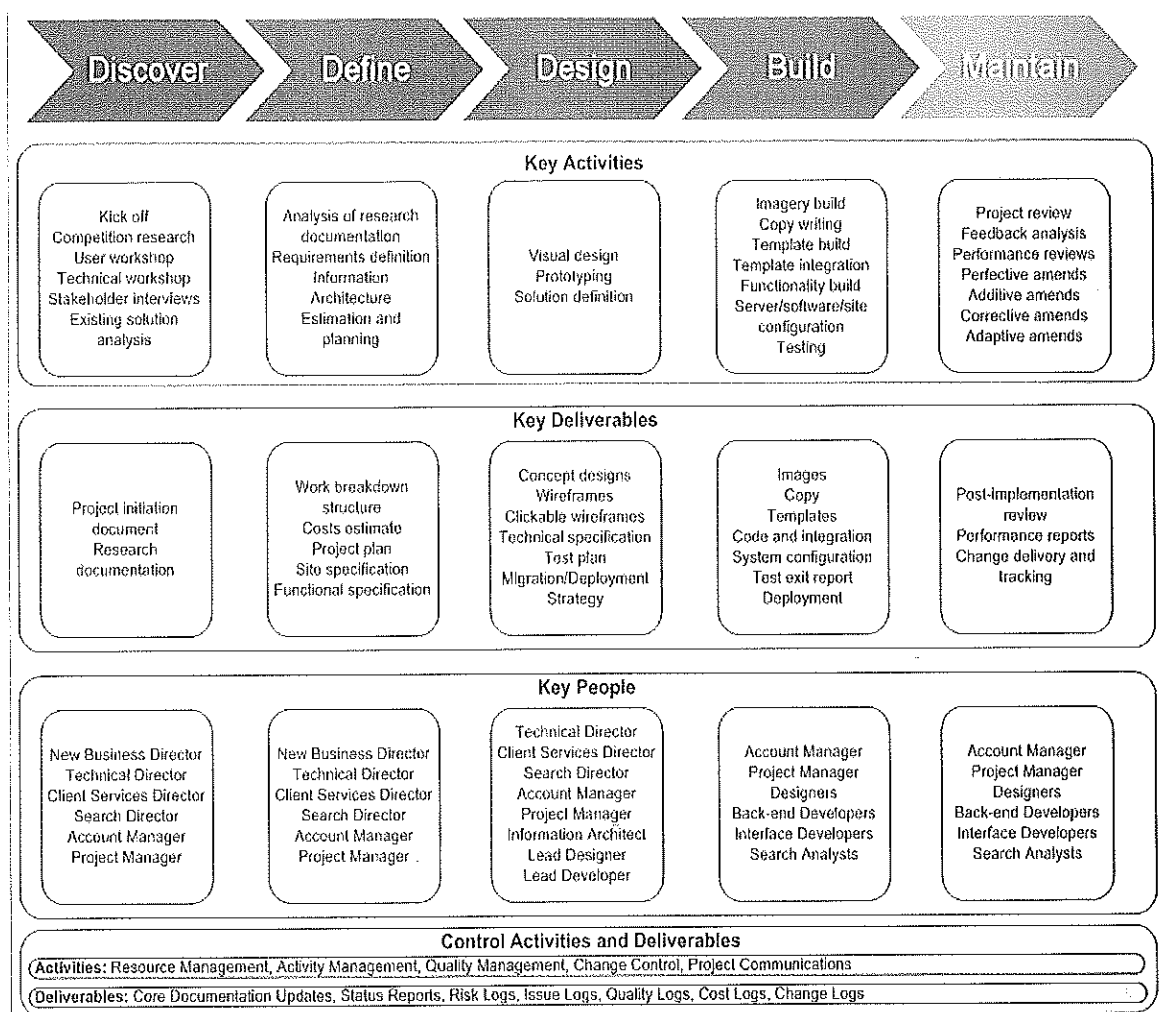
- Digital marketing
- Search engine optimisation
- Partnership marketing

Effective process

Day-to-day that means we aim to provide the highest level of strategic and technical service; to do the right thing, and get it right first time. We recognise that this is only achievable by managing risk and attending to detail as part of the process. Our disciplined and rigorous process ensures we achieve pinpoint strategic alignment, enabling us to deliver with perfect accuracy every time.

