

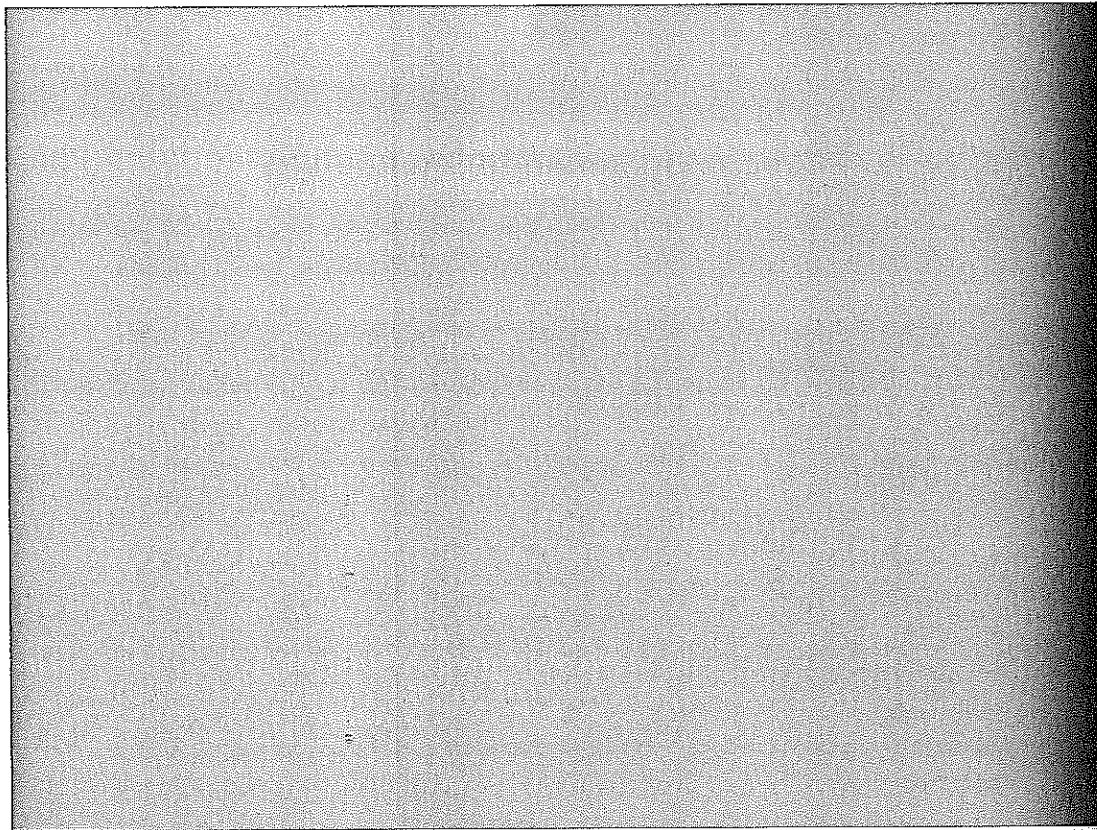
Question 2.2.7 (Weighting – 10%) (Word Count 800)

Please detail your organisation's plans for implementing a process of continuous improvement that will ensure that best practice is followed when delivering the service paying particular attention to the following:

- how you will ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market developments and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and
- proposals to monitor and improve your on-going levels of service e.g. customer liaison/ satisfaction surveys and how this information will be fed into the continuous improvement process.

2.2.7. CONTINUOUS IMPROVEMENT**OUR PROCESS**

To ensure best practice is followed when delivering the service, we constantly implement continuous improvement procedures.

THE UNION'S CONTINUOUS IMPROVEMENT MODEL

Our model for continuous improvement is based on



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

- [Redacted]
- [Redacted]

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

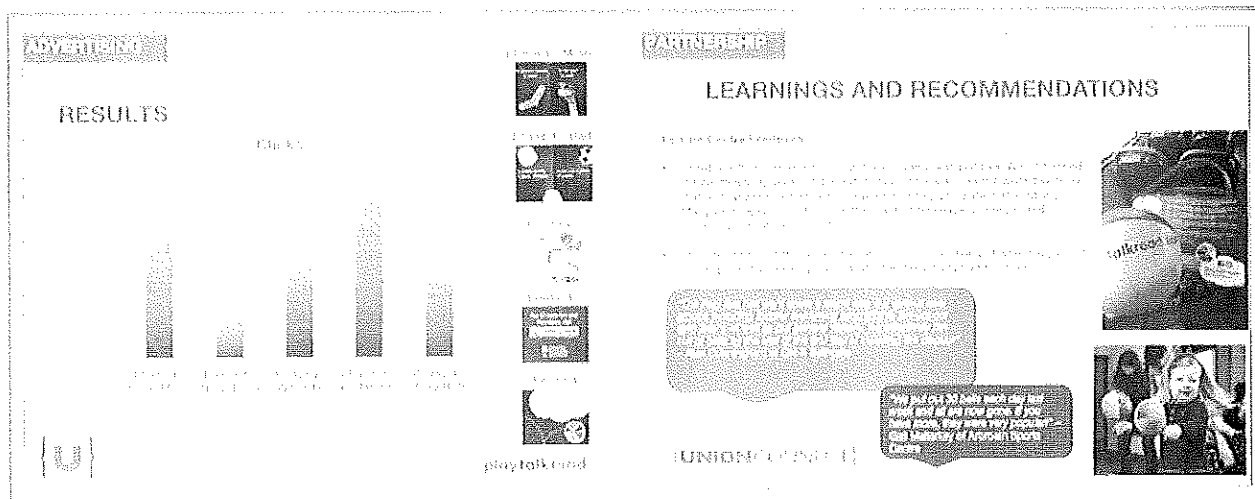
- [Redacted]
- [Redacted]
- [Redacted]



TRAINING AND DEVELOPMENT: PSB'S ORGANISATION/CULTURE

On joining, each staff member is given a full induction on the PSB's business by the Account Director. This is followed by personal learning – website, publications, news articles.

Crucial are our campaign evaluations, which provide thinking, implementation, and recommendations for improvement.



Evaluation documents are invaluable for learning.

Account Directors are responsible for disseminating information on developments in PSB clients and impacting policy changes.

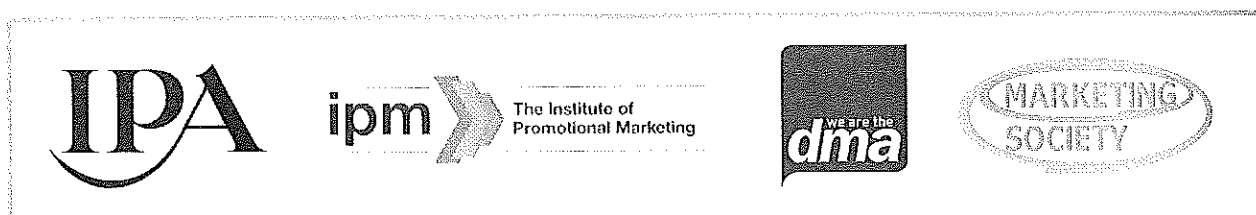
We monitor:

- Developments/news
- Sector trends/forecasts
- Legislation change
- Scottish/UK/worldwide Government policy

To obtain more effective news on policy, we recently implemented a plan to disseminate information from the ScotGov email alert.

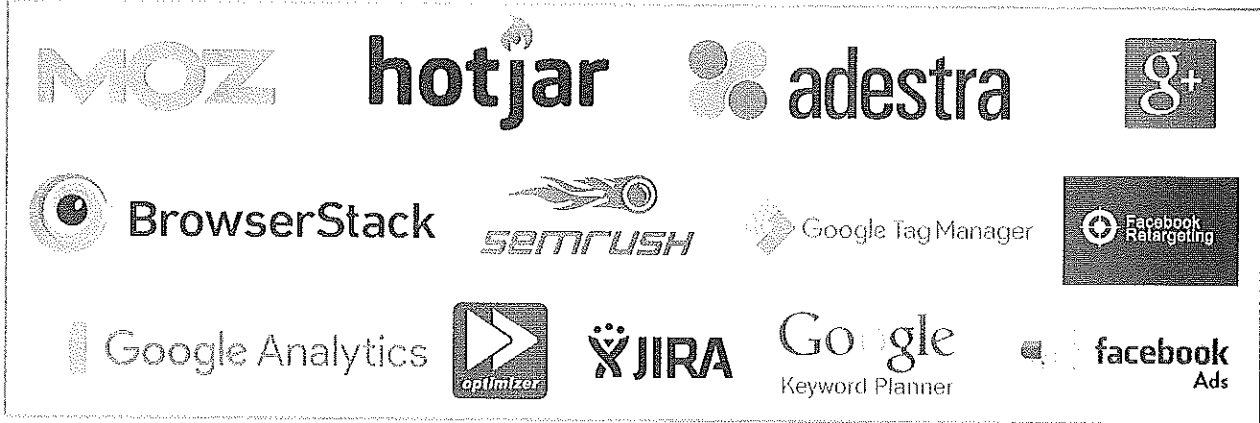
TRAINING AND DEVELOPMENT: BEST PRACTICE, MARKET DEVELOPMENTS, EMERGING TECHNOLOGIES

To ensure best practice we are a member of the Institute of Practitioners in Advertising (IPA), Institute of Promotional Marketing, Direct Marketing Association and The Marketing Society.



