

Question 2.2.3 (Word Count 1800 – Whitespace response: 1798 words)

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

Introduction

With over seven years' marketing, social marketing and technical expertise on SG Frameworks, we ensure all projects contribute to SG's purpose: *'creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.'*

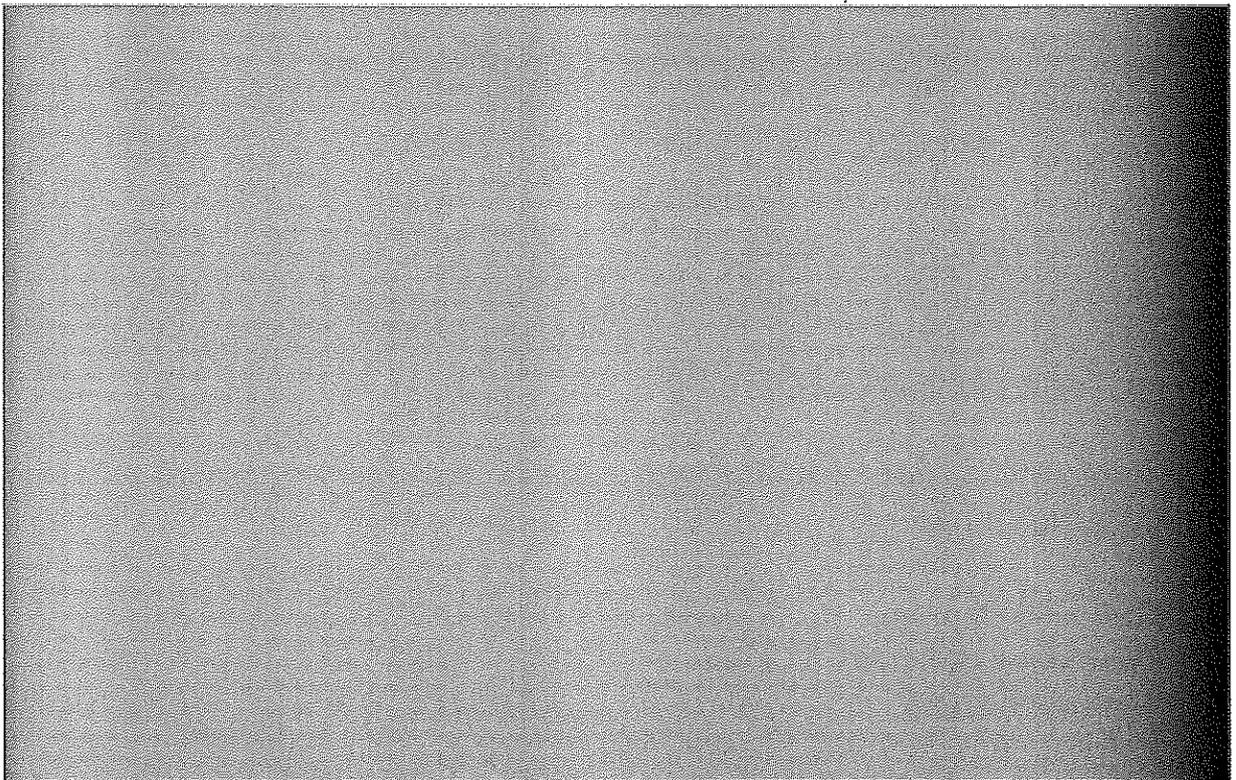
We will support and evidence by delivering:

- **Public Body projects:** meeting objectives supporting the National Performance Framework
e.g.:
 - public information
 - social marketing
 - commercial
- **Best practice:** knowledge sharing e.g. research/innovation
- **Embedded principles in our own organisation:** our ambition for sustainable growth

Our Digital Marketing Process accurately delivers objective-focused services meeting Framework requirements defined in Schedule 1 and 1A.

Digital Marketing Process

This process is run linearly or flexibly for Agile.



Explore

Objectives

We map Digital Marketing objectives to the National Performance Framework.

For Scottish Enterprise we campaigned to *'Raise understanding among fast-growth businesses of how to deliver innovation' to support the National Outcome 'Scotland renowned for research and innovation'*.

SMART objective setting is the start-point:

Specific: Single-minded objectives easier to deliver and to relate to barriers/drivers.

NHS Health Scotland HIV testing campaign - audience barrier was finding discreet local services - the objective became driving digital service finder searches.

Measurable: Measurement needed to calculate ROI/continuous improvement.

For Safer Scotland Human Rights campaign, measurable objectives for attitude segments covered Reach; Engagement (click-through-rates, likes, etc.); and Support (social media advocates).

Agreed-upon: Collaboration ensures stakeholders support objectives, avoiding unintended consequences.

For NHS Health Scotland HIV testing campaign, some stakeholders were concerned testing messages might detract from safe sex messages.

Realistic: Objectives must be achievable within context/resources, without being unambitious.

SCVO's objective was to raise poverty awareness without any media budget. Our award-winning approach leveraged cut-through sharable social media content.

Timely: Well-timed intervention can be as effective as years of campaigning, objectives should be short and longer term.

Our annual objective for Edinburgh Fringe is to increase ticket sales before the festival ends. For Greener Scotland the objective is carbon reduction by 2020.

Audience Insights

It is virtually impossible to effect behaviour change without understanding drivers and barriers behind current behaviours - influenced by e.g.: social-demographics, motivations, attitudes, self-efficacy and available support.

For our Human Rights campaign, people were influenced by negative scenarios so believed human rights was irrelevant to them.

We start with desk research using:

- **Wrap-up reports:** from Framework projects/our other client work
- **Free resources:** e.g. ONS, OFCOM
- **Digital intelligence:** current activity analytics, search terms
- **Partner intelligence:** no-cost partnerships sharing knowledge

And a range of models to provide a framework:

- Theory of Planned Behaviour
- Prochaska Stages of Change Process
- Customer Value Proposition Canvas
- Experiential Planning / Consumer Journeys
- EAST framework

When developing the Scottish Development International (SDI) content strategy, we used 49 source documents, gaining C-Suite audience insights. Prochaska's model established that additional content was required at pre-contemplation stage before any behaviour change would result.

Leveraging first-hand experience: Where relevant, we will put ourselves in audiences' shoes.

For Scottish Enterprise, we went through their business support process, as a customer would, informing digital content pieces in line with EAST principles.

Commissioning research: We recommend approaches accommodating budget/timings - either qualitative/quantitative or explorative, amongst stakeholders, employees, clients or consumers. We collaborate with Research Framework agencies or [REDACTED] for innovative approaches: ethnography and mobile surveys; Facebook forums; 'mindset targeting' for programmatic advertising.

We commissioned research for Business Stream to understand how businesses used, monitored and purchased their water. This shaped business personas informing user-centred digital solutions.

Data, segmentation and targeting: Data analysis helps us uncover commonalities to create like-minded segments for efficient and effective targeting.

For our Human Rights awareness campaign, the Equality and Diversity Forum's segmentation identified four distinct attitudinal groups - we focused on two most open to change.

Strategy

Our collaborative strategy development process turns insight into action, leveraging what we know about our audience into digital activations that resonate and motivate. An effective strategy defines an engaging proposition and the most effective channels.

Personas / customer journeys: [REDACTED]
[REDACTED]

Proposition and message framework: [REDACTED]

Engagement strategy: [REDACTED]
[REDACTED]
[REDACTED]

We developed personas for Food Standards Scotland identifying diverse messaging needs e.g. 'concerned allergy sufferers' and 'uninformed students'. These will inform an inclusive website with the right user journeys.

Evolve

Now the strategy is brought to life - cutting-through, inspiring and motivating. Digital marketing unites creative, content and technology to meet public body objectives and audience needs.

This phase will:

- deliver a complete digital marketing strategy and roadmap (including engagement strategy) started in the Explore phase
- evolve and deliver activity

Creative Delivery

Tone / Style and Format

Creative and content will:

- **Interrupt** with relevant messages. Tools such as LAB profiling support message/tone of voice development.
- **Enable** by moving audiences through stages of behaviour change, empowering with content they seek out and share. Useful content is what brings users back and attracts new users through organic search (owned), advertising (paid) and shared content (earned).

User experience and testing

Our in-house UX team ensure campaigns and projects support successful user journeys applying testing when necessary (Question 2.2.5). Each campaign interaction moves audiences closer to the project goal.

██████████ uses ██████████
██████████ and can test the full user journey ██████████
██████████

Technical: Facilitating and delivering

We take a digital first approach, developing creative for multiple devices/formats. Our technical teams deliver web, mobile and desktop apps (Question 2.2.4).

Channels

We collaborate with media agencies to define **paid, earned and owned** activity mix.

Content marketing and development

We develop content marketing campaigns using a mix of content types and channels.

Our digital content for Tennent's Lager increased brand-tracking scores for "Heard good things about recently" by ██████████ Our content for VisitScotland resulted in ██████████ more time spent on site.

Conversion optimisation

Pre/during campaign we review the full conversion journey, optimising paid channels via A/B testing of placements, channels and creative, both by media agency reporting and end-to-end goal tracking. (A low CTR ad with a high onsite conversion rate can outperform a high CTR ad on a goal basis).

Our global campaign for ██████████
██████████

Social media and communities

Bloggers, experts, peers, stakeholders etc, are key influencers, essential to achieving attitude change in the short-term.

Our creative, content generation, community management, posting, monitoring and evaluation for Business Gateway has delivered significant growth in businesses contacting local offices. Our strategy, platform selection/setup/build, community management and content review has launched and grown VisitScotland's iKnow Community.

SEO

We deliver ethical and best practice SEO strategy, keyword mapping and tracking, understanding interplay between paid and organic. [REDACTED] supports large scale projects and independent SEO reviews.

For Scotland.org, our SEO content creation, optimisation and technical implementation has targeted long-tail keywords creating significant domain authority and inbound natural search traffic.

Partnerships

Partnerships support awareness raising (or challenging perceptions) driving initial engagement with hard-to-reach audiences. Our [REDACTED] delivered a [REDACTED] with [REDACTED]

For Aegon's Tennis Sponsorship we created a tennis robot with promotional film featuring John McEnroe and a tennis hub with [REDACTED]

Paid

Strategy, creative and production of paid and digital advertising including Scotland's first digital interactive ad for Road Safety Scotland and recent display advertising campaign for Food Standards Scotland.

Evaluate

Evaluation is at the heart of our process evidenced by our 2016 RAR win for Effectiveness.

Measurement

Metrics

Metrics must reflect SMART objectives, audiences and channels, collated across channels, other agencies, third parties and sometimes tracking research.

We build evaluation frameworks from metrics across four categories:

- 1. Digital**

Hard and soft KPIs that can be exactly measured e.g. ad impressions, site bounce rate, Twitter # use.

- 2. Quantitative**

Stated awareness/knowledge/behaviour change e.g. collected via onsite survey, tracking study.

3. Behavioural

Actual behaviour e.g. numbers of cigarettes sold.

4. Outcomes and impact

Real results e.g. lung cancer deaths.

Methods

We define how frequently each metric will be captured, pre/during/ post project, to:

- benchmark
- optimise 'mid-flight'
- evaluate

Social marketing campaigns usually leverage several channels, building cumulatively with potential for social norming. This provides challenges for single-channel evaluation e.g. isolating digital. Content and digital activations can be included within pre/post campaign tracking as radio/print is evaluated alongside TV.

██████████ applies evaluation tools including AdEval which measures how motivational a campaign has been, a good indication for behaviour change.

Lead generation, nurturing and scoring

eCRM: supports very targeted messaging and one-to-one engagements nurturing long-term behaviour change.

The Scottish Government Greener strategy was to create a personalised 'digital daisy chain' across all channels (including eCRM, social, content, website) to empower and enable change. Behavioural insights around motivation were applied eg rewarding small steps, evidencing collective change and building positive social norms. ATL, partnerships and field activity integrated with this approach, providing tactical seasonal campaigns driving awareness and traffic.

Marketing automation: Using several marketing automation tools (e.g. ██████████ ██████████) our specialists run sophisticated prospect development campaigns for clients including ██████████, leveraging ongoing customer insight.

ROSMI/ROI

Calculating ROSMI is challenging because:

- successful influence may require multiple activations/years
- outcomes and impact may take a long time period to report

For Road Safety campaigns, change is quantified with road accidents/fatalities by Police Scotland and Road Safety Scotland. For Organ Donation, the number of sign-ups can be reported almost instantly, the number of lives saved through availability of donors is harder to track.

Every project's evaluation framework will include outcomes, impact and ROSMI/ROI.

SCVO's poverty awareness campaign targeted an increase in Scottish adults viewing situation as 'very unacceptable' from [REDACTED] Digital metrics tracked: [REDACTED]

For Highland Spring, we evidenced content marketing effectiveness, by comparing brand-tracking both when content marketing was and wasn't running. Results within target segment: [REDACTED]

Learnings

Key insights from metrics and evaluations will:

1. **Feedback into strategy**, updating personas, user journeys and propositions guiding future creative/channels.
2. **Feedback into campaigns**, enabling project optimisation 'mid-flight'.
3. **Improve capability** across agencies and Public Bodies when shared at our EventSpace workshops.

VisitScotland recorded very high staff satisfaction with our recent session developed from project insights on user-generated-content.

Question 2.2.4 (Word Count 1800: Whitespace response: 1755 words)

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.

We recognise the breadth of website design and build services and the importance of compliance with the High Level Operating Framework and Digital First Service Standards.

We support Public Bodies when deciding the best technologies to meet requirements by:

- auditing existing assets avoiding duplication (e.g. landing page framework reuse on Greener Scotland)
- checking open source/commercial products which could meet requirements (e.g. [REDACTED])
- reviewing end-user technical limitations – delivering web apps, as well as native mobile/desktop apps for specific uses.

Project methodology

We collaborate with clients, selecting the best methodology:

Methodology	Application
Waterfall	Cost efficiently delivers marketing websites and digital marketing campaigns – [Redacted]
Agile	Faster initial delivery of user benefit, best methodology for ongoing maintenance and development, e.g. [Redacted] [Redacted] [Redacted]
Hybrid	[Redacted] [Redacted]

Key stages

Web apps vary from single page websites to the engines that power the world’s biggest and fastest growing organisations. The same is true for mobile and desktop apps.

Project structure will differ to suit projects, however many of the key stages will apply to most. These project stages complement and support the top-line strategy stages defined in Question 2.2.3.

Strategy stage:	Deliverables	Our actions
Project stage		
Objectives: What are we trying to achieve?	KPIs - digital marketing and performance	Ensure KPIs support overall Public Body/SG strategic objectives. Examples: [Redacted] [Redacted]
Audiences and insight: What do audiences need?	Digital Audit	Identify what is/isn't working. [Redacted]
	Target audience personas/User stories	[Redacted] [Redacted]
Strategy: What is the best application approach?	Choice of application	[Redacted] [Redacted]
Implementation: What do we deliver?	Architecture and wireframes	Consider user/accessibility testing plan [Redacted] [Redacted]
	Design	[Redacted] [Redacted] [Redacted]

	Technical spec	[REDACTED]
	Build	[REDACTED]
	Test	[REDACTED]
	Launch	[REDACTED]
Measurement and learnings: What was achieved? How can we improve?	Reporting and recommendations	[REDACTED]

Digital transformation

Whitespace specialist: [REDACTED] (see CV Question 2.3.2).

[REDACTED] user needs analysis, service design

We deliver:

- digital transformation (activities, processes, competencies, models) to maximise digital opportunities with new web, mobile or desktop apps
- digital transformation of existing web, mobile or desktop app services

Our outputs include:

- Process mapping and user needs analysis
- Concepts and design
- Technical scope, development and testing
- Training and launch
- Ongoing development

We completed user needs analysis, UI innovations, design, testing, and a marketing campaign for [REDACTED] new [REDACTED] platform.

For [REDACTED] we developed their IT&T Operating Model and communications to accelerate digital culture change.

[REDACTED] worked with RBS to create the UK's first emergency, cardless cash service winning a Cannes Gold Lion.

Key principles across web, mobile and desktop apps

Multi-platform and multi-device

Web-based or native, our apps are built for multiple-platforms (Android, iOS/OS X, Windows, Linux) and multiple devices (mobile, desktop, tablet, smart TV, etc.). A recent example is [REDACTED]

Accessibility and assistive technologies

We ensure maximum compatibility with accessible and assistive technologies across platforms. Our educational resource for schools, Road Safety Scotland's Your Call, was tested with children using screen readers and [REDACTED] for limited range of motion.

Coding standards

We ensure code is easy to augment, maintain and debug. Our Coding Standards Wiki follows industry standards adding toolset guidance and project-specific client requirements.

This has been particularly valuable working with ACCA development teams and freelancers on Agile Sprints.

Open standards

We track all web open standards projects as they progress through Draft stage, using W3C Open Standards daily: HTML, CSS, XHTML, WCAG, DOM, SVG and ARIA, with awareness of future Web Storage, Web Notifications and Web Workers projects.

Open source

We are strong advocates of open source, contributing code to several projects. Our standard web technology stack is [REDACTED]

Working with Seafish demonstrates how open source stack is not only cheaper via reduced licencing costs, but also resource efficient, further reducing cost of ownership.

Collaborative working

With the speed of change in digital it is essential to collaborate internally and with other agencies.

An example was a collaboration with MediaCom on the Subway account where we launched the UK's first time targeted and live-time tracking display ad campaign.

Training and documentation

We document our solutions so developers can easily understand the system to host, maintain, extend and re-use components. Manuals/documentation/training provided to ensure users and developers can maximise use of system.

For Hymans Robertson we developed written training/documentation and video tutorials/screen casts to enable all CMS users to maintain the website.

Analytics and evaluation

We identify the appropriate evaluation framework to evidence and monitor effectiveness, value for money, outcomes and impact. Metrics may combine hard results (e.g. email subscribers, web analytics) qualitative/quantitative research techniques (e.g. awareness or perception), as well as the latest digital tools (e.g. social buzz tracking and marketing automation scores). (See Question 2.2.3.)

Quality Process

Our process covering Quality Management Checks + QA is covered in Question 2.2.8.

Web app development

Whitespace specialist: [REDACTED] (see CV Question 2.3.2).

Our standard web development toolkit is: [REDACTED]
[REDACTED]
[REDACTED]

Coding standards and stylesheets

Whilst we preferred the more formal grammar of XHTML, our projects are now based on HTML5 - allowing us to utilise newer browser technologies (e.g. video, canvas) and allowing for more semantic mark-up. For IE8 we use [REDACTED]

Applications built around:

1. **Separation of presentation and content:** content will not dictate how it is presented to the end user. Semantic HTML mark-up will convey the correct meaning of content. CSS used for visual look and feel.
2. **Progressive enhancement** for any Javascript/CSS functionality - users with less capable browsers can still utilise the application.
3. **Mobile first** to ensure the application works effectively and delivers a rich experience across multiple-devices.

Accessibility

All of our sites meet W3C WCAG 2.0 Level AA (or higher) via:

- logical page structure/hierarchy with semantic mark-up
- descriptive text for non-text elements
- subtitles for video/audio
- checking colour contrasts
- not using only colour to distinguishing elements
- resizable text
- consistent navigation/menu structure
- allowing keyboard navigation of the web page

Verified via testing:

- online tools
- built-in OS "voice over" functionality
- widely-used screen readers: JAWS/Window-Eyes with IE, NVDA with Firefox
- screen magnification
- assistive technologies for limited mobility
- real life users

Our websites for SG and █████ have successfully passed third-party accessibility testing.

Browser Testing & Quality Assurance (System Performance)

Our browser compatibility matrix includes:

- Internet Explorer
- Chrome
- Safari
- Firefox
- Opera

- Edge
- Android default Webkit browser

We QA using browser add-ons/extensions across:

- Devices
- Desktop Virtualisation (multiple OS/browser/version combinations)
- Cloud tools

Content Management System (CMS)

We are CMS agnostic with 18 years' experience of open source, commercial and Enterprise CMSs. We will follow CMS preference towards open source: Joomla!, Word Press, Umbraco and Drupal with experience of all four.

Web Application Framework

Frameworks provide a structure and implementation strategy for:

- security measures to stop: XSS, SQL injection, CSRF
- caching
- database agnostic data layer
- scaffolding for rapid prototyping
- internationalization/Localization
- form input validation

We use [REDACTED]

Recent web apps we've delivered:

Development of Scotland.org growing visitors from [REDACTED] unique visits/month to [REDACTED] in November 2016

Responsive Business Stream website with [REDACTED] improvement in conversion rate.

[REDACTED] increase in donations for Mary's Meals with maximum multi-device/multi-browser compatibility.

Best Website at The Scottish Design awards for ultra-responsive DCA demonstrating responsivity doesn't have to compromise design.

Business Gateway Event Management System for local and national event booking and attendee management.

Mobile app development

Whitespace specialist: [REDACTED] (see CV Question 2.3.2).

[REDACTED] - additional resource and expertise

Mobile apps designed and developed in-house and with our subcontractor [REDACTED] for all major platforms (iOS, Android, Windows) using a multi-platform framework (e.g. Unity or Xamarin) or native language:

- iOS: Swift/Objective C
- Android: Java
- Universal Windows Platform: C#

Single CMSs used for data aggregator/processor/distributor between platforms for consistency. Specific UI and UX design and testing plans delivered for each platform, especially important for Android with plethora of OS versions/devices.

Our game app for Road Safety Scotland reached over [REDACTED] the target number of children in Scotland and was selected by Apple as a 'Best New Apps & Games' for kids.

[REDACTED] multi-platform app for Road Safety GB Good Egg car seatbelt campaign ensures more children's car seats are fitted correctly.

Desktop app development

Whitespace specialist: [REDACTED] (see CV Question 2.3.2).

Native desktop apps developed to address:

- lack of/inconsistent internet connectivity
- data entry requirements not suited to web app
- web app not possible due to platform constraints
- functional requirements impossible with web app (e.g. high spec interactive visualisations)
- integration with physical hardware

We develop native desktop apps for major platforms (Windows, OSX) using multi-platform framework (e.g. Unity or Apache Cordova) or native language using Microsoft Visual Studio or Apple's XCode.

We recently delivered a desktop version of award-winning Klang game for Road Safety Scotland for use in schools as well as Business Gateway's event, contact and lead management desktop app for Microsoft Dynamics CRM.

Question 2.2.5 (Word Count 500: Whitespace response: 499 words)

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

- details of how you will provide User Experience (UX) testing, providing information on user interaction with the application interface
 - details of how you will provide System Performance testing, to ensure the application is fit for purpose and meets the original requirements specification
 - 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.
- 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.

Within our Quality process (Question 2.2.8), [REDACTED] (CVs Question 2.3.2) lead UX, Performance, Availability and Security Testing during:

- key development stages
- site updates
- and ongoing (e.g. quarterly).

This ensures user-centered, robust, secure, continuously improving product delivery within the Digital First Service Standard and High-Level Operating Framework.

UX

We recommend testing with real end-users with distinct needs - both against goals and product requirements (i.e. accessibility).

Project stage	Technique: criteria under test	Outcome
Scoping/defining	Focus groups: user requirements	Discovering/validating user goals/creating customer journeys.
Information architecture	Tree-testing/card sorting/top task: structure/labelling Prototyping: navigation interface	Refined site structure, navigation and nomenclature.
Wireframe/basic visuals	Prototyping: user-journeys, effectiveness, satisfaction Eye-tracking: effective visual impact	Refined wireframes/design brief.

Full design Beta/new site, pre/post live (or existing product at end of lifecycle)	High-fidelity prototyping/developed site via face-to-face or remote research: end-to-end user-experience Analytics: review Audit: accessibility against WCAG.20 guidelines	Ongoing improvement informed by: User scoring - applying usability scale. Real-world data - journeys and conversions. Accessibility compliance (AA & AAA).
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We applied these techniques for ACCA in markets including UK, Kenya and Malaysia, resulting in a  increase in user satisfaction.

We subcontract for independent large-scale testing including specialisms e.g. eye-tracking.

System performance

We ensure delivery of robust products matching specifications via System Performance tests:

Test	Description	Scenarios	Benefits
Automated front-end testing	Using <i>Selenium</i> testing framework (scripts, recorded sessions).	Complex interface interactions requiring minimal verification of backend output.	Repeatable, cost-effective evidence that front-end functionality meets specification.
Unit testing	Code developed for a test harness so each unit can be tested.	Web applications with complex business logic.	Repeatable evidence that business logic functions to specification.
User-driven browser/device testing	Manual testing via desktop virtualisation, physical browsers, cloud-based testing services.	Testing visual elements and interface interactions.	Cost effective for testing simple interactivity and cross device visual performance against specification.
Operational Acceptance	Testing system interactions with real world (e.g. email confirmations).	End-to-end testing with user sample or human-readable test script.	Assurance application delivers/integrates with business needs.

Availability/integrity

To load, stress and soak test solutions we use:

[REDACTED]
[REDACTED]
[REDACTED]

Results inform code alterations, database query optimisation, server resources and solution configurations.

We soak tested an arts-sector client's solution revealing issues under large ticketing demand. The root cause was a database query which was refactored.

Security/confidentiality

Training and processes cover:

- data transfer
- password transfer and generation
- workstation security

We meet HM Government's 10 Steps to Cyber Security and have begun Cyber Essentials Plus certification.

Our security QA covers:

- cross site scripting
- SQL injection exploits
- SSL setup and mixed-content warnings.

We apply OSWASP security guidelines on all development.

We [REDACTED] which we've completed on multiple solutions e.g. Scottish Government International Marketing [REDACTED]

Hosting and data

Through deployment, relationship management, security auditing and testing we ensure hosting solution/technology stack delivers confidentiality, integrity and availability of the application and data. Hosting partners checked for ISO 9001, ISO 14001 and ISO 27001.

Question 2.2.6 (Word Count 500: Whitespace response: 500 words)

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

a) Support & Maintenance: providing details on how your organisation will provide support services in relation to the core development, including performance analytics and management reporting;

b) Data Migration: providing details on your organisations ability to extract data from other systems including any common data formats used;

c) 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).

d) 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;*

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

Support & Maintenance

Core development support

Support available: email, 24x7x365 telephone, online HelpDesk.

Ticketing system assigns and tracks requests and maintenance support. Proactive maintenance applies system improvements eg. new version of JavaScript library. Reactive maintenance resolves issues discovered via testing or performance analytics/monitoring.

All activity documented in Change Requests. Deployment Plan is developed in line with agreed Governance Process following review by all parties.

Performance and reporting

Ticketing system provides management reporting including: open issues, resolution time, SLA priority-based classification.

Data Migration

Ability

We aim to use automated processes and open data/file formats to migrate data. Migrations start with scoping with Clients' technical team(s) to agree approach.

We have considerable experience of developing code/techniques to extract useful data from systems:

[REDACTED]

Formats

Common data formats include SQL, CSV, XML JSON. Data is usually imported into Relational Database - usually MySQL.

Security Services

We securely develop and test solutions so the full technology stack is securely configured/managed.

Data storage

For secure data storage we encrypt:

- sensitive data at rest
- file systems
- data backed up to off-site data centres
- data on removable media.

Data transfer

Clients (e.g. [REDACTED]) regularly audit our secure customer data transfer including: SSL connections enforced for all browser based and internet data transfer (eg. https, sftp, ssh); firewalling limits access to transfer methods.

Secure website certificates

We use certificate registries, offering client support through steps for Extended Validation. Certificates are provisioned by Whitespace or hosting partner before being verified by Whitespace via online tools checking:

- certificate chain is complete
- cipher suites are appropriate
- "DROWN", "BEAST", "POODLE" attacks = negated.

Hosting

We partner with Clients' providers, with good relationships with many including iomart. Where no partner exists, we offer hosting with [REDACTED] and [REDACTED]. Hosting in line with Data Hosting and Data Centre Strategy for the Scottish Public Sector:

- cloud based
- virtualised
- cost-effective
- carbon neutral
- efficient
- highly available.

Our hosting for Lothian Buses cost-effectively scales to meet high-peak traffic volumes for Edinburgh's key events (eg. Hogmanay/Festivals).

Security

We take responsibility for security:

- best-in-class virus/hostile threat scanning
- monitoring
- third party ethical hacking tests
- alerts directed to on-call technical support team 24x7x365
- information security processes follow ISO 27001, planning for certification by end 2017

Networking facilities and resilience

Solutions built on:

- secure/resilient networks
- multiple internet connections
- firewalls
- load balancers
- private cloud file data stores
- back-up
- virtual machines allowing for snapshots and replication to second data centre

Documentation standards, ISO 27017, Government security classifications

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Question 2.2.7 (Word Count 800: Whitespace response: 800 words)

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

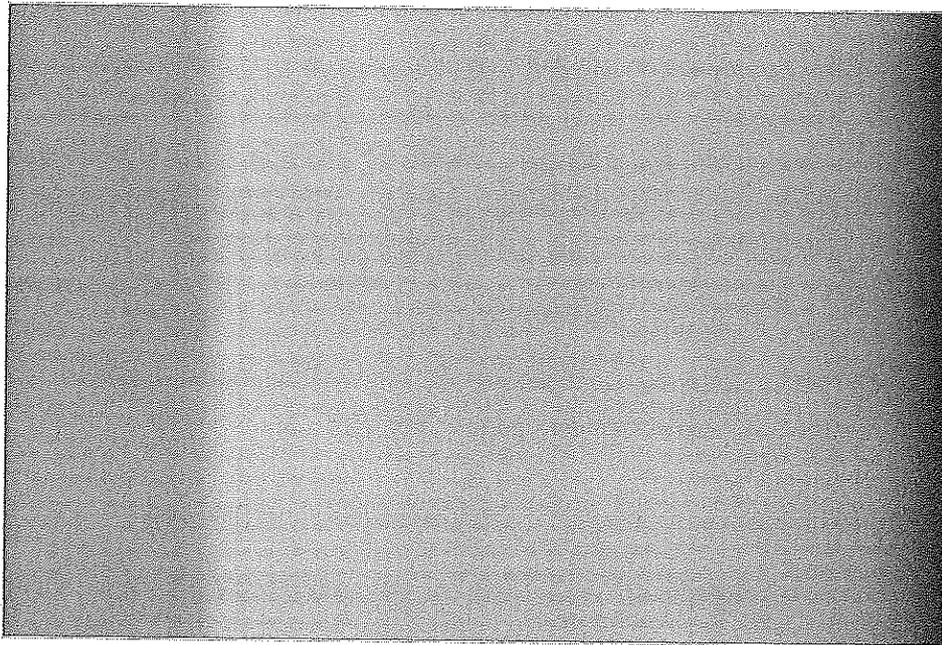
- how you will ensure staff are trained and developed in order to keep up to date with a Framework Public Body's organisation and culture, with best practice, market development and emerging technologies, so as to provide a current and innovative service to Framework Public Bodies; and
- proposals to 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.

██████████, Managing Partner, leads our Continuous Improvement Programme which will continue to implement initiatives at three stages during the Framework.

Improvement is everyone's responsibility, but accountability is assigned to individuals.

Stage	Scope	Accountability
██████████ ██████████ ██████████ ██████████ ██████████ ██████████ ██████████	Agency-wide Departments Team members	██████████ Managing Partner Department Heads Individuals with Line Managers
██████████	During planning and delivery	Account Directors
██████████ ██████████ ██████████	Project completion and Account/Framework reviews	Group Account Directors

This cyclical approach continually increases skill-set, maximising competence at each stage:



Its success is evidenced by our clients whose independent survey feedback secured us a win for Effectiveness - Recommended Agency Register (RAR) Digital Awards 2016: *"Whitespace regularly makes recommendations above and beyond initial brief requirements. This makes each spend stronger and more impactful"* (Anonymous).



Our ongoing induction, training and collaboration programme contributed to our Best Companies 2-star (outstanding) accreditation for Best Employer practices – one of only 23 companies in Scotland (738 in the UK) to achieve accreditation in 2016.

Initiative	Description
Induction	<div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px;"></div>
Client understanding	<div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <p style="margin-top: 10px;">Teams often work within clients' offices.</p>
Client training and collaboration	<div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px;"></div>

Digital First Service Standard	Example application
User-centered	[Redacted]
Continuous feedback	[Redacted]
Continuous improvement	[Redacted]

[Redacted]

We implement several initiatives to monitor and improve project delivery, service and satisfaction.

	Internal	External
Project level	[Redacted]	[Redacted]
Account and Framework level	[Redacted]	[Redacted]

Combined, these initiatives capture metrics mapped to the Scottish Government recommended Balanced Scorecard. This is supplemented by specific measures required by individual projects/clients. The output is a completed reporting dashboard (below) applied at:

- project
- account
- or Framework level. [Redacted] (CV Qu2.3.2) will send a Quarterly Balanced Scorecard report to the Framework Authority.)

It merges quantitative and qualitative measures and requires recommended improvements against each category.

Using this approach to review our communication with Highland Spring, we agreed that using Webex to present market analysis instead of using face-to-face meetings would help deliver projects more quickly.

Reporting template (example)

Measure	KPI	Target	Performance	Client comments	Recommended improvements
DELIVERY					
On-time					
Meets strategic objectives					
Accuracy					
SERVICE					
Communication					
Complaints/issues/disputes					
QUALITY					
Meets requirements					
Sustainability					
FINANCIAL					
Invoice accuracy					
Added value					
PROJECT/CLIENT MEASURES (Confirmed separately)					

Question 2.2.8 (Word Count 600: Whitespace response: 600 words)

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the Framework, including Framework transition and periods of high demand, and how you will ensure that there is a consistent level and appropriate quality of service provided to Framework Public Bodies, regardless of spend or geographical spread across Scotland.

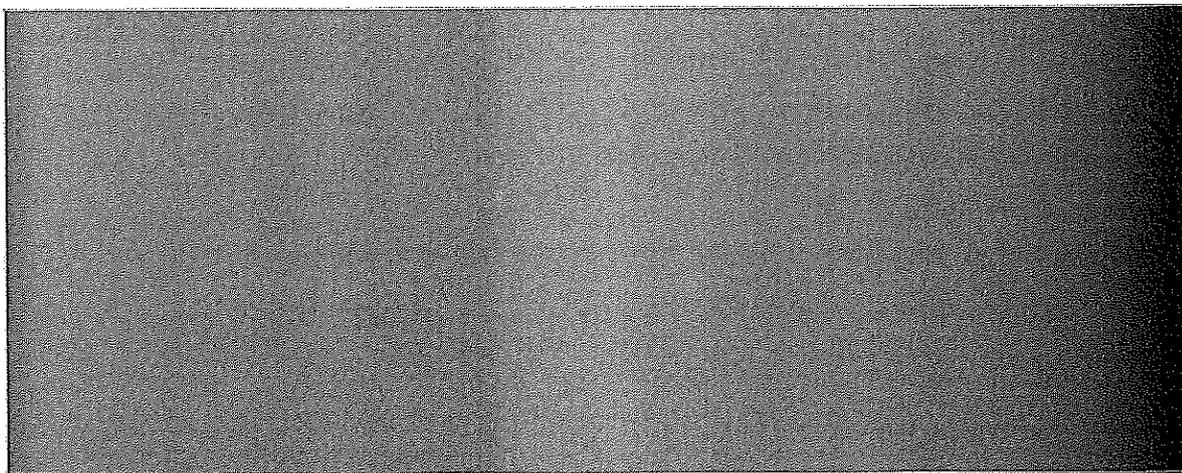
As a Digital Marketing contractor for the Framework Authority since 2009 (formerly with the Scottish Executive from 2003), we will apply our experience of successfully managing capacity, service levels and quality - for fluctuating workloads - for multiple Framework Public Bodies simultaneously.

Service Area	Managing Partner Accountability
Capacity	[REDACTED]
SLAs	[REDACTED]
Quality – Account Management	[REDACTED]
Quality – Strategic and Creative	[REDACTED]
Quality – Technical	[REDACTED]

Capacity

Permanent resource

During peak workloads, resource is drawn from our substantial team of [REDACTED] with effective processes ensuring new project staff are up to speed quickly.



Subcontractors

Our network of subcontractors and freelancers maximises capacity at peak times and provides specialist expertise.

All contractors are vetted, given the same induction as permanent staff, and comply with SLAs, confidentiality and quality procedures.

Business planning process

Projects are categorised and input into [REDACTED] our live resource-management tool, up to a year ahead.

- **Projected time:** on confirmation of a new contract (e.g. Framework Transition), or after annual planning for long-term clients, we input resource projections e.g. SG International Marketing Team needs annual support for three Winter Festivals
- **Planned time:** once estimates/timings are with clients for approval, resource is automatically ring-fenced
- **Confirmed time:** once estimates/timings are approved, resource is formally booked
- **Contingency time:** based on experience, we add sensible contingency time.

In weekly meetings (Board Members and Account Directors), resource reports from [REDACTED] immediately identify potential bottlenecks, short/long-term. Capacity is adjusted through team restructures, subcontracting or recruitment.

Geographic capacity

We can effectively service Public Bodies across Scotland from our Edinburgh City Centre HQ:

- located 300m from airport tram
- Haymarket/Waverley stations – walking distance
- City Car Club membership
- all staff can work from client offices with their laptops and network access
- client teams often based in our office.

Service level

Whitespace is committed to delivering consistent service levels to all Public Bodies:

- the Framework Service Level Agreement (SLA) will apply to all regardless of client spend or geography
- some Public Bodies may have account/project specific SLAs
- our aim is to go beyond minimum SLA standards.

We expect the Framework SLA to map to the categories in the Scottish Government recommended Balanced Scorecard. (Source p54, Framework Agreement.)

Word-count does not permit full template completion, but we propose this example SLA for Service category – Communication*:

SERVICE - Communication	Response commitment
[REDACTED]	Within 1 hour*
[REDACTED]	Returned within 2 hours
[REDACTED]	Confirmed receipt within 24 hours
[REDACTED]	Distributed within 48 hours
[REDACTED]	Timing as agreed and required
[REDACTED]	Issued at end of every month

*Note, SLA will be superseded by the CODE RED commitment for emergency requirements (see Question 2.2.9).

Service quality

We start with a client induction, so we mutually understand ways of working and adapt any if necessary.

Our Quality Management Process – the first linear, and the second AGILE (included at end of question) is based on:

- clear briefs including objectives approved by all parties, providing benchmarks against which work can be evaluated
- regular internal reviews and maintaining project Risk-Logs
- Team Leaders checking all work at major stages - spot-checks completed by Managing Partners.

Monitoring

SLA and quality are monitored through our Continuous Improvement Programme, outlined in Question 2.2.7.

The following quotes from three clients in the 2016 independent RAR survey evidence our success delivering service levels and quality:

"Great work to tight schedules....."

".....take the time to walk you through their well-considered rationale for any piece of work - big or small."

"well prepared, on time, make you feel like they are thinking about you all of the time."

Quality Management Process – Standard