Our methodology is driven by understanding audiences, creating digital campaigns or assets we know will appeal and change behaviour, and measuring the resulting success so we can optimise the campaign and use to build on future campaigns. With clear comprehensive outputs, milestones, feedback and approval steps, our process delivers confidence in the

Diagram 1. Our five step process is rigours but flexible and applies regardless of digital activity



outcomes and ensures high-quality outputs throughout.

Tuned to Frameworks needs

As we have been on the Scottish Government Digital Marketing Lot for the past four years, our process is also tuned to the needs of the framework. Our process is versatile and covers the wide range of services to be provided under this framework. It's rigorous but flexes to include different tools and techniques according to requirement.

Digital innovation

We pride ourselves on digital innovation, with a hard-edged focus on usability, performance and data, secure in the knowledge that we will deliver on time, on budget and on brief. Our team are capable of all aspects of digital marketing including: paid display, SEO, eCRM, social, design and build, Inbound Marketing, PPC, content creation, mobile apps/SMS.

Digital Marketing Strategy

The key to accurate delivery is a digital marketing planning methodology that is scrupulous and end-to-end. The output of the process will be the framework that guides channel choices and governs the implementation of digital marketing activity.

Accuracy is designed-in: every stage must demonstrate it. Our planning is where our agency exacts measurement, data and facts and then brings them to bear in order to trigger and stimulate accurate interpretation, deeper insight and creative expression.

Objectives

On receipt of a client brief, we seek to [REDACTED] to specify objectives as tightly as possible and to understand constraints [REDACTED] and the broader political context. We need to deliver value for money at all times to The Framework, so it vital that recommendations are based on [REDACTED] underpinned by [REDACTED] and [REDACTED]

Research and insight

At The Gate, insights are core to developing compelling, believable digital communications. We use various techniques to understand audience behaviour including [REDACTED]

We have a range of insight tools at our disposal:

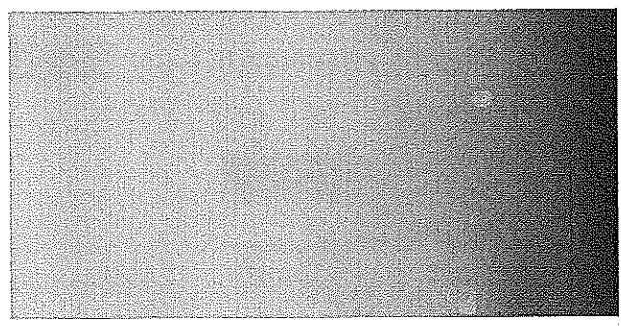
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- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

Audience insights are [Redacted]
[Redacted]
[Redacted]

Specific UX Outputs

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted] are a reference tool. They
exist at multiple touchpoints as
digital marketing programs. Below [Redacted] for
more information.



Strategy

With the capability to plan and implement campaigns across *every* digital channel, we [Redacted]
[Redacted]". Our strategists and experts across UX, search, display, mobile, social and
creative, [Redacted] across the full raft of digital and social
channels or as part of an integrated larger campaign.

When planning a digital campaign strategy, we look at building on [Redacted]
[Redacted]
[Redacted] to deliver a world-class digital campaign.

When initial messaging is defined, we map this against a [redacted] to ensure [redacted] for all audiences and platforms. From this, the [redacted] is created, capitalising on all [redacted]

The [redacted] is the key output of the planning process. It brings together the findings, learning and insight and shifts the focus towards the "how". We [redacted] and [redacted] that define objectives and how outcomes will be achieved.

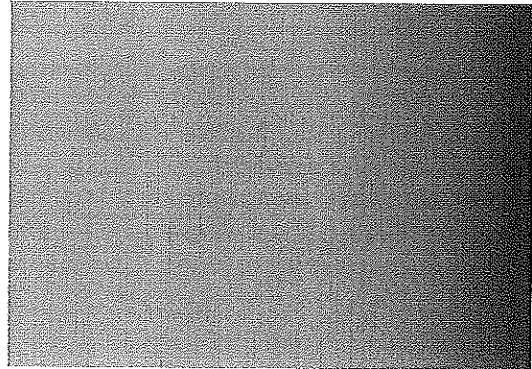
Digital channel planning

In digital channel planning we ask: [redacted] We apply our [redacted] to identify the most effective channels at each stage of the journey and best use [redacted]

Our insight led approach means [redacted] are created based on:

- [redacted]
- [redacted]
- [redacted]

Illustration 2. For multiple audience segments and ongoing eCRM strategies, we [redacted] segment profiles. Below large scale data analysis for SSE to develop customer segments and an eCRM and reward strategy.



[REDACTED]

Social Media

We have the skills and tools to guide clients through the sometimes daunting social media landscape and help them overcome obstacles and develop appropriate [REDACTED]

We can give clients practical [REDACTED] and [REDACTED]

We also help clients [REDACTED] and monitor their own [REDACTED], creating [REDACTED] and [REDACTED] and [REDACTED] based on agreed KPI's.

SEO

Our search team deliver expert online campaigns across SEO and PPC advertising. We focus on [REDACTED] so while rankings are great, we work [REDACTED] we are driven by [REDACTED] and [REDACTED]

Business and consumer behaviour change being digital strategies are driving the way we live. We use insight to create a digital strategy and help you with content, design and opportunities to grow.

Sign up/
download app

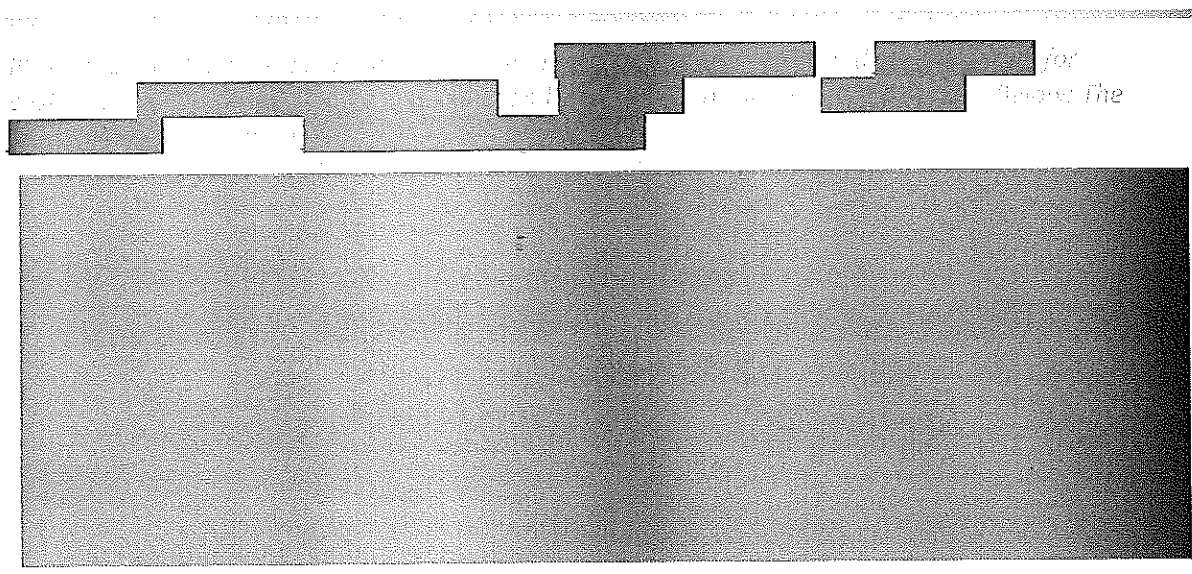
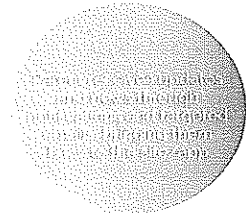
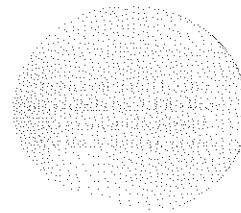
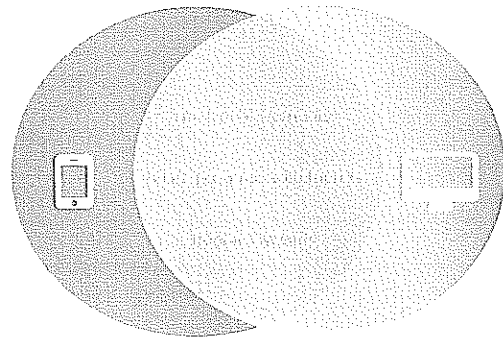
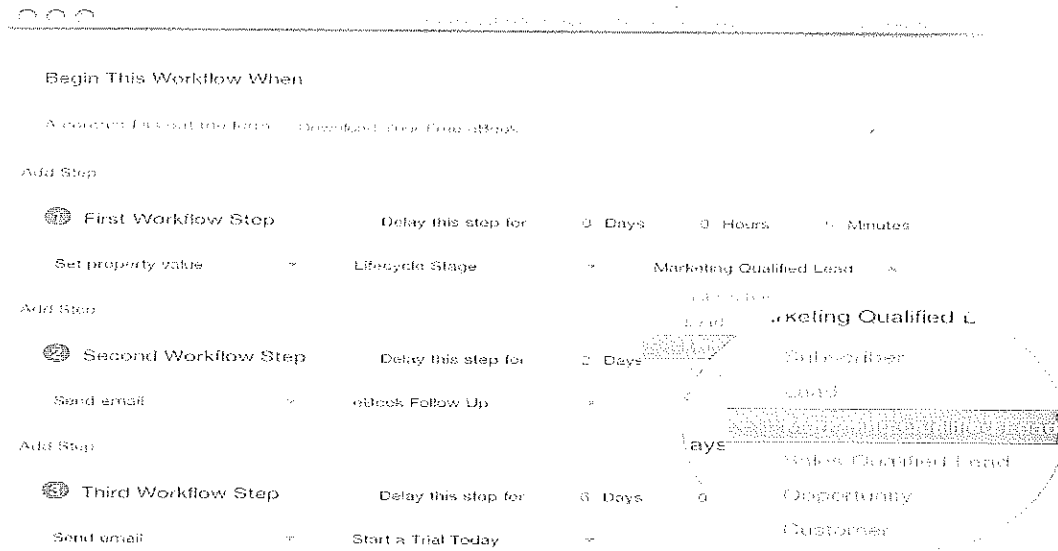


Illustration 5. We use Hubspot accredited and use automated in-board content marketing tools as an efficient way to manage metrics and drive lead generation strategies on client campaigns.



[REDACTED]

As recent algorithm updates have blurred the lines between [REDACTED]
[REDACTED] We plan your [REDACTED]
[REDACTED] Our approach aims to [REDACTED] and a
[REDACTED]

Our detailed reports allow you to see exactly how we are [REDACTED]
[REDACTED] which we then use as a [REDACTED]

Content Marketing

Delivery

Implementation

Detailed campaign plans across all activity are developed and show [REDACTED]
[REDACTED] These along with [REDACTED] and [REDACTED] are
used to help ensure campaign implementation remains on track.

Plans are split into [REDACTED] allowing us to [REDACTED] Relevant
communication messaging and content [REDACTED] together with [REDACTED] to
report on [REDACTED] and overall campaign KPIs.

We create multiple assets and campaigns through our production, technical, creative and content teams who are experienced in delivering website design and build, digital assets and content for large and small clients.

Web development

The [redacted] is the blueprint that we work to when we develop any site. It describes the [redacted] and typically comprises [redacted] [redacted] for the avoidance of any doubt. Development is always in line with the [redacted] and agreed Scottish Government platforms, standards and methodologies.

Production management

We run regular [redacted] to track progress and ensure cohesion. All tasks will be [redacted] prior to execution. We have rigorous [redacted] to reduce risk and ensure “no surprises”. This includes a [redacted]

Testing

We don't see testing and quality assurance [redacted] so we deliver with a defined [redacted] and ensure that any project has gone through [redacted] a long time before it gets to our [redacted]

The team is responsible during the [redacted] of the project for working with the [redacted] to ensure that [redacted] And before we get to [redacted] on the [redacted]

Tracking

We ensure that all our recommendations, decisions and expectations stem from a clear understanding and definition of predicted KPIs. We follow the relevant [redacted] [redacted] (Illustration 5). We work across a number of online measurement tools including [redacted]

Evaluation and measurement can be categorised by format, for example:

1) Format	2) Platform	3) Metrics	4) Goals
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Digital Marketing Services – The Gate Worldwide – Question 2.2.4

Website Design and Development Services can include, but not be limited to, the following services:

- digital transformation of existing services;
- web based application development;
- mobile application design and development;
- desktop application design and development.

Please provide details of how your organisation will deliver website design and build services paying particular attention to the following:

- website development across multi-platform including standard desktop and mobile operating systems;
- how web based applications will comply with World Web Consortium (W3C) Web Accessibility Initiative Standards to WCAG 2.0 level AA (or any equivalents) and any future revisions;
- your organisations ability to use stylesheets (e.g. CSS) and coding standards using a formal grammar, (e.g. XHTML)
- how web based systems will be viewed using all major web site browsers including, but not limited to, Internet Explorer, Chrome, Safari, Firefox, Opera and Edge;
- your organisations use and experience of Open Standards and Open Source solutions;
- how your organisation would deliver and implement assistive technology requirements.

Tenderers must also provide details of any services which will be carried out by Sub-Contractors in relation to Website Design and Build services.

The Gate have full in-house expertise in the application of digital tools including website design, build and maintenance, creation of mobile apps and other digital media to effectively reach audiences in a timely, relevant, personal and cost-effective manner.

Website development

As with all our digital projects, we use a [REDACTED] when it comes to design and build principles. This [REDACTED] ensures that all our sites conform to best practice and “future proof” them against any further changes in browser software or hardware updates.

The Gate are highly experienced in web based, mobile and desktop application design and development. In order to get to a result quickly, we identify early on things that would be deal breakers – including [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] While not tied to any [REDACTED] we favour [REDACTED]

[REDACTED] for flexibility, ease of use and cost effectiveness.

Website design and build

To make sure the website we create fulfils the client’s goals, we employ [REDACTED] [REDACTED] to ensure a true representation of the target market that is based on evidence. We provide an easy to understand summary of [REDACTED] [REDACTED] together with [REDACTED] for all digital experience planning and design decisions.

In terms of [REDACTED] and [REDACTED], we have expertise in

[REDACTED] for customers to achieve goals, [REDACTED]

[REDACTED]

[REDACTED] This approach is particularly useful when it comes to the [REDACTED] Being able to identify the devices and environments that our potential customers use, allows us to design a comprehensive tailored experience.

Technical development

Our development teams are led by a [REDACTED] who, along with the project leads (usually [REDACTED]) are responsible for the overarching technical design of any development project.

The design of any reasonably sized solution will feature:

- [REDACTED]
- [REDACTED]
- [REDACTED]

As we have identified above, the team that we have in place are vastly experienced in their respective development paths, [REDACTED]

We believe our [REDACTED] many of which [REDACTED]

We employ [REDACTED] integrated with a number of build and test tools to ensure that every check in [REDACTED] change depending on the phase of the project but may include:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Our developers use a rigorous toolkit which includes not only the latest versions of respective technologies but also testing for the following browsers:

- Internet Explorer V10
- Chrome
- Safari
- Firefox
- Opera
- Edge

Integrating Visual design with Technical Development

The Front End development team has the job of creating [REDACTED] and our own standards. All our work usually starts with our own [REDACTED] which consists of a number of common [REDACTED]

[REDACTED] This gives us a consistent and common base on all our project that follow industry best practise and standards [REDACTED]

Our own standards are defined and maintained with the assistance of the [REDACTED] [REDACTED] Who always ensure that [REDACTED] and then work to ensure that all team members are both using and where appropriate contributing to our [REDACTED] documentation.

Our [REDACTED] is developed primarily using [REDACTED] elements where browser compatibility is not a concern. We add [REDACTED] attributes to our [REDACTED] where appropriate to ensure our [REDACTED] is accessible to all. When naming things (class names) in our [REDACTED]

Where browser compatibility is a concern we will design and develop against the specified client requirements – we have worked with [REDACTED] [REDACTED] in both cases we have not only had to produce [REDACTED] which rendered correctly on the latest browsers and email clients but also on these [REDACTED] Whilst more work is often required we have in all cases [REDACTED] which works correctly across a wide browser selection; and been successful in the delivery of that [REDACTED]

These technologies are all tied together by using [REDACTED] as a task runner, which runs all our primary tasks we need such as compiling our [REDACTED] It also lint's our [REDACTED] [REDACTED] as we go to ensure we are meeting a common standard. Lastly, it minifies assets such as [REDACTED] to ensure best practise speed and performance guidelines.

The use of these technologies together ensures repeatability and the ability for others to pick up on projects faster.

Assistive technology

We have implemented this methodology and set of standards on the new [REDACTED] [REDACTED] incorporating elements of [REDACTED] both from a [REDACTED] [REDACTED] and also from a [REDACTED] ensuring that administrators were producing compatible content; as part of this project it was also very important that the site worked with assistive technologies.

We also have vast experience of working with [REDACTED] requirements and in testing against assistive technologies in working with the [REDACTED] [REDACTED]

Project Deliverability

Testing and quality assurance should never be a one stage deliverable, and whilst we ensure that we are happy with the quality of the product we deliver with a defined test phase at the end of every build, we're careful to ensure that the project has already gone through significant testing a long time before it gets to our testing team.

Project testing

The testing team is responsible during the definition phase of the project for working with the [REDACTED] to ensure that test plans are defined for the finished project, and before we get to [REDACTED] this team is again responsible for carrying out [REDACTED] [REDACTED] to ensure that it stands up to the requirements which were set before the build started.

The test team use a number of different tools, including some that [REDACTED] [REDACTED] but primarily we use Basecamp for all bug tracking and resolution within a project.

Digital Transformation

Over the past 18 months The Gate has been supporting [REDACTED] in their wider communications and through their digital transformation strategy, to help pivot their current services from a paper based offering to a fully digital environment.

Their opportunity was in redefining the relationship and interactions with customers and stakeholders in ways that met their expectations and simultaneously drove efficiencies and reduced operating costs for [REDACTED]

By leveraging the potential of digital technology [REDACTED] has been able to put its customers directly at the heart of their business. The benefits have been numerous. E.G. From the customer's side; [REDACTED] [REDACTED] From the perspective of [REDACTED] this has had the added benefit of negating the need to [REDACTED] The cost savings alone have been worthwhile as has the improvement in the relationship between [REDACTED] and their customers.

[REDACTED]

[REDACTED]

Digital Marketing – The Gate Worldwide – Question 2.2.5

Please provide details of how your organisation will deliver website testing, paying particular attention to the following:

1. Details of how you will provide User Experience (UX) testing, providing information on user interaction with the application interface;
2. Details of how you will provide System Performance testing, to ensure the application is fit for purpose and meets the original requirements specification;
3. Details of how you will ensure that the application meets appropriate security requirements and provide assurance on the confidentiality, integrity and availability of the application and its data.
4. Tenderers must also provide details of any services which will be carried out by Sub-Contractors in relation to any of the website testing services.

Our approach to UX (User Experience) testing involves a user-centred design approach, not only during the initial discovery phase of the project, but also to evaluate the websites performance post launch if the scope allows.

Application User Testing

IA (Information Architecture) testing

[REDACTED]
[REDACTED] that we use perform iterative assessments of our UX deliverable. It allows us to improve the structure of our website will before the interface design phase.

Interface UX testing

We use [REDACTED] to [REDACTED] for acceptance testing before anything is coded [REDACTED] allows us to create [REDACTED]
[REDACTED]
[REDACTED]

Studio based user testing (pre and post launch):

Usability testing sessions are conducted using a [REDACTED] at our testing facility. Sessions follow a predefined test plan, each session is [REDACTED]
[REDACTED]

Initial test subject are made up from our internal development compliance team who use [REDACTED] to test against the systems requirements. Upon [REDACTED]
[REDACTED] we move on to testing sessions with agreed end users.

System Performance Testing

We work with our [REDACTED] to deliver performance and load testing services.

Our approach to engagement is to have [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Security Testing

Security Testing is provided by our [REDACTED]

Our approach to engagement is to have [REDACTED] available throughout the projects life so that on-going [REDACTED] of each component can be performed as and when it is being developed. This ensures security is built in and not tested in.

We employ a [REDACTED] approach where test cases are [REDACTED] the specified requirements. These test cases are [REDACTED] [REDACTED] Testing will validate the test cases across the [REDACTED] in the requirements specification.

Once the application is deployed to the live environment [REDACTED] [REDACTED] A detailed report is produced to highlight any [REDACTED]

[REDACTED] The application is then [REDACTED] [REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]

Digital Marketing Services – The Gate Worldwide – Question 2.2.6

Please describe your organisations approach on the provision of the following services by:-

1. Hosting Services: Providing details on how your organisation will provide website hosting services, (NB: at present Scottish Government have their own Hosting arrangement in place) paying particular attention to the following:

- security;
- networking facilities;
- documentation standards;
- compliance with ISO 27017 or equivalent;
- government security classifications;

2. Support & maintenance: - providing details on how your organisation will provide support services in relation to the core development, including performance analytics and management reporting;

3. Data migration:- providing details on your organisations ability to extract data from other systems including any common data formats used;

4. Security services:- providing details on how your organisation will provide security services directly related to digital applications, (e.g. secure website certificates, secure data storage and secure data transfer protocols).

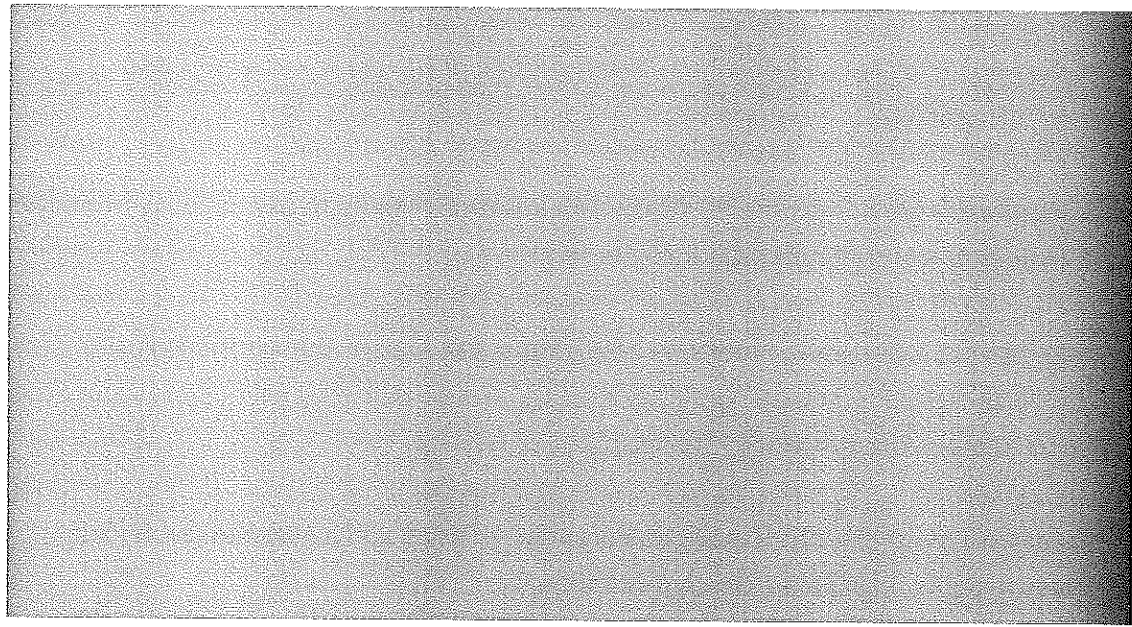
5. Tenderers must also provide details of any services which will be carried out by Sub-Contractors in delivering these service requirements.

Hosting facilities:

The Gate have been developing websites for over 15 years, and have continued [REDACTED]

Networking Facilities:

All our hosting provision is located within the United Kingdom. [REDACTED]



Documentation Standards:

Our standards for information technology documents follows the standard for the creation of these documentations aligned with the main principles outlined in [REDACTED]

Compliance with ISO 27017 or equivalent:

[REDACTED] is accredited with [REDACTED] certification, and also [REDACTED]