Best practice through membership of industry bodies.

We access best-in-class training programmes. Account Managers sit the IPA's Search/Foundation/Commercial Certificates and Legal Regulations Exam, and Google Analytics/Adwords. Promotional specialists sit the IPM Diploma.



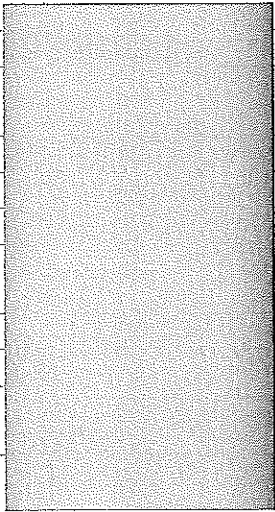
Led by [REDACTED], we implement training by:

- Reviewing courses available/continually monitoring new offerings
- Using previous feedback/identified knowledge gaps to create needs-based training
- Investing (over £15k annually) in formal training/cascading knowledge internally
- Measuring outcomes through KPIs/surveys/appraisals
- Using learning to improve future training.

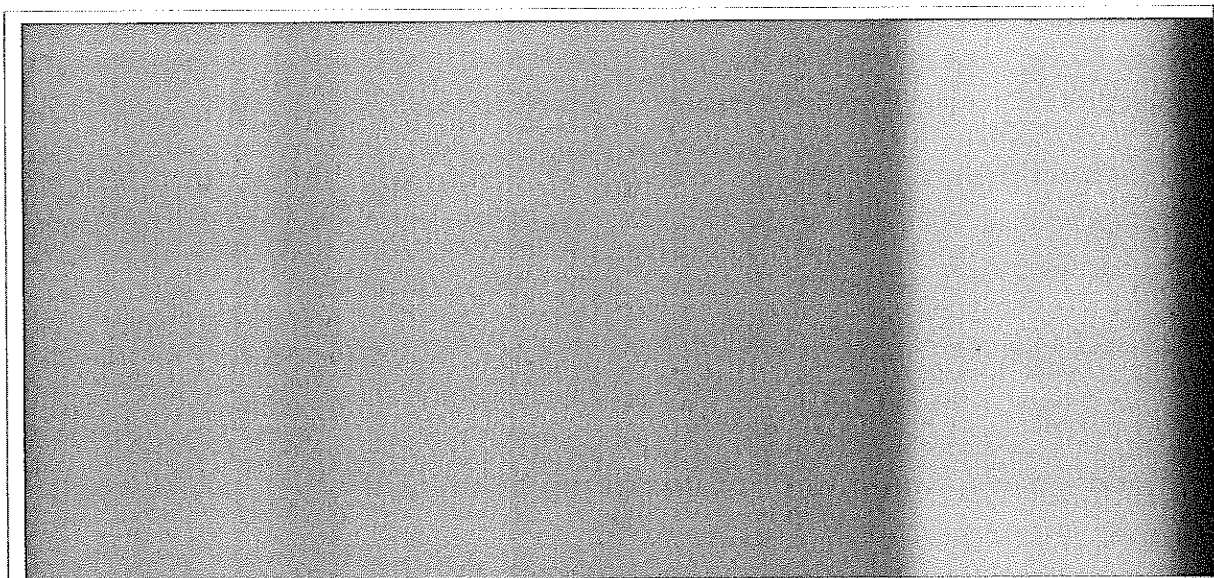
This process has enabled us to pass the IPA's Continuous Professional Development programme every year since its 1999 inception. We are currently working towards Gold certification.

[REDACTED]

2016 CALENDAR

Month	Date	Topic	Speaker	No.
April	7	A perfect process for perfect partnerships		9
	14	Understanding search marketing		10
	21	Adestra email marketing refresh		11
May	5	Thinking data, talking human		12
	12	TV advertising in 2016 and beyond		13
	19	GDPR – a roadmap for client compliance		14
June	3	How User Experience (UX) can revolutionise results		15
	16	Understanding Google Analytics		16
	23	An introduction to Worldwide Partners Inc.		17
	28	Using Insurance Provision to protect you and your clients		18
	30	Synergist Account Management System Overview		19

As evidence of providing an innovative service to PSB clients, to learn the latest thinking on behaviour change, we attended the Behavioural Exchange 2015 conference and cascaded learning internally and to clients.



We use a wide range of tools to fully understand market developments:

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



Selection of sources for inspiration and insight.

We recently learned about a process for solving complex problems called [Redacted] which we have now trained in and are implementing for clients.

These sources also provide us information on emerging technologies.

To illustrate, having judged the IPM awards, our MD learned/informed on the latest developments in Virtual Reality (VR). We are now producing a VR field campaign for a PSB client.

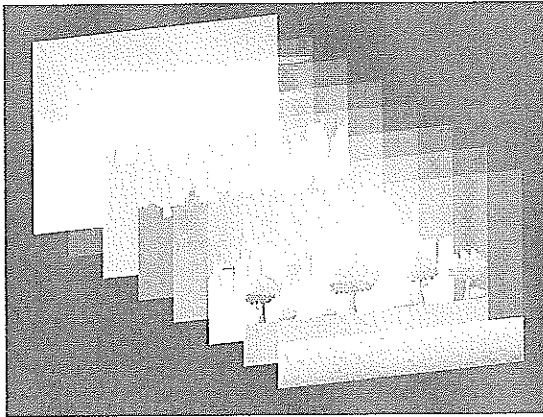


Ground breaking VR technology for a PSB client.

We also learned Parallax technology, allowing us to deliver a beautiful, cost-effective online film for VisitScotland.

PARALLAX VIDEO FROM STILL PHOTOGRAPHY

(UNION)



Emerging technology Parallax delivers a stunning 3D effect.

MONITORING AND IMPROVING ON-GOING SERVICE

To ensure we continually improve our service, we

(UNION)

AGENCY PERFORMANCE MONITOR

(UNION)

Agency Performance Monitor

UNION

Our APM, on- and off-line.

Our Directors review all feedback - positive or negative - and incorporate it into our continuous quality improvement strategy. Directors keep in touch with senior clients at all PSBs, regularly meeting to discuss areas for improvement.

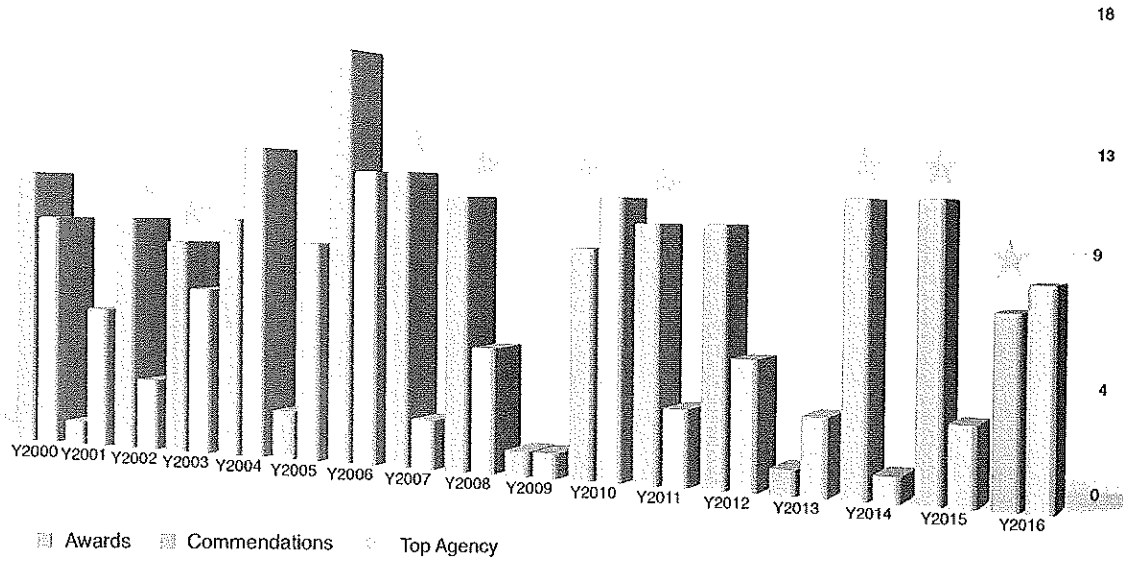
To implement any lessons learned, plans are communicated to account teams through on-going training and feedback sessions.

Our continuous improvement procedures help us maintain a market leading position in creative output (Scottish Creative Awards) and industry effectiveness (Marketing Star/IPA Effectiveness).



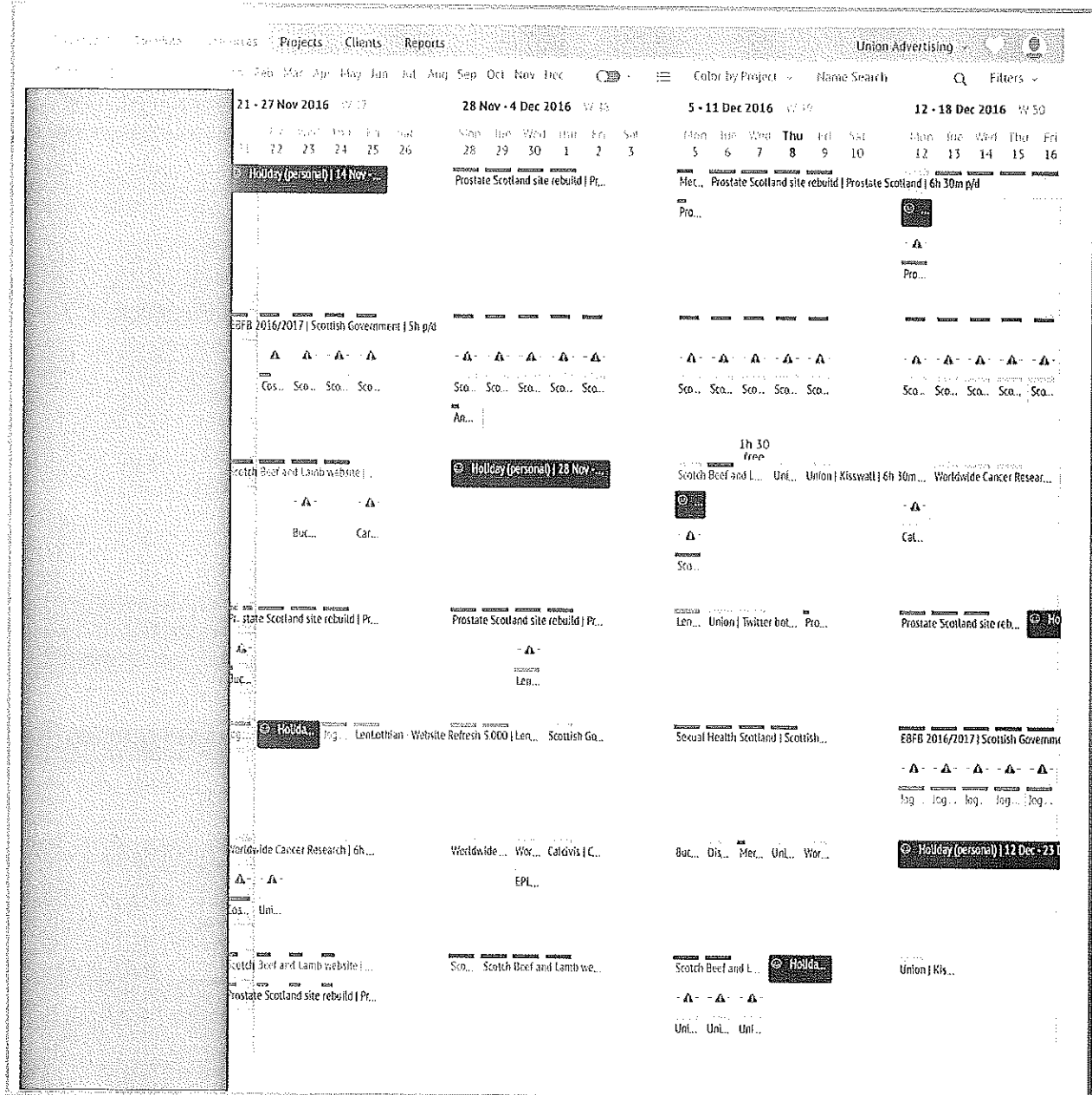
SCOTTISH CREATIVE AWARDS 2000 - 2016

{UNION}



Top agency 12 times in the past 17 years.

[800]



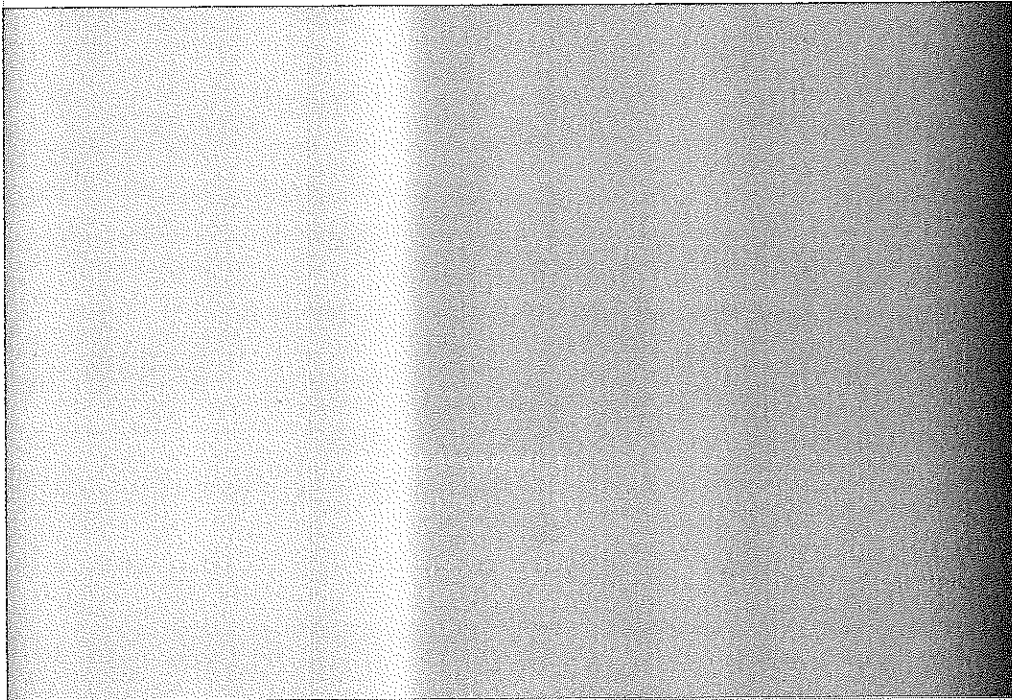
MANAGING ONGOING CAPACITY

Providing extensive capacity to this Framework, we maintain a workforce of █ people at our Edinburgh office across all required departments.

Each client has a dedicated team headed up by an Account Director and has consistent points of contact.

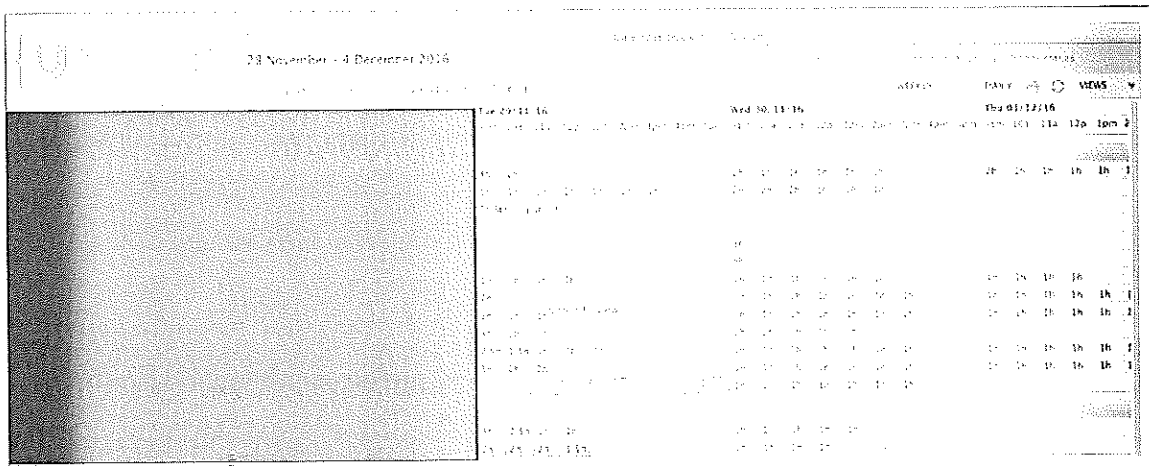
Our Head of Digital works closely with Account Directors, allowing quick re-assignment of staff to help the core team deal with excess demand.

A LARGE, FLEXIBLE TEAM



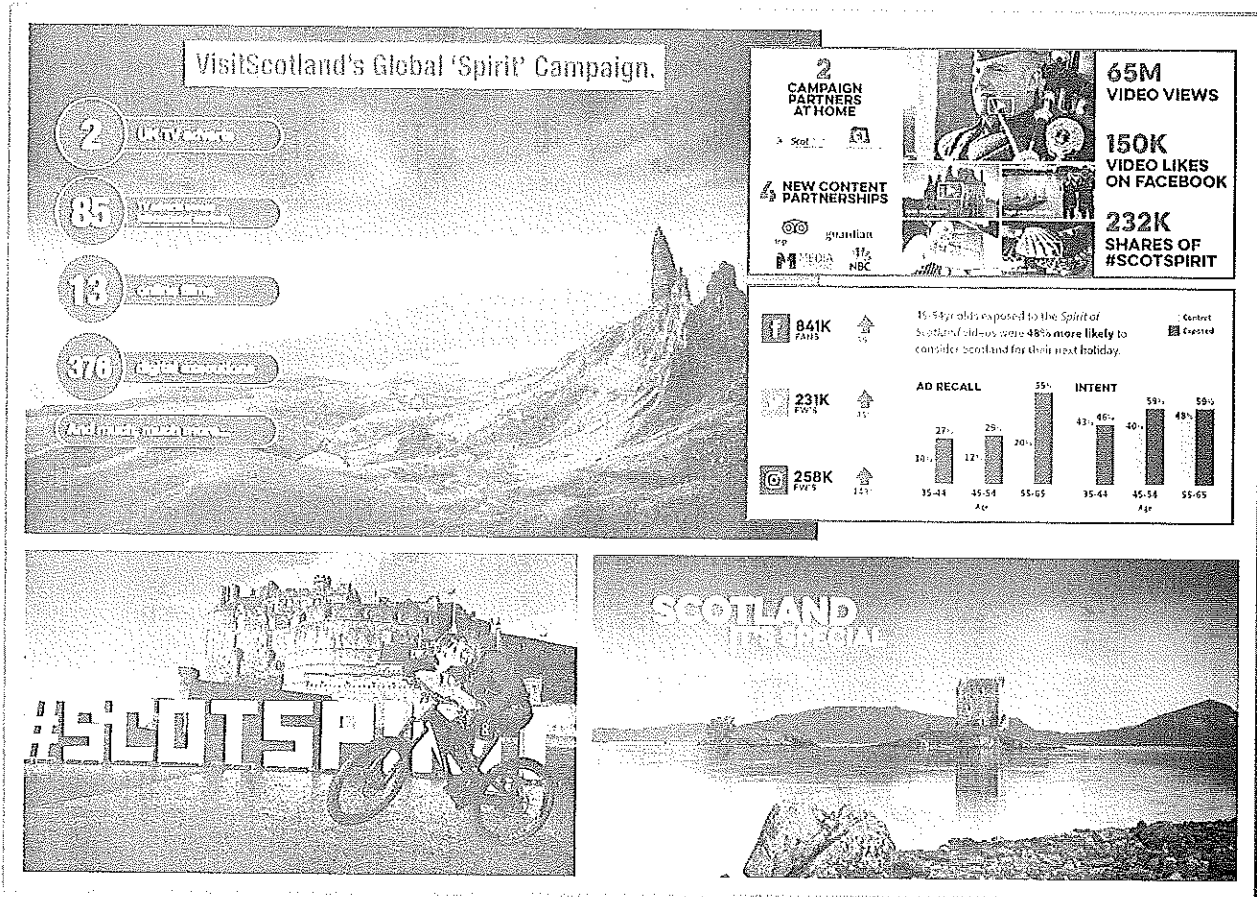
Our large team gives us flexibility in capacity planning and delivery.

To effectively assign work as necessary, Managers continually track our capacity using



To continually meet PSBs needs, regardless of their spend/geographical spread, we maintain a flexible, floating resource of [redacted]. This ensures that we can mobilise on new business and large projects at short notice, often critical for PSBs. We have done this recently for Scottish Government's Parental Influence and Skills Development Scotland's Digital World (SDS) campaigns, both of which required full multi-channel campaign development within short timeframes.

In 2015/16 this flexibility allowed us to launch a global multi-channel campaign for VisitScotland whilst simultaneously completing substantial projects for Scottish Enterprise, Scottish Development International and SDS.



Award-winning global brand campaign for VisitScotland.

CONTINGENCY PLANNING

Responding quickly and effectively to unforeseen circumstances is an accepted part of working with PSBs. For example, we stepped in at short notice to assist a website launch for National Records of Scotland.

To maintain service quality while responding to increases in demand, we can use our network of 10 freelance designers. We can scale up further by:

- Reallocating resource from our Leeds office;
- sub-contracting resource from our Worldwide Partner agencies in England/Northern Ireland.

ENSURING CONSISTENT LEVELS OF SERVICE

Focusing on maintaining consistent levels of service for each client, we will ensure:

- The appropriate number of staff
- They are of consistent high quality
- Consistency of service in the event of absence or leave
- Allocation of deputies for each member of team at contract commencement.

Technical infrastructure:

- Top quality IT infrastructure (e.g. superfast internet/video conferencing), business travel accounts and well-equipped meeting spaces ensure we can communicate seamlessly with clients.

Core and more:

- Core team delivering campaigns on a daily basis
- Back-up support team across disciplines
- Key contacts assigned for accounts to ensure familiarity.



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

[TIMING PLAN]
 A UNION BETWEEN NOW AND THEN.

National Records of Scotland
 Content Film Development
 16th September 2016

Legend:
 Client action (light grey)
 Agency action (dark grey)
 Both required (medium grey)

	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Videos																			
User Journeys defined	Agency	Agency																	
Storyboards visualised and journey detailed.			Agency	Agency															
Storyboard Draft 1 shared w/ Client				Client															
Storyboards updated from feedback				Agency															
Final Storyboards shared with Client					Agency														
Client Approval of Storyboards					Client														
Script developed for VO																			
Final Script to Client for Approval																			
Client Approval of Final Script																			
VO Recorded (Client to dial-in if desired)																			
Final Screen Grabs taken for films																			
Animations created																			
Films shared w/ Client for Approval (in batches as finalised)																			
Client provides feedback ASAP to animation (N.B. VO will not be changeable at this point).																			
Amends made to films as required																			
Final Films sent to client for use																			
Project review																			

L A U N C H

Example rapid response timing plan.

These processes ensure a consistently excellent level of service for all PSBs, regardless of size/spend, upholding our reputation of delivering excellence.

[600]



Question 2.2.9 (weighting – 5%) (Word Count 800)

Where a Framework Public Body has an urgent or emergency requirement, please provide, in detail, your structure for accommodating unforeseen requirements of this nature and your proposed formal processes to initiate such activity.

2.2.9. ACCOMMODATING UNFORESEEN REQUIREMENTS AND PROPOSED FORMAL PROCESSES

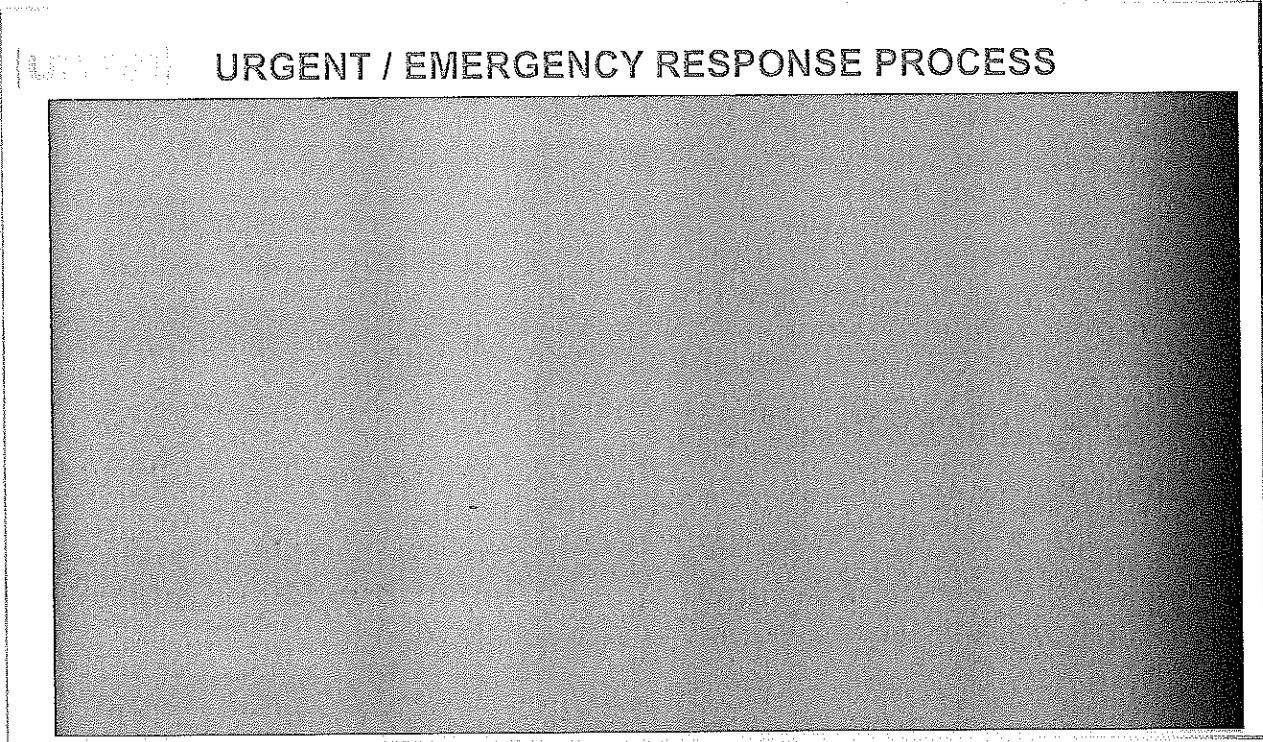
EMERGENCY PLANNING

Our staff are experienced in helping clients through emergency challenges, and we have formalised a process and policy. This policy is updated annually in line with best practice by Senior Management, and shared throughout the agency.

The Union has experience of crisis management with a range of clients. For example we:

- Worked for QMS during the 2001 Foot and Mouth crisis by immediately preparing an emergency team to ensure important campaign messages were agreed and disseminated in the right way, at the right time
- Assisted Food Standards Scotland during the reaction to a perceived controversial health campaign by working with client and agency legal teams to provide the appropriate response swiftly and effectively.

Our formal emergency response process is below. 



Our effective Emergency Response process.

To proactively [redacted] we will take the following steps:

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

Notification of an emergency will be made to [redacted]
[redacted] (Relevant contact details will be provided in the first meeting with the Account Director [redacted])

Once a notification of emergency has been received we will:

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

The [redacted] will be agreed and then implemented.

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

- [Redacted]
- [Redacted]

[Redacted]

[Redacted]

[Redacted]

The emergency response will be activated in the following ways:

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

[Redacted]

After any emergency event [REDACTED] This will include:

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

[789]