Media Buying – The Media Shop Scotland – Question 1.2.3

The Briefing Process - Please detail your organisation’s processes for taking Framework Public Body briefings and any subsequent processes to develop the brief internally. Detail how media outcomes and KPIs are identified and proposed based on the objectives from the contractor’s marketing brief, including, but not restricted to:

- How will the right media outcomes be delivered to achieve the marketing objectives from the outset;
- What is your approach to measuring performance, and how this will deliver real-time, detailed and comprehensive media outcomes reporting at campaign, and framework level, identifying if market objectives are being achieved;
- What is your approach to incorporating new or innovative media solutions to meet the brief

(Weighing 10% - Word Count 1,000)

A ROBUST BRIEFING PROCESS

A campaign project for a Framework Public Body (FPB) will start with a robust brief and this will initiate [Redacted] strategic media planning process**.**

The diagram below outlines this process that takes a campaign from initiation to evaluation.

[Redacted]

STAGE 1: [REDACTED]

The focus of [REDACTED] is to:

- Ensure that project and the delivery of the project are fully understood.
- Gain an understanding of the broader remit and context surrounding the brief – what is the FPBs overall aim and goal?
- Clarify the exact nature of the task to ensure that all subsequent work we do is relevant – what is the true challenge or question at the heart of the task?
- Define the exact parameters of the task to ensure that we deliver the correct outputs, as well as meeting timelines – what effects do we want to the task to produce, and by when?

For each FPB, before addressing specific projects, we would want to know:

[Redacted]

[Redacted] along with other campaign partners. Tasks are better defined when discussed and agreed up-front with all agency partners that are involved in the delivery of the project. [Redacted] aspects of the brief and gives our initial recommendations a rounded perspective. The outcome of this [Redacted].

[Redacted]

STAGE 2. [REDACTED]

The written brief will be shared internally with the wider TMS planning team to garner opinion from others who may have faced a similar challenge.

[Redacted]

AGREEING CAMPAIGN DELIVERABLES & KPIS

In order to measure success, it is essential that we set out our success criteria before a campaign.
Key timings are defined and budgets agreed. [Redacted]:

- Target response rates: based on past activity, cost-per-response etc, as well as clarity on how these will be measured.
- Awareness and attitude shifts: to be measured by quantitative consumer research.
- Behavioural changes: e.g [Redacted]
- [Redacted]

Example: [Redacted]

Brief Sign-off
When deliverables and KPIs are agreed with the FPB, they are incorporated into the written brief and signed-off as the final stage of the briefing process.

MEASURING PERFORMANCE MID-FLIGHT AND POST CAMPAIGN

The table below shows how we monitor campaigns mid-flight and post campaign.

[Redacted]

STAGE 3. [Redacted]

[Redacted]

This is undertaken by the core Account Team, assisted by [Redacted]. The Account Director is responsible for ensuring [Redacted] carried out for every brief, with any relevant resulting ideas incorporated into the media proposals.

Example of our briefing template, detailing the key components of a brief:

[Redacted]

Media Buying – The Media Shop Scotland – Question 1.2.4

Audience Insight - What resources, including proprietary tools, methods and processes are utilised to uncover audience insight to identify behaviours of interest and preferred media choices and channels to make media strategy, planning and buying recommendations. Include reference to any primary or secondary sources for audience and behaviour data, including, but not restricted to:

- How will you use data to propose media strategy and media buys and audience to ensure marketing practice and media outcomes are achieved that deliver against the marketing objectives and support continuous improvement;
- How will you provide quality through effective communications, horizon scanning and situational insights across the media industry to deliver high quality opportunities and highlight risks;

(Weighing 25% - Word Count 1,200)

TARGET AUDIENCE INSIGHT

Developing audience insight, [Redacted] campaign planning process.

Our business brings together [Redacted] to deliver genuine insight that can shape strategic direction and inform campaign planning. This leads to the best mix of media channels to achieve the objectives of each Framework Public Body (FPB).

1. INSIGHT RESOURCES

We build audience insight for FPBs through [Redacted]:

[Redacted]

A. [Redacted]

The Media Shop [Redacted] for developing audience insight, as follows:

[Redacted]

B. [Redacted]

We interrogate audience profiling information such as [Redacted].

We work closely with FPBs to identify and interrogate the data they already have, and how we can best access/analyse it.

C & D. [Redacted]

The combination of client-owned data and standard research tools is sometimes insufficient for addressing a brief. Some FPBs have target groups that are not easily defined, will not self-identify, or are niche. In these instances, bespoke research studies are needed to fill knowledge gaps.

[Redacted] tools/approaches are detailed below:

[Redacted]

2. INSIGHT METHODOLOGY

We use this data in our [Redacted] methodology:

[Redacted]

Insight Application To Identify Behaviours And Media Choices

1. Audience Profiling

We apply the data insights to create a profile of the target audience(s) along the following 5 pillars:

[Redacted]

An example of how this helped us create [Redacted] *campaign, aimed at* [Redacted]*, is shown below:*

[Redacted]

2. Audience Segmentation

The chart below shows how we segmented [Redacted].

[Redacted]

3. Media Profiling

Once we have a clear picture of the audience profile we can use our suite of insight tools to map media consumption behaviour, by looking in depth at the following:

[Redacted]

A detailed media preference report will be compiled. The updated chart below shows how a summary of this media preference data [Redacted] example.

[Redacted]

4. Developing Strategic Insights to shape media channel selection

We then take the audience intelligence developed in the previous stages and identify insights which will form the foundation for the media plan:

[Redacted]

3. DELIVERING OUTCOMES AND SUPPORTING CONTINUOUS IMPROVEMENT

The application of our audience insight resources and methodology above will help deliver on campaign objectives by:

1. Ensuring the media budget is spent effectively
2. Targeted to the most relevant audience
3. Within the media formats most likely to impact upon them

Audience insight also contributes to fine-tuning of the most appropriate creative routes and messages for the campaign, by highlighting lifestyle, attitude and behavioural factors most likely to influence the audience.

We ensure continuous improvement as follows:

[Redacted]

4. [Redacted]

Our FPB campaigns do not exist in a vacuum. The social, political, and economic environments impact on the way campaign messages are perceived and responded to, and indeed, may pose risks for running a campaign at all.

To allow us to predict and plan for these influences and risks, we ensure we keep abreast of societal trends and environmental factors in several ways:

[Redacted]

Media Buying – The Media Shop – Question 1.2.5

Campaign Development - Please outline your process for campaign development, paying particular consideration to the following:

- the resources, methods and processes that are drawn on to inform the development of a robust and effective media strategy
- the resources, methods and processes that are drawn on to inform the media planning and process, including price negotiation and clash management;
- how insights are drawn from specialists in the full range of services and activities as listed in the Statement of Requirement and combined to inform the optimal media selection and tactics;
- how your organisation manages this process to ensure all recommendations represent the greatest value, to the Framework Public Body;
- detail your proposals to bring forward and develop on-going cost reductions for the Framework;
- the formal activities your organisation employs to ensure the quality of specialist insights and the continuing currency of sector knowledge;
- the processes employed internally to evaluate proposals, prior to making recommendations;
- your internal approval process, including criteria, prior to presenting proposals to the Framework Public Body;
- how the evaluation of media campaign effectiveness is selected and agreed internally prior to proposal to the Framework Public Body; and
- an outline of meetings and touch points with all internal and external stakeholders, taking account of the size and complexity of a campaign, throughout the development process.

(Weighing 40% - Word Count 2,000)

CAMPAIGN DEVELOPMENT

1. [Redacted]

We will deliver an efficient and robust campaign development service to all Framework Public Bodies (FPBs). We have a process [Redacted] managed application of this leads to the most targeted, smooth-running and cost-efficient media campaigns for FPBs.

The main stages of the [Redacted] process are as follows:

[Redacted]

2. [Redacted]: INFORMING THE MEDIA PLANNING PROCESS

We invest in [Redacted], which are used to guide our media planning and buying. These tools are updated at least quarterly with current data, and provide us with knowledge in the following areas:

[Redacted]

We keep abreast of industry developments and media innovations in a many of ways:

[Redacted]

Our continuous improvement programme also includes:

[Redacted]

[Redacted] for insight-led media planning

The Media Shop invests [Redacted] for developing audience insight, as detailed below.

These tools are used to develop an insight-led, audience centred approach to media planning:

[Redacted]

3. [Redacted]

The Media Shop has a [Redacted]. They include:

[Redacted]

4. ENSURING QUALITY OF SPECIALIST INSIGHTS

Formal contracts between The Media Shop and its specialists are reviewed every year to ensure that the quality of their insights and their sectoral knowedge exceeds our requirements.

5. DELIVERING BEST PRICE MEDIA FOR FRAMEWORK PUBLIC BODIES

[Redacted]

Senior Management oversees the following internal processes to ensure we are achieving the best value:

[Redacted]

Ongoing Cost Reductions

Upon appointment to handle any of the Framework Public Bodies' campaigns, we would undertake an immediate audit of historic buying rates and identify areas where we believe value can be improved upon. We will employ all of the buying tactics outlined above, but other approaches specific to this Framework would include:

[Redacted]

Clash Management to ensure spend efficiency for FPBs.

We have experience of managing potential ad clashes for Framework Public Bodies.

[Redacted]

INTERNAL APPROVAL PROCESSES

Our team work collaboratively on all media proposals to ensure a consensus is reached on each element of the planning and buying process. Key approvals are always recorded in writing.

[Redacted]

Approval criteria for media proposals must adhere to the following protocols:

[Redacted]

7. SELECTING THE MEDIA EFFECTIVENESS EVALUATION CRITERIA [Redacted]

Every media proposal will include our proposals on how the campaign's effectiveness can be measured. Campaign outcomes and KPIs are identified and agreed in several key ways:

[Redacted]

We work with FPBs and other marketing partners to agree the campaign measurement matrix including [Redacted] immediate actions required to ensure the right measures are in place.

Example: [Redacted]

8. OUTLINE OF MEETINGS & TOUCHPOINTS WITH INTERNAL & EXTERNAL STAKEHOLDERS

[Redacted]

Media Buying – The Media Shop – Question 1.2.6

Campaign Management - Please detail your organisation's campaign management process. Please include all activities including reporting and all stakeholder touch points paying particular consideration to the following:

- an outline of meetings and touch points with all internal and external stakeholders, taking account of the size and complexity of a campaign, throughout the campaign life-cycle;
- a list of all outputs and reports including all approval stages internal and external;
- full detail of the monitoring, management, optimisation (where relevant) and reporting on all media activity, including information on real time and end of campaign reporting;
- indicative timings for all activities where possible;
- any further processes and systems to be used in the provision of the services including back office support;
- clarification of any parts of the requirements to be contracted to 3rd parties including how these will be identified, appointed and managed; and
- how information will be managed and, where appropriate, quality assured within your organisation.

(Weighting 10% - Word Count 1,500)

CAMPAIGN MANAGEMENT

Our campaign management process is based on [Redacted]:

[Redacted]

1. CAMPAIGN MANAGEMENT PROCESS

[Redacted]

2. CAMPAIGN TOUCHPOINTS

[Redacted]

2. OUTPUTS AND REPORTS

[Redacted]

3. MONITORING, MANAGEMENT AND REPORTING OF MEDIA ACTIVITY

Please note:

[Redacted]

4. INDICATIVE TIMESCALES

Campaign planning timescales are included on the campaign management process diagram. Our customer charter includes the following timings:

[Redacted]

5. CAMPAIGN SUPPORT AND INFORMATION MANAGEMENT SYSTEMS

These are as follows:

[Redacted]

6. USE OF THIRD PARTIES

We anticipate using the following third parties in delivering the service:

[Redacted]

Our processes for appointing third parties are as follows:

[Redacted]

7. HOW INFORMATION WILL BE MANAGED AND QUALITY ASSURED

Information is managed and quality assured in the following ways:

[Redacted]

Media Buying – The Media Shop – Question 1.2.7

- Campaign Evaluation - Please detail your organisation’s process to measure the effectiveness of the media strategy and approach deployed, paying particular consideration to the following:

- the methods your organisation employs to set benchmarks, measure and assess the impact of the media strategy against agreed targets and how these are selected;
- the formal processes employed by your organisation to ensure that this information is used to optimise current activity and is fed back to inform subsequent decision making in campaign development and media selection;
- the methodology for evaluating the effectiveness of the media in campaign delivery and reporting on value for money;
- your proposals for continuous improvement, detailing how you plan to use this information to improve your on-going levels of service.
- your proposals for effective delivery of transparency in relation to performance, outcomes, measurement and evaluation methodologies for all campaign activity; and
- how you will provide the appropriate data access and separation of data to ensure delivery of transparency across all Framework Partners.

(Weighing 15% - Word Count 1,200)

CAMPAIGN EVALUATION

1. SETTING AND MEASURING AGAINST BENCHMARKS AND TARGETS

[Redacted] objectives for every campaign, against which performance will be measured. These are embedded into the campaign brief.

We set targets for two fundamental effects of campaign activity:

[Redacted]

We work with each FPB to identify the most accurate benchmarks to measuring against in the following ways:

[Redacted]

Examples of impacts we measure are shown below:

[Redacted]

Campaign Measurement Matrix

To ensure the FPB and partner agencies are in agreement on measurement targets, each campaign proposal includes a [Redacted]. This forms the foundation for post-campaign analysis and evaluation.

Example: [Redacted]

2. MEASURING THE IMPACT OF THE MEDIA STRATEGY

Many factors will influence the results of an advertising campaign, e.g. strength of message/offer, creative approach, seasonality, political environment, etc.

We can isolate the impact of the media strategy in several ways:

[Redacted]

3. FORMAL PROCESSES FOR OPTIMISATION AND FEEDING BACK INTO FUTURE DECISION MAKING

[Redacted]

Campaign Monitoring

Campaigns are monitored on a continuous basis mid-flight. The campaign Account Manager/Executive is responsible for real-time dashboards and reporting monitor. Activity is optimised and fine-tuned in real-time based on results. This particularly applies to digital media.

Campaign Report

A key part of the [Redacted] which we collate at the end of each project. Within this we cover the following:

[Redacted]

Campaign Review Meeting

[Redacted], with input from all agency partners. The Account Director on every project is responsible for leading the presentation, within 2-4 weeks of the campaign end date.

4. METHODOLOGY FOR EVALUATING EFFECTIVENESS OF MEDIA AND VALUE FOR MONEY

We draw on a range of tools to evaluating media effectiveness. These are:

a) [Redacted]

[Redacted] the best industry tools for analysing campaign delivery against targets. This includes the following:

[Redacted]

b) Media Measurement [Redacted]

Tools to measure the effectiveness of campaigns:

[Redacted]

c) Evaluating and Reporting on Value for Money

We do this in several ways:

[Redacted]

5. PROPOSALS FOR CONTINUOUS IMPROVEMENT

It is essential for client satisfaction and retention that we strive to continuously improve our services. Our ability to deliver greater expertise and value to FPBs, depends heavily on our knowledge and skills being up to date. This is done by:

[Redacted]

6. EFFECTIVE DELIVERY OF TRANSPARENCY

We ensure transparency in campaign evaluation in the following ways:

[Redacted]

7. PROVIDING DATA ACCESS AND SEPARATION OF DATA TO ENSURE TRANSPARENCY ACROSS ALL PARTNERS

[Redacted].

Media Buying – The Media Shop – Question 1.3.2

Framework Public Bodies take brand safety extremely seriously and look to pursue every possible measure to protect their brands. As such we are looking for tenderers to have a robust approach which is constantly evolving with the introduction of the latest technologies in the marketplace to ensure the Framework is at the forefront of managing any risk. As stated in Schedule 1, as a minimum, Tenderers must be able to provide the following levels of brand safety management, processes and safeguards including, but not restricted to:

- Content Category Exclusions
- Human Vetted Blacklists
- Fraud Protection
- Keyword Blacklists (all Programmatic)
- Specific Content Blocking (Display only)
- Channel Blacklists (YouTube only)
- YouTube specific Third party ad safety (YouTube only)
- Channel Whitelist/Site Whitelists/PMPs (all Programmatic)
- Content Filtering
- Negative keywords Searches
- Constantly audited domains to ensure white and blacklists are kept up-to-date
- Pre-bid technology to block ads being served if risk exists
- Semantic blocking technology
- Real-time content verification technology
- URL keyword blocking technology (the scanning of URLs for inappropriate words)

Please provide a detailed breakdown of your processes and procedures for tracking and delivery of all brand safety measures that will be deployed as part of the Framework, paying particular consideration to the list of processes and safeguards above.

(Weighing 75% - Word Count 1,200)

BRAND SAFETY APPROACH

At The Media Shop, we understand that the highest importance must be placed on Brand Safety when planning and implementing campaigns for [Redacted]. We have several strategies in place to ensure that online ads do not appear on or in websites, videos and articles that contain inappropriate, distasteful or unsavoury content, in order to reduce the risk of reputational damage. Additionally, bad bot traffic and fraudulent clicks also represent a threat to brand safety and threaten ROI and conversion metrics, therefore we also take steps to ensure that all traffic is legitimate.

[Redacted]

Media Owner Vetting Process

All media owners are checked for compliance/adherence to one or both of the following:

[Redacted]

Compliance of Key Digital Suppliers

[Redacted]

We have pre-agreed annual dates for digital media owners to send us their updated Brand Safety policies in full, and we supply these to clients annually or when there is a significant update.

In-House Campaign Implementation Checklist

There are certain media that are traded in-house through the media owners' self-service platforms. These include:

- Facebook/Instagram
- Google (including search, GDN and YouTube)
- LinkedIn
- SnapChat
- Twitter

[Redacted]

Programmatic Display Advertising

The Media Shop’s preferred supplier [Redacted] process for ensuring Brand Safety.

[Redacted]

Media Buying – The Media Shop – Question 1.3.3

Tenderers must demonstrate how it delivers a continuous improvement approach with feedback process to deliver best practice. This must include as a minimum all process and procedures, including timelines in place to address any brand safety breaches, along with feedback and learnings at all stages of the campaign to ensure that all post campaign analyses are embedded into ways of working. Additionally, Tenderers must demonstrate the embedded processes in place to identify and address any new threats as they develop.

(Weighing 25% - Word Count 1,200)

BRAND SAFETY – CONTINUOUS IMPROVEMENT APPROACH

1. PROCESSES AND PROCEDURES

The Media Shop has developed [Redacted] Brand Safety is considered at every stage of a Framework Public Body's campaigns and re-evaluated regularly to ensure continuous improvement and best practice.

[Redacted]

Integral Ad Science

We work [Redacted] **to** integrate their technology within our third-party ad tags to ensure that ads will not serve on pages that have been identified as unsafe based on pre-defined risk thresholds. Pages are dynamically scored so that ads do not appear next to adult content, alcohol, gambling, hate speech, illegal downloads, illegal drugs, offensive language, or violence. Not only does this ensure that the content an ad appears in is appropriate, it also ensures that ad spend is protected from unnecessary risk.

2. TIMELINES TO ADDRESS BRAND SAFETY BREACHES

Should a rare brand safety breach occur, The Media Shop will adhere to the following process:

[Redacted]

3. FEEDBACK & LEARNINGS AT ALL STAGES OF THE CAMPAIGN

The [Redacted] a dashboard that reports on a variety of metrics, including:

[Redacted]

These metrics are monitored along with campaign performance on a daily basis and any results that raise a red flag are reported to the Media Owner to address. The client is informed of the campaign performance through regular campaign reports.

Post-campaign Analysis identifies areas for improvement and data is fed-forward into future campaigns to aid continuous improvement and performance optimisation.

4. IDENTIFYING AND ADDRESSING NEW THREATS AS THEY DEVELOP

The Media Shop has a culture of organisational learning and collaboration which means that we have several processes and forums that help identify new threats as they develop, and we address them in a timely manner.

[Redacted]

Media Buying – The Media Shop – Question 1.4.2

Account Management - Please provide a detailed breakdown of your proposed Account Management delivery, paying particular consideration to the following;

- detail the location of where all the services will be delivered and managed from, along with an account organisational structure for providing the service; (This must clearly demonstrate the Tenderer's senior management hierarchy and the names of key senior and account management individuals involved in the delivery of the services;
- Provide CV's detailing the location of relevant senior management, their experience relevant to their role in the contract and key skills, any strategic media planning and buying accomplishments and any innovative use of media);
- Details of the support staff who will be responsible for administering the Framework, their roles, location and reporting lines;
- Mechanism for approval of any change to the above;
- The contingencies in place to work out with normal working hours as required and to ensure business continuity in the event of absenteeism through holidays, sickness or key personnel leaving and any emergency situations.
- Details of formal internal methods of interfaces between the Account Manager and other internal staff within your organisation;
- How internal standards and monitoring of approvals/sign-off are managed and communicated internally/externally;
- Details of complaints procedure and escalation process including where the Account Management Team are unable to resolve satisfactorily or within agreed timescales; and
- Training/development and monitoring of performance of the Account Manager.

(Word Count 1,200) + (Word Count 250 per CV)

ACCOUNT MANAGEMENT

1. DELIVERING AND MANAGING OUR SERVICE ACROSS SCOTLAND

The Media Shop is an independent SME agency, owned and managed in Scotland since 1988. Our specialist team, [Redacted].

We will deliver all our services from our office in [Redacted].

Our location, [Redacted].

We have a track record of working with [Redacted].

2. ACCOUNT ORGANISATIONAL STRUCTURE

Our organisational structure ensures a strategically-led approach, clear accountability and collaboration to deliver a streamlined service. The diagram below outlines the responsibilities of the management and implementation teams, under the leadership of [Redacted], Contract Manager.

[Redacted]

This highly trained team have the skills required to deliver multi-channel projects for FPBs, across areas such as behavioural change, health, transport, environment, further education, tourism and culture.

Additional Resource:

Out of Home: [Redacted].

Consultants: we have a roster of experienced and respected consultants to call on, if extra capacity or specialist expertise is needed to support us in delivering our services.

3. TEAM CVS, SPECIFIC RESPONSIBILITIES AND REPORTING LINES

[Redacted]

Media Buying – The Media Shop Scotland – Question 1.4.3

Business Management - In order to meet the contract management requirements outlined, the contractor must have well established formal tracking tools to deliver the service. These do not have to be accredited but must be used as a formal monitoring mechanism within your organisation. Please provide a detailed breakdown of your processes for tracking and delivery, paying particular consideration to the following:

- details of all tools and processes to track and report on progress of tasks;
- management reporting arrangements employed to monitor tasks;
- how these outputs will contribute to the management of risk and inform future activities; and
- formal methods/process for identifying and addressing errors or under delivery including how and at what stage the client is informed.

(Weighting 25% - Word Count 1,500)

BUSINESS MANAGEMENT

[Redacted].

TOOLS TO TRACK AND REPORT ON PROGRESS OF TASKS

[Redacted]

MANAGEMENT REPORTING ARRANGEMENTS EMPLOYED TO MONITOR TASKS

In addition to the reporting from the [Redacted] processes mentioned above, we have in place a number of processes by which management monitor tasks.

[Redacted]

MANAGEMENT OF RISKS AND INFORMING FUTURE ACTIVITY

These tools and processes contribute to the management of risk and inform future activities in the following ways:

[Redacted]

RISK MONITOR TOOL

[Redacted]

IDENTIFYING AND ADDRESSING ERRORS OR UNDER-DELIVERY

[Redacted]

Our tools and processes for identifying and addressing errors are summarised below:

[Redacted]

CASE STUDY: [Redacted]

Media Buying – The Media Shop – Question 1.5.2

Please describe how your organisation will deliver the service levels detailed in Schedule 1 of the Entire Agreement, paying particular consideration to: financial management i.e. accurate and timely invoicing, and full detail of the management reporting and resolution of unbilled/part-paid media, audit reporting, response times, exception reporting and management reporting, Framework Public Body care methodologies and customer relationship management.

(Weighting 20% - Word Count 1,000)

DELIVERING MEDIA PLANNING AND BUYING SERVICES

The Media Shop commits to delivering the service levels detailed in Schedule 1 of the Entire Agreement.

We have a proven track record for delivering the service to Framework Public Bodies, based on tried and trusted approaches. We subscribe to and implement Customer Service measures as recommended by the [Redacted], and the [Redacted] best practice on Client Service. As a result, we maintain very high levels of customer satisfaction and retention through the following Service Level Agreement:

[Redacted]

1. ACCURATE FINANCIAL MANAGEMENT

The Media Shop's accurate financial management for each Framework Public Body is facilitated through [Redacted]

2. EFFICIENT INVOICING PROCESS

We aim to achieve 100% accurate invoicing first-time, every time and we have 31 years of practice getting this right.

[Redacted]

Invoices are only issued when cross-checked by a member of the Account Management team.

Invoice queries will be resolved within 2 working days.

3. MANAGEMENT OF UNBILLED AND PART-BILLED MEDIA

It is standard business practice to refund clients for unbilled or part-billed media.

Our accounts department provide a quarterly report on any non-invoicing by media owners.

We provide an annual report which reports any unbilled or part-billed media activity, outstanding for 3 months or more. A credit will then be agreed and issued for any non-invoiced activity, on the basis that if the media owner does issue an invoice at a later point, we can re-bill the FPB for it.

4. AUDIT REPORTING SYSTEM

Across the last 4 years working with FPBs and auditor [Redacted], we have become well versed in the requirements of the audits. We have put the following system in place to ensure we fulfil these requirements accurately and to deadline.

[Redacted]

5. RESPONSE TIMES

Our service level guarantees to each FPB are set out in our SLA and are summarised as follows:

[Redacted]

6. EXCEPTION REPORTING

We provide exception reporting to identify any factors that are not considered to be within acceptable parameters. This makes it possible for us to take immediate actions that help to minimise or eliminate exceptions and increase overall efficiency.

Exception Reporting Process:

[Redacted]

7. MANAGEMENT REPORTING

Management reports are collated and supplied at Agency Performance Review meetings. These include:

[Redacted]

Bespoke reports can also be supplied on and ad hoc or regular basis, to suit each FPB's requirements.

8. CLASH MANAGEMENT

We manage potential clashes for FPBs:

1. Cross-checking proposed campaign schedules.
2. [Redacted]
3. [Redacted]

9. FPB CUSTOMER RELATIONSHIP MANAGEMENT

[Redacted]

The key elements of our Customer Care process are as follows:

[Redacted]

Media Buying – The Media Shop - 1.5.3 Question

Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the contract, including contract 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.

(Word Count 800)

ENSURING SUFFICIENT CAPACITY AT ALL TIMES

The Media Shop has 31 years of experience working with Public Bodies and in the last 4 years, we have been awarded [Redacted]. These have ranged from [Redacted].

We can therefore apply our experience of successfully managing capacity with fluctuating workloads to deliver service levels and quality across multiple FPBs simultaneously. [Redacted].

1. MANAGING CAPACITY THROUGH CONTRACT TRANSITION

The Media Shop has successfully transitioned [Redacted] from [Redacted] in the last 4 years. As all the service requirements are provided from one office location and without the requirement of sub-contractors, we can ensure a smooth, rapid transition from a highly experienced team.

When a Framework Public Body appoints The Media Shop following a mini-competition, we would:

[Redacted]

2. MANAGING CAPACITY THROUGH PERIODS OF HIGH DEMAND

The Media Shop has a proven track record in providing Framework Public Bodies with a high quality service during periods of high demand.

We do this in several ways:

[Redacted]

3. ENSURING CONSISTENT QUALITY OF SERVICE

[Redacted]

Media Buying - The Media Shop - Question 1.5.4

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 under each situation.

(Weighting 30% - Word Count 800)

DEFINING URGENT AND EMERGENCY REQUIREMENTS

As an existing supplier to Framework Public Bodies, The Media Shop has a robust process for accommodating unforeseen requirements and this process been tried and tested across 31 years in business.

Our experience working with Public Bodies such as [Redacted].

The Media Shop has created a [Redacted] to define urgent and emergency requirements, and the process for responding to them. This is undertaken with any client where there is potential for a [Redacted] situation.

[Redacted]

1. STRUCTURE FOR ACCOMODATING UNFORSEEN REQUIREMENTS

The Media Shop offers a [Redacted] for Framework Public Bodies. [Redacted] has overarching responsibility for dealing with unforeseen requirements and 'Code Red' scenarios, although the [Redacted].

[Redacted]

A recent example of an urgent 'Major Project' is [Redacted].

2. FORMAL PROCEDURE FOR URGENT AND EMERGENCY REQUIREMENTS

[Redacted]

3. EMERGENCY RESPONSE EXAMPLES

We work with clients in other sectors where danger and risk are inherent – [Redacted]. The Media Shop has had to react quickly to some major incidents of the last twenty years. [Redacted] responses are not new to us and we have well established procedures.

[Redacted]

Media Buying – The Media Shop Scotland – Question 1.5.5

Please provide examples of the management information in accordance with Schedule 1 and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.

(Weighing 20% - Word Count 800)

CLEAR & ACCURATE MANAGEMENT INFORMATION

Management information tools ensure that our team successfully interfaces with the relevant Framework Public Bodies on all aspects of our service. Reports are customised to meet the exact requirements of each FPB with regard to content, format and frequency. [Redacted]. We aim to make all MI available in real-time via [Redacted]. We currently supply weekly, monthly and annual reports to FPBs as appropriate on the following:

[Redacted]

The key tools we use for reporting are outlined below:

[Redacted]

SPEND & RATE BENCHMARKING

We provide reports tracking spend trends and buying rates versus any guarantees with individual media owners. We also [Redacted].

CAMPAIGN & BUYING REVIEWS

We provide campaign reviews for all major media campaigns covering:

- discount levels
- ad positioning
- delivery against media targets
- frequency of message
- digital results
- [Redacted]

These campaign reviews are invaluable when planning the next phase of a campaign, allowing us to improve effectiveness by fine-tuning each stage of a campaign.

SPECIFIC REPORTS FOR SCOTTISH GOVERNMENT CONTRACT AUDIT

We can provide the following bespoke reports in accordance with the requirements set out for this contract.

[Redacted]

Media Buying – The Media Shop – Question 1.5.6

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 you ensure staff are trained and developed in order to keep up to date with best practice, market developments and emerging technologies, with particularly emphasis on the digital landscape, 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.

(Weighting 10% - Word Count 800)

CONTINUOUS IMPROVEMENT MEASURED BY CUSTOMER SATISFACTION

Delivering best practice and long-lasting relationships through continuous improvement is well established at The Media Shop.

There are 5 areas to our Continuous Improvement culture:

[Redacted]

1. STAYING IN TOUCH WITH RELEVANT POLITICAL AND POLICY ISSUES, DOMESTICALLY AND INTERNATIONALLY.

We have a number of processes in place to monitor developments:

[Redacted]

An example of Immersion: [Redacted].

2. COMMITMENT TO TEAM TRAINING AND KNOWLEDGE SHARING

We have been committed to the [Redacted] and this ensures that all members of the team complete [Redacted]. They regularly surpass this target. To ensure that digital knowledge is constantly being developed, we stipulate that at [Redacted].

Some of the CPD-qualifying activities include:

[Redacted]

The digital media market is constantly evolving and we have put a particular emphasis on this to ensuring that we stay ahead of the curve on technological developments and new opportunities.

[Redacted] is responsible for developing our knowledge on emerging technologies and opportunities in the digital landscape.

[Redacted] positions in the team.

Recent training events and seminars include:

[Redacted]

3. COMMITMENT TO DEVELOPING EACH INDIVIDUAL WITH 360° PERFORMANCE REVIEWS

[Redacted]

4. AGENCY PERFORMANCE TRACKING AND BENCHMARKING

Formal agency performance reviews will be conducted with FPB clients, on an annual basis, to measure client satisfaction. With client input, we identify required improvement areas. Agenda items include:

[Redacted]

We also hold meetings with clients to present Campaign Reports after each major campaign period. These meetings also provide the opportunity for clients to provide feedback on our service delivery over the campaign period.

5. FPB IMMERSION AND FEEDBACK

Regular communication and an honest relationship are at the core of continuous improvement to ensure best practice service delivery.

We will:

[Redacted]

Media Buying – The Media Shop – Question 1.6.2

Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (and sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) and to ensure continuity of service and protection against cyber-attacks. Answers should include (as a minimum):

- Details of where data will be stored and how it will be secured including processes, software and standards and must include measures put in place with sub-contractors (where applicable);
- Details of how data will be securely transmitted between the Framework Public Body, the Contractor (and sub-contractors where applicable) including processes, software and standards;
- Details of how the data will be secured at rest (end point security) both at the Contractor's premises (and their sub-contractors premises where applicable);
- Details of processes followed including those for assessing future risks;
- Testing of Disaster Recovery policies and procedures, including the dates, duration and frequency;
- Methods for the back-up and continuity to deliver services should an incident occur including manpower and access to equipment;
- Methods and processes in place to mitigate against cyber-attack and crime using online technologies including processes, software and standards;
- Destruction policies and processes including policies, processes and software. This should include the measures put in place with sub-contractors where applicable;
- Tenderers should also provide details of any standards applicable in this area (e.g. ISO 27001, ISO 22301, ISO/IEC 20000, Cyber Essentials/Cyber Essentials Plus or their equivalents).

(Weighting 100% - Word Count 1,500)

DATA PROTECTION & INFORMATION SECURITY

The Media Shop is committed to the safe and secure handling, transmitting and storing of data, to defend against potential misuse of data, cyber-attacks, or crime using digital technologies. We have worked with Framework Public Bodies for over 26 years without a breach of security.

1. PROFESSIONAL IT SUPPORT

[Redacted]

[Redacted] ensures we protect the confidentiality, integrity and availability of data stored on devices which connect to the Internet, including desktop PCs, tablets and smartphones, all types of server and networking equipment.

Our security systems provide protection against the most common internet-based threats to cyber security — particularly, attacks that use widely available tools and demand little skill, including hacking, phishing, and password guessing.

[Redacted] and have confirmed that our security procedures comply with the UK Government Cyber Essentials standards. We are therefore committed to undertaking the [Redacted].

2. DATA SECURITY POLICY

The Media Shop has a written data security policy which forms part of a new employee induction process. The policy [Redacted].

All staff are made familiar with our procedures for data protection and securing against cyber-attack at their staff induction. All staff must comply with the policies, and departure from these policies and procedures will result is a disciplinary matter. [Redacted].

The policy includes instruction on the following procedures.

Data Security Processes and Procedures:

[Redacted]

3. GDPR COMPLIANCE

The Media Shop acts as both a controller and a processor of data, and in both these roles is fully compliant with GDPR.

[Redacted]

This included:

[Redacted]

Procedures which are proportionate to our business and the risks associated with our activities are embedded throughout our agency processes, [Redacted] undertakes an annual review of our processes to ensure we continue to comply with best practice.

Summary of Data Protection Processes:

[Redacted]

Media Buying - The Media Shop Scotland – 1.7.2

Tenderers must describe how they will commit to fair work practices for workers (including any agency, sub-contractor workers) engaged in the delivery of this Framework. Responses need not be constrained to, or be reflective of any of examples given below:

- a fair and equal pay policy that includes a commitment to supporting the Living Wage, paying the real Living Wage including, for example being a Living Wage Accredited Employer;
- clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to Modern Apprenticeships and the development of Scotland's young workforce;
- promoting equality of opportunity and developing a workforce which reflects the population of Scotland in terms of characteristics such as age, gender, religion or belief, race, sexual orientation and disability;
- support for learning and development;
- stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero-hours contracts;
- flexible working (including for example practices such as flexi-time and career breaks) and support for family friendly working and wider work life balance;
- support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice.
- how the wellbeing and mental health of staff is supported and processes in place to maintain the resilience of staff.

(Weighting 100% - Word Count 1,200)

BEST PRACTICE EMPLOYER

We commit considerable effort to being a Best Practice Employer and understand our responsibility to consider social and economic factors.

We endorse and, through various initiatives led by [Redacted], MD, align our policies with the Scottish Ministers workforce policies. (Policies are available on request).

We are proud of our very low turnover of staff

[Redacted]

[Redacted]

PROMOTION OF DIVERSITY AND EQUALITY

The Media Shop has supported diversity and equality in the workplace since 1988 and we have a robust policy on this. We actively promote a culture where we have equal opportunities for all and we recognise, respect and value difference.

[Redacted]

FLEXIBLE WORKING OPPORTUNITIES

We are eager to create a working environment where the team can operate at their best without their [Redacted].

[Redacted]

SUPPORT FOR LEARNING AND DEVELOPMENT

Best practice is about the best people. All of our employees participate in our programme of Continuous Professional Development. This uses best practice as prescribed by the [Redacted].

[Redacted]

SUPPORT FOR HEALTH AND WELLBEING

We recognise that physical and the emotional health of employees is critical to ensure business continuity and we support a number of initiatives:

[Redacted]

Media Buying – The Media Shop – Question 1.7.5

Sustainability

Tenderers must confirm that, where appropriate, they will support the Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the services required.

Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

Further details on Scottish Government’s Sustainable Procurement Policy are available at:

http://www.gov.scot/Publications/2016/03/8410/3

and

https://www.procurementjourney.scot/route-3/route-3-develop-strategy-profiling-commodity-sustainable-procurement

SUSTAINABILITY

The Media Shop hereby confirms that we will support the Scottish Ministers’ policies on Sustainability and Corporate Social Responsibility in delivering the services required. We aim to improve the social, environmental and economic wellbeing of the area in which we operate, with a particular focus on reducing inequality; and also on innovation.

SOCIAL AND ETHICAL MEASURES

Evidence of this is our commitment to [Redacted]. This includes our assurance to adhere to the following:

[Redacted]

Specific examples of how we incorporate sustainable practices into our service delivery are shown below:

[Redacted]

ENVIRONMENTAL MEASURES

[Redacted]

Annual Targets and Evaluations

Our intention is to quantify our environmental policy by reviewing our current usage and costs and setting targets allowing us to more precisely monitor our performance.

We constantly endeavour to increase and improve on the delivery of sustainability measures. To facilitate this, [Redacted].

Media Buying – The Media Shop – Question 1.7.6

Community Benefits

The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

Accordingly, while the following community benefit objectives will not be evaluated as part of the tender process, the successful Contractor will be expected to consider the following Community Benefit themes in the delivery of their services for example:

- targeted recruitment & and training for “disadvantaged” persons unemployed for over 6 months;
- generate employment and training opportunities for priority groups;
- up-skill the existing workforce;
- equality and diversity initiatives;
- make any proposed sub-contracting opportunities available to SMEs, the third sector and supported businesses;
- build capacity in community organisations.

Tenderers should provide details of their proposals to support Scottish Procurement to meet SG overall community benefits policy through this Framework Agreement.

COMMUNITY BENEFITS

The Media Shop commits to delivering community benefits wherever possible within the scope of the services we deliver to the Scottish Government and Framework Bodies.

Ways in which we currently strive to deliver community benefits are outlined below. However, constantly endeavour to increase and improve on these. [Redacted].

[Redacted]

Media Buying – The Media Shop – Question 1.7.7

Transfer of Undertakings Regulations 2006

Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework, including details of any perceived implications and/or risks and how these will be mitigated.

Tenderers must confirm whether their tender has been submitted on the basis of TUPE being deemed to apply or not.

TUPE

The Media Shop is committed to best practice, over and above the legal responsibilities, when acting as the 'incoming employer', should TUPE apply.

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Having considered TUPE matters in conjunction with our legal advisors, we are of the view that TUPE will not apply wholesale to all work or instructions which arise. There may be individual projects or services from time to time which may give rise to the possibility of TUPE applying. In those circumstances we will work with our legal advisors, the incumbent agency and the awarding Framework Public Body to establish firstly whether or not TUPE applies and secondly what measures, if any, require to be taken as a result.

In response to the question, [Redacted] be inherent value in the knowledge and skills possessed by people who have worked with the Framework Public Body prior to the change. Were we to be awarded contracts which required the hiring of additional staff, even though TUPE would not necessarily apply, we would be willing to give positive consideration to engaging employees from the departing agency, provided that:

[Redacted]

Due Diligence

Prior to bidding for a contract, The Media Shop will carry out a due diligence exercise to determine if TUPE will apply.

Should The Media Shop be awarded a contract where TUPE applies, The Media Shop will seek early engagement with the 'outgoing employer' and set up a channel of communication.

All new staff will be consulted about the transfer. At this stage, if it is acceptable to the outgoing employer, consultations will be carried out on a one to one basis.

We will ensure that there is a free exchange of information between ourselves and the 'outgoing employer' relating to employee liability and due diligence and any measures which may need to be taken in relation to transferring employees.

We will notify the Framework Public Body of any issues arising with the outgoing employer which may have a negative impact on transfer process.

We will ensure that plans are drawn up for the integration of the new staff to welcome them into the company.

Post transfer

After the transfer we will hold regular meetings with new employees while they are still adjusting to the changes to identify any issues and discuss possible solutions.

Commercial Bid

[Redacted]

1.2.3 The Briefing Process - Please detail your **organisation's processes for taking Framework Public** Body briefings and any subsequent processes to develop the brief internally. Detail how media outcomes and KPIs are identified and proposed based on the objectives **from the contractor's marketing brief.**

Process for taking Framework Public Body briefings

MediaCom believes everything is connected. As such we have a unique approach to planning and buying across Paid, Owned and Earned (POE) media to optimise our clients' entire system of content and connections, not just the individual channel silos. Getting the solution right starts with a robust and collaborative briefing process, asking and finding answers to the right questions and agreeing from the outset how we measure success.

A robust and collaborative briefing process:

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

Asking the right questions:

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

Agreeing what success looks like:

- [redacted]
- We also identify the most likely signals we should respond to when running activity to ensure we maximise the chances of best outcomes.

Identifying media outcomes and KPIs

In collaboration with the client, we create a bespoke CMP to identify the right media outcomes and KPIs. This is the practice and process of designing and delivering measurement plans geared to the connected world in which we live. We initiate the following steps to create and agree the CMP:

Understand the measurement & data needs in relation to the marketing objectives:

- [redacted]
- [redacted]

Develop the measurement strategy:

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

Construct a bespoke measurement plan:

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

Measuring performance

When a campaign is live and to achieve better outcomes, it is monitored daily. We report the leading indicators as they emerge against the agreed KPIs. This requires both an upfront and in activity commitment from the key stakeholders. Our campaign reporting is delivered through bespoke data dashboards which allows our planners to see all metrics, in real-time, and react accordingly. These dashboards are also accessible by clients and stakeholders. To supplement this daily live performance measurement, we have standard data checks and reporting which we conduct during every campaign:

- We supply a weekly download of the dashboard along with commentary and key actions taken during the week, highlighting how media KPIs are tracking towards outcomes
- Monthly we conduct a more thorough campaign review, examining creative performance, key placements, target audience performance and day/time-parts. This allows for adjustments and recommendations based on more statistically significant data sets than we see daily or weekly

When the activity or campaign has completed, we review delivery of all KPIs and media outcomes versus the objectives. Thereafter, we explore and prioritise the key facts and observations deriving insights around campaign performance. This forms the basis of understanding the key system effects as a result of the activity, informing future campaign planning and strategic framework decisions.

Approach to innovative solutions

At the heart of innovation lies genuine consumer insight – that unspoken truth that sheds new light on the challenge. As such our approach to achieving innovation is heavily influenced by the quality of our research around the challenge and target audience. Delivered through our qualified researchers and access to the best and most current research available from leading intelligence providers such as [redacted]

In addition, and more uniquely, we embrace a Method Insight philosophy to enhance our research whereby all our planners seek out relevant experiences, speak to, and 'walk in the consumer's shoes' to get a deeper understanding of the challenge and target audience.

To harness the power of the insights uncovered, we run creative workshops to explore innovative ways of delivering media solutions to meet the brief. These workshops are run by facilitators experienced in the art of lateral thinking techniques that unlock new ideas.

Over and above our research and approach to ideas generation, we also actively gather examples of the best work and innovation from around the world. As part of [redacted] we have unrivalled access to award winning case studies from clients covering all sectors from all over the world.

Additionally, our strong links, regular dialogue and meetings with Media Owners ensure we are always first to know about the latest developments and opportunities emerging across each medium. For example, [redacted]

1.2.4 - Audience Insight - What resources, including proprietary tools, methods and processes are utilised to uncover audience insight to identify behaviours of interest and preferred media choices and channels to make media strategy, planning and buying recommendations.

At the heart of everything we do is our insights. We use these to understand the sectors clients operate in; trends and culture relevant to them and their audiences; to understand the consumer behaviour, beliefs, and motivations relevant to campaign objectives.

Our approach to gathering insights

- Desk research: our insight specialists collate and evaluate findings across a rich seam of research tools to develop insights to inform the next stage of our research.
- Method insight: Using several techniques, including experiencing for ourselves what audiences do (ie: what services a smoker can use to help quit); conducting interviews; writing diaries of our experiences – to produce a 360 experience and shape our thinking.
- Bespoke primary and secondary research (if required, costed separately): [redacted] [redacted] us to see [redacted] of [redacted] [redacted] [redacted] [redacted] UK [redacted] to [redacted] us [redacted] [redacted] [redacted] of [redacted] and [redacted] be [redacted] to [redacted] any [redacted] [redacted] [redacted] [redacted]

We access a wide range of tools, including but not limited to:

Consumer Profiling	Consumer/brand profiling	Market Information	Trends	Social Media Listening
[redacted] [redacted] [redacted]	[redacted] [redacted]	[redacted] [redacted] [redacted] [redacted]	[redacted] [redacted] [redacted]	[redacted]
Website Usage	Case studies	Media Channel Specific	Adspend	Online behaviour
[redacted] [redacted]	[redacted] [redacted]	[redacted] [redacted] [redacted] [redacted] [redacted]	[redacted]	[redacted] [redacted]

Many of our sources enable us to delve into trends and behaviours not just in the UK, but across the globe, as this helps us identify trends that have not yet hit the UK but developing elsewhere.

How we use these tools in action

In order to identify and understand our audiences we use TGI surveys which allow us to look at the UK, as well as drill down into the Scottish population, on a national level (Scotland as a whole); regional level (ie West Lothian); or by city (ie Edinburgh, Falkirk etc).

We select the appropriate TGI survey depending on the particular client or campaign: Youth TGI for campaigns targeting young people; TGI Clickstream for those aged 18+, and TGI World Panel which looks at shopping behaviours (for clients such as [redacted]).

Using these surveys helps us develop a full picture of our audiences' demographics, location, beliefs, behaviours (ie wanting to eating more healthily), media consumption (ie their favourite TV channel to time spent reading a newspaper), their online behaviour and social media activity.

Our bespoke LIVE panel tool

We have our own global audience measurement tool (created for Group M companies): [redacted]. We develop audiences on an individual country level, including Scotland. As our survey is consistent across all countries we can also benchmark behaviours on a global level for international campaigns.

Using [redacted], we identify our various audiences' relationship with media – how, where, and why they engage with digital channels (including social media); what media they consume, and their engagement with digital content. We are able to compare these audience results against adults (ie does our audience spend more or less time on their mobile than average).

Keeping up-to-date with developments and risk assessment

We regularly attend industry trends events, research debriefs and webinars run by market-leading intelligence agencies to keep abreast of trend thinking, understand changes in culture, markets and brands, sharing findings with clients.

MediaCom also keeps up to date with the media marketplace and latest reports from industry bodies such as [redacted] and [redacted]. This can range from how audiences consume media across multiple devices; how social media can engage with different audiences; or media measurement.

We regularly produce reports on developments and innovations across all media channels, including AV (TV, VOD, and cinema), digital, radio, print, and out-of-home to identify new opportunities for innovation and measurement.

GroupM publish an annual report, 'This Year, Next Year' outlining the upcoming year's global advertising expenditure, to provide a wider context of the marketing future for clients.

We continually assess new and existing media owners, and publish general and client-specific guidance on brand safety risks and ways to manage brand risk to allow clients to make informed decisions on their use in line with their risk tolerances. We work with media owners including Google and Facebook to continually push for better brand safety monitoring, including improved reporting via independence verification technology and increased transparency in reporting (see brand safety and continuous improvement responses for details).

MediaCom recognise the importance of keeping our clients up to date with developments across the media landscape. We therefore produce reports for clients including:

- Newsletters with topical articles + links to each week's media news stories
- Weekly TV reports highlighting top programmes + upcoming highlights
- Insights team email covering emerging trends, news topics and innovative campaigns
- Sector specific reports to ensure clients are up to date with information that may affect them

We believe in creating a bespoke experience for each of our clients and spend time with each client to understand what is most useful for them and tailor our outputs accordingly.

How we use this to inform media strategy

We believe in sourcing the most appropriate data to deliver truly actionable strategic planning. This can be modelling anticipated impacts on awareness from a multimedia campaign, or anticipated business impacts from performance channels. We use our wide range of planning systems, benchmarks, media partners and bespoke research to ensure our insights are substantiated and we anticipate the impact on outcomes.

Our rigorous substantiation and sourcing of all planning insights and channel planning informs our media selection and highly granular, detailed in-channel implementation using our range of systems and media partners, to apply the most accurate data to media plans.

Insight substantiation comes from working with recognised Global Trends consultancies [redacted] to scale and source in-depth macro and micro trends, or accessing statistical studies and forecasts through [redacted].

TGI analysis and [redacted] data inform media channels, touchpoints (paid, owned and earned) and specific formats our audiences consume, either in everyday life or when shopping a specific category. Perhaps they are light TV viewers, but avid video-on-demand viewers, using platforms such as YouTube or SkyGo to catch up on their viewing. They may check review sites, social media and brand websites before deciding to purchase; or they may be influenced by the views of friends and family or come into the decision making process with a firm view of brand preference.

This means working closely with media partners to access their data sources; bespoke [redacted] segments; accessing insights on the digital consumer journey from [redacted]; or developing bespoke audiences for TV to optimise creative executions. It can also mean using purchase data to upweight digital POS OOH when category buyers are in store, measuring the impact through an EPOS sales uplift study.

Answering these questions enables us to develop a clear media strategy to reach and engage with audiences; selecting the right media channels, platforms, formats, and content to deliver our client's key objectives and measure the impact through our Connected Measurement Plan.

1.2.5 - Campaign Development - Please outline your process for campaign development.

A process underpinned by clear principles

At MediaCom we believe that everything is connected in a system. That means that we have to think and operate in an entirely new way. This Systems Thinking approach has given us a unique way of planning and buying across Paid, Owned and Earned channels. It is this that makes us different from other media agencies and the approach is encapsulated in four key principles that all MediaCom agencies follow:

- We do 'system' not silo
- Content is the fuel for high performing systems
- We plan for outcomes, not just inputs
- We are solution providers

Our process for campaign development is designed with this in mind and is intrinsically linked to our approach to briefing and audience insight. To ensure that it is applied rigorously and consistently, our process is underpinned by a suite of desktop tools. These tools are collectively known as The System. As we detail our campaign development process, we will highlight specific tools within The System and show how they can support Framework Body clients in developing and implementing campaigns rooted in Systems Thinking.

A process rooted in clarity and rigour

To ensure that the Systems Thinking approach is applied to all our campaigns, it is not enough to have a clear philosophy, innovative systems and industry-leading insights. We need an approach to campaign development that is rigorous, effective and applied throughout the business.

A great brief

Developing a meaningful strategy

Delivering brilliant campaigns

[redacted]

This process has been stress-tested with numerous clients and categories and has proven to be effective, robust and adaptable. We have been able to deploy it on annual plans for multi-million pound accounts and for quick-turnaround briefs with four-figure budgets. It can be followed at an individual, client team or at full agency level.

Typically we would expect to have four set-piece meetings as we work through this process:

- A briefing meeting
- A strategy presentation ([redacted] weeks after an agreed brief)
- A meeting to agree media execution ([redacted] weeks after the strategy is agreed)
- A post-campaign review (within [redacted] weeks of campaign conclusion)

Prior to each of these signature meetings, there are two stages of internal evaluation. Firstly, we use 'naive readers' to check that the response is coherent and addresses the challenge. Following this the client team lead and if relevant a member of the strategy team will review the presentation to ensure that it is accurate, succinct and reflects the key insights.

In addition we have a number of processes to ensure stakeholders and partners are aligned through the campaign development process. Weekly calls with the key clients and stakeholders (including other agency partners) help to ensure that all parties are aware of current progress and actions supported by a collective status report. This and all other documents and assets are hosted on a digital dashboard that can be accessed by all stakeholders and partner agencies.

A collaborative approach to strategic planning

The strategic development process that we have outlined is a collaboration between our client teams and our Challenge & Inspire Department (CID). This team is made up of strategists, insight & research specialists and trained workshop facilitators. The involvement of each will be driven by the relevance of their expertise to the specific challenge facing each Framework Body client. This team also connects our office to wider UK and global resource across MediaCom, GroupM and WPP. They will support the team in producing a clear and actionable strategy that allows us and our clients to deliver against their objectives - and to prove it.

Identifying the sources of influence

In developing our strategic response, the first stage is to understand the sources of influence. This can be addressed through a range of questions:

- How is current behavior being shaped?
- What is the journey to behavior change?
- Who are the influencers?
- When is the topic front-of-mind?

Addressing these and other relevant questions will typically involve a combination of desktop research, insights from key media partners, method insight and bespoke primary and secondary research

Developing a strategy to meet our **client's** objectives

Once we have agreed the sources of influence we will begin the process of developing this into an actionable strategy. The backbone of this phase is a facilitated workshop which we use to build out the strategy and develop what this means for media implementation. Before this phase is complete, we interrogate the output rigorously, making sure that the strategic platform is driven by insights, that it is actionable and that it inspires innovation.

Once satisfied that our strategy delivers both strong channel plans and innovation potential, we will use The System to create a visualisation showing how paid-for channels will interact with key owned and earned platforms. This will help us to quantify how they will work together to deliver against your objectives.

Once we have completed all this, we will present our key insights, how they have influenced the strategic approach and what it means for channel selection to the Framework team and stakeholders. We will collate feedback and ensure that the strategic approach is understood and supported before we move onto the campaign implementation phase.

Channel planning and implementation

Once we have agreed the strategic approach and media channels, we move into the implementational phase. This is led by the client team, who have a broad knowledge of the Scottish media landscape supported by media specialists as applicable. However, we have moved away from keeping digital media in a separate team given its ubiquitous position in the media landscape. We now expect all our account teams to have a broad knowledge of digital media.

Although we believe we have the best media knowledge in Scotland, we recognise that we don't have a monopoly on creativity and often media owners know their audiences better than anyone. As such, we are keen to engage our media partners at an early stage ensuring they have the opportunity to develop bespoke creative solutions. We will also host media owner stretch sessions with the client team, media owner and client all working together to drive innovation.

KPIs are agreed at the briefing stage and kept front-of-mind throughout the strategic planning process, but it is at this stage that we work out how we will track them, provide reporting, and optimise media and messaging to drive campaign effectiveness. As a matter of best practice, we will track media delivery weekly (and if necessary daily) to ensure that we are on track to hit plan. Digital media will also be tracked and optimised against the agreed digital action or engagement. Finally, if we require any third-party data feeds we will agree how this information will be shared and how it will be used to inform our planning. A summary of these KPIs will be shared with the client and other stakeholders for approval.

We recognise that with an entity as large and complex as the Framework there is the risk of clashes, both in terms of messaging and media. To help manage this we have developed a bespoke management workflow system called [redacted] to aid the communication between all parties involved in a campaign.

This system ensures that nothing 'slips through the net' and supports our best practice processes, as it tracks the life client brief to PCA. It gives total accountability to the owners of the brief and captures all crucial deadlines and a full overview of all activity running for a specific campaign. All relevant brief documents are stored in one repository section held within [redacted]. Unique to MediaCom, [redacted] is designed to gives us instant access to every work stream as it progresses.

Each MediaCom client team has a member appointed as Trading Champion who is responsible for ensuring the best possible media trading parameters are achieved. Every Trading Champion liaises with their peers and our Commercial Director, who leads this process, on a weekly basis to ensure best practice and latest developments are shared. Our Commercial Director meets monthly with both MediaCom UK and GroupM (WPP's media trading division) trading directors to enable us to utilise any group arrangements. Routinely, we access a mixture of our own bespoke media arrangements, MediaCom UK and GroupM trading deals on the basis of what best suits our client's requirements.

Driving media value

MediaCom is the largest media buying agency in the UK, and this gives us unrivalled market intelligence and negotiating clout with key media owners. This will be used to drive ongoing cost-reductions for the Framework.

We are also part of the GroupM network of WPP agencies, which collectively trades almost a third of all UK advertising revenue. We use this position to secure highly competitive agency rates with key media owners, and these rates are made available to all of the agency's clients.

Access to this scale and stature of trading will benefit the Framework clients and we will monitor and optimise trading rates as our relationship with the Framework progresses.

When working with smaller media partners, all our account teams are trained in negotiation techniques and have access to any trading history undertaken with other MediaCom clients. This expertise will be used to secure excellent rates with even the smallest media owner.

However we have to recognise that media value isn't simply a function of SCC or CPT rates. Our close relationship with media owners allows us to secure significant additional flexibility and value for our clients. Examples include:

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

If we are successful we will work with Framework partners to identify opportunities for added value services that could replace services currently being paid-for, or that can improve campaign effectiveness in order to drive cost-efficiencies.

1.2.6 - Campaign Management - Please detail your **organisation's campaign management process.**

Campaign management touchpoints

KPIs are agreed at the briefing stage and kept front-of-mind throughout the strategic planning process, but it is at Campaign Management stage that we work out how we will track them, provide reporting, and optimise media and messaging to drive campaign effectiveness. As a matter of best practice, we will monitor media delivery weekly (and if necessary daily) to ensure that we are on track to hit plan. Digital media will also be tracked and optimised against the agreed digital action or engagement. Finally, if we require any third-party data feeds, we will agree how this information will be shared and how it will be used to inform our planning. A summary of these KPIs will be shared with the client and other stakeholders for approval.

For every campaign, there will be a designated process which all parties will follow to ensure smooth campaign delivery. Throughout this process there will be multiple touchpoints and meetings, the level of these may vary dependent on the campaign but will be specifically identified and set out at campaign briefing stage.

Regardless and at the very minimum, MediaCom would automatically implement a mandatory weekly status meeting involving the MediaCom client team, all key Public Body personnel and relevant agency partners. This is to review the current campaign position in terms of briefing and implementation process. This would also cover performance reviews and recommended optimisations. A status report would be issued weekly 24hrs prior to the meeting and follow up action points would be circulated within 24hrs. Weekly status meetings would occur throughout the duration of any campaign.

In addition to these, there would also be the following signature meetings :

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

At every stage of the entire process, any documentation to be supplied to the client must be approved by the MediaCom Group Account Director allocated to the specific Public Body. For further quality assurance, MediaCom routinely operate a 'naïve reader' process where another senior MediaCom representative also proofs any client documentation to safeguard our best practices.

Again, at every stage, the next step in the process will only be undertaken once the Public Body client has issued written approval.

Campaign management reporting structure

Aside from these meetings, MediaCom also operate a campaign reporting structure which includes Pre, Mid & Post campaign reports for all channels. Examples of their content are as follows :

1. Pre-campaign reports: Once per campaign

These reports summarise and update, where necessary, the projected campaign delivery. We would expect these to be issued via email c.1 week prior to the start of the campaign.

Channel	Metrics	Input	Output Format	Timeline
TV	Spot laydown, expected TVRs, reach and frequency forecasts, update on market conditions. Confirmed launch programming & key programming targets	[redacted]	Word	Week prior to start date
VOD	Estimated impressions & frequency	[redacted]	Word	Week prior to start date
Digital	Estimated impressions, CTR, clicks and all pre-agreed forecasts for KPIs	[redacted]	Excel Digital Dash-board	Given the nature of this media channel, the booked schedule will act as pre-campaign
Outdoor	No. of site, location, reach & frequency	[redacted]	Excel	Given the nature of this media channel, the booked schedule will act as pre-campaign
Press	Insertion dates, sizes, position, circulation, reach & frequency	[redacted]	Excel	Given the nature of this media channel, the booked schedule will act as pre-campaign
Radio	Spot laydown, reach & frequency, impacts	[redacted]	Excel	Given the nature of this media channel, the booked schedule will act as pre-campaign
Cinema	Package bought, admission GTDs, films accessed, reach & frequency	[redacted]	Excel PPT	Week prior to start date

2. Mid-campaign reviews: Once per campaign

These reports will summarise delivery to date and identify what, if any, optimisations will be undertaken to improve or enhance campaign delivery.

Channel	Metrics	Input	Output Format	Timeline
TV	Current TVR delivery, updates on market conditions, achieved reach and frequency to date along with a programme achieved synopsis	[redacted]	Word	For campaigns running for more than 2 weeks this will be issued post week 2 and then every 4 weeks.
VOD	Current level of impressions delivered, CTR and completed views to date	[redacted]	Word	For campaigns running 4 weeks +, this will be issued post the first 4 weeks then every 4 weeks.
Digital	Per media owner detailing – impressions, clicks, website visits, sales delivered to date (level of detail dependent on media owner or campaign KPI) along with budget spend to date and campaign summary detailing any optimisations/recommendations.	[redacted]	Excel	For campaigns running 3 weeks +, this will be issued post the first 3 weeks. This will be in addition to weekly reporting.
Outdoor	Proof of posting pictures (maximum 10% of inventory secured)	[redacted]	PPT	Provided within first week of posting.
Press	Proof of insertion	[redacted]	PPT	Weekly
Radio	n/a	n/a	n/a	Given the nature of this media channel, a mid campaign report will not be issued.
Cinema	Admissions delivered to date	[redacted]	Excel	Weekly

3. Post-campaign reviews: Once per campaign

A full PowerPoint PCA document will be provided at campaign end to wrap up any campaign which will include activity delivered and insights along with any added value/savings/overshow achieved.

Channel	Metrics	Input	Output Format	Timeline
TV	Actual delivered TVRs, reach and frequency and position in break along with a summary of key programmes access	[redacted]	PPT	8 weeks post campaign completion
VOD	Impressions delivered, CTR and completed views	[redacted]	PPT	From 1 week post campaign completion
Digital	Final PCA. This will go into detail on every element and platform on the plan, showing the delivery for each and how the campaign has performed and against set KPIs. This is where we will also demonstrate any added value/savings achieved. Screengrabs of activity will also be included.	[redacted]	PPT	6 weeks post campaign completion
Outdoor	Proof of posting pictures (maximum 10% of inventory secured) along with any overshow achieved and the subsequent value achieved from this. Playout report of impressions delivered for digital activity and include any added value attributed to this should there be an over delivery.	[redacted]	PPT	6 weeks post campaign completion
Press	Confirmation of insertion dates, sizes, position, circulation, reach & frequency and any additional value secured	[redacted]	PPT	6 weeks post campaign completion
Radio	Number of spots delivered, final reach, frequency, impacts and any over delivery achieved	[redacted]	PPT	6 weeks post campaign completion
Cinema	Admissions delivered, films accessed, reach & frequency	[redacted]	Excel	3 weeks post campaign completion

Digital campaign review

Given its unique nature, we will additionally review digital channels in the following way :

Daily: Internally, we will perform checks on campaign pacing including key delivery metrics such as impressions, clicks, placements, spend and conversions.

Weekly: We will supply a weekly report along with any commentary and key actions. We will (where required) speak to any media owners or make minor adjustments via self-serve platforms to improve campaign performance e.g. bidding adjustments and minor placement/keyword optimisations. This will ensure all media is tracking towards delivery metrics as planned.

Monthly: In conjunction with the daily and weekly optimisations, we will conduct a more thorough account review to examine creative performance, key placements, audience targeting, performance and day/time parts. This allows us to make campaign adjustments and recommendations based on more statistically significant data sets than we would see daily or weekly.

Campaign monitoring

MediaCom have developed a bespoke management workflow system called [redacted] to ease the communication between all MediaCom teams - this system ensures that nothing 'slips through the net' and supports our best practice processes as it tracks the 'live' client brief from inception to post campaign analysis. It gives total accountability to the owners of the brief and captures all crucial deadlines so none are ever missed. All relevant briefing documents are stored in one repository section held within [redacted] which provides easy access to essential records. Unique to MediaCom, [redacted] is designed to give instant access to every work stream – it is 100% secure and is only accessible to the client's specific MediaCom team.

While [redacted] has been developed as an internal MediaCom tool, all of the outputs from [redacted] will be wholly accessible to each Public Body via a digital dashboard summarising their current activities. These dashboards operate as 'live' and will be available on a real time basis so can be accessed daily if required.

As we have evidenced in our campaign reporting structure, MediaCom Edinburgh have access to all the industry leading research tools as well as a number of bespoke proprietary options that allow us to monitor everything from basic offline measurements such as placement, position, spot times, reach and frequency through to detailed digital campaign metrics such as click through rates, engagement rates & social interaction.

We will supply a full media delivery report for each campaign after it is finished. This will specify planned vs delivered media metrics for each channel, platform and media owner (e.g. impacts/impressions, GRPs, reach, frequency(OTS/OTH)). This will be supplied as a pdf in a simple format which is easily sharable with any key stakeholders. Where available any media owner statements of delivery will be augmented with industry standard data & tools; e.g. [redacted] [redacted] tracking for digital campaigns. At MediaCom/GroupM we have been at the forefront of pushing media owners such as Facebook to open up closed platforms to enable us to build in more independent & transparent reporting on brand safety and viewability.

The scale and complexity of the applicable campaign will dictate the level of reporting but we anticipate that normally this will involve a mixture of both industry and proprietary tools best suited to delivering the Public Body client's requirements.

1.2.7 - Campaign Evaluation - Please detail your **organisation's process to measure the effectiveness of** the media strategy and approach deployed.

Measuring our media strategy against clear targets

We will agree key outcomes and KPIs at briefing. These will be used to build out a bespoke Connected Measurement Plan. By doing this we ensure a system focused framework that measures the effect and execution of our connected solutions – and the overall impact of our media strategy.

[redacted]

[redacted]

[redacted]

Connected Measurement Plan (CMP)

[redacted]

[redacted]

[redacted]

Benchmarks

We will seek 3 types of benchmarks which valuable in understanding campaign performance fully and build these into live or post-campaign reporting:

[redacted]

[redacted]

[redacted]

Live campaign optimisation

When a campaign is live, and to achieve better outcomes, it is monitored daily in line with our real time response strategy agreed within the CMP.

- Live campaign reporting is delivered through bespoke data studio dashboards which allow our planners to see all available leading performance metrics, in real-time, and react accordingly. These dashboards can also be accessible to clients and stakeholders.

- Weekly download of the dashboard along with commentary and key actions taken during the week, highlighting how media KPIs are tracking towards outcomes and tracking against media delivery, performance benchmarks and campaign targets.
- On a monthly basis (for longer campaigns) we will conduct a more thorough campaign review, examining creative performance, key placements, target audience performance and day/time-parts. This allows for adjustments and recommendations based on more statistically significant data sets than we see daily or weekly reporting. This will be summarised in a report and we recommend it is discussed on a specific call or meeting with any key agencies, clients and stakeholders.

Post-campaign: media delivery & value for money

We will supply a full media delivery report for each campaign, supplied at an agreed date after the campaign is finished. This will specify planned vs delivered media metrics for each channel, platform and media owner (e.g. impacts/impressions, GRPs, reach, frequency(OTS/OTH)). This will be supplied as a pdf in a simple format which is easily sharable with any key stakeholders. Where available any media owner statements of delivery will be augmented with industry standard data & tools; e.g. [redacted] [redacted] [redacted] tracking for digital campaigns. At GroupM we have been at the forefront of pushing media owners such as Facebook to open up closed platforms to enable us to build in more independent & transparent reporting on brand safety and viewability.

More detailed delivery & buying analysis will be contained within our Post-Campaign review; here we will look at any key qualitative aspects of the media delivery, provide relevant market context and quantify any added value achieved. We will explicitly flag any delivery that has exceeded or fallen short of the submitted pricing for the campaign as per contractual terms.

Post-campaign: effectiveness

This is the primary focus of our Post Campaign Review. Here we explore and prioritise the key facts and observations deriving insights around campaign performance. We will report back on the Connected Measurement Plan in full; with this time focussed on understanding the relationship between media delivery, key leading and lagging indicators and what this tells us about the impact of our media strategy. This will take place once all campaign reporting and any bespoke measurement data is available and should include any agency partners, clients (and stakeholders as relevant).

This forms the basis of understanding the key system effects as a result of the activity, informing future campaign planning and strategic framework decisions.

Feeding learnings forwards

When the activity or campaign has been completed we review delivery of all KPIs and media outcomes versus the campaign/marketing objectives. All insights will be distilled in a 'What we learned' summary on one slide clearly highlighting the insights to be taken forward into future campaign planning.

This will be accompanied by the output from a SLA (Service Level Assessment) feedback survey which will be used to prompt proactive suggestions for improving service delivery for the next campaign.

Sharing data with Framework Partners

We believe that transparent and rigorous sharing of relevant campaign data is crucial for the Scottish Government Framework to continue evolving the effectiveness of their media strategy and thus maintain value for money. In this instance, subject to agreement with the client at briefing, provide schedules and agreed key campaign without commercially sensitive data (any costs, rates or negotiated value) which can be shared with Framework Partners to ensure maximum transparency and learning. We would advocate as a minimum planned & booked media schedules; and where relevant indexed performance metrics by platform and widely applicable key learnings. This would be disseminated by the Framework Public Body to Framework partners as required.

1.3.2 - Framework Public Bodies take brand safety extremely seriously and look to pursue every possible measure to protect their brands. As such we are looking for tenderers to have a robust approach which is constantly evolving with the introduction of the latest technologies in the marketplace to ensure the Framework is at the forefront of managing any risk.

A 3rd party ad verification tool is the foundation of media quality management

As campaigns can run on thousands of websites and millions of pages, we cannot rely on manual vetting of each ad impression opportunity.

- [redacted] is [redacted]
- [redacted]
  - [redacted] and [redacted]
  - [redacted]
  - [redacted]
- MediaCom also run a whitelist of premium publisher sites (around [redacted]) which are vetted in line with industry standards and added to based on client requirements. The process of a new site being included in the whitelist is includes extensive testing and can take up to three months.
- The Trusted Marketplace is based on long-term relationships with leading publishers and media houses. Direct access to inventory leads to better pricing, but also higher media quality.
- MediaCom & GroupM are the only OpenSlate partners in the UK which allows us to apply contextual brand safety settings across YouTube.

Working in partnership with our clients

MediaCom will run training for any of your stakeholders to explain the risks around Brand Safety, Ad Fraud and Viewability and how to manage them. Everyone involved with digital media buying should have a common understanding and this can facilitate this.

We work with every client to agree a policy on media quality parameters based on their risk tolerance and develop the tools and processes to ensure this is implemented along with a client specific brand safety playbook.

We have a zero-tolerance policy to ad fraud and we will not pay for any fraudulent impressions. This means:

- [redacted]
- [redacted]

Process & procedures for managing brand safety

MediaCom manage contextual brand safety, ad fraud and viewability through a combination of 5 practices which apply universally across digital display, video and mobile media.

1. Trading

We recommend buying digital media inventory where the domain is visible to minimise the risk of our clients' ads being misplaced in inappropriate or fraudulent environments. There are a number of buying models which are recommended, depending on your brand safety risk tolerance.

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

2. Contractual protection

MediaCom seeks to agree on legal assurances with our technology and publisher partners. The assurances may differ between markets and publishers and may contain specific stipulations:

- To minimise the risk of advertising being placed in non-brand safe contextual environments.
- To minimise the risk of advertising being subject to fraudulent traffic.
- To define take down policy.

3. Technology

At MediaCom we use independent verification technology to:

- Minimise the risk of ads appearing next to unsafe content.
- Minimise the risk of paying for fraudulent traffic.
- Optimise for higher viewability.

Verification technology is used to inform our blacklists, whitelists and client-bespoke whitelists, where relevant to the buying model and as agreed with the client.

Independent verification technology is implemented across campaigns (subject to client approval) by MediaCom. Third party verification tagging makes it possible for MediaCom to monitor inventory for inappropriate content, fraudulent traffic and viewability levels.

MediaCom use such technologies to block or to target or to monitor, as agreed with the client. We can support the implementation of, and optimisation towards, any verification technology specified by the client. MediaCom always recommends industry-verified and independently audited independent verification technology.

4. Operational procedure

The operational procedures listed below are applied regardless of the buying method.

- Contextual Brand Safety – We apply our blacklist by default. The list is curated using input from independent verification technology, law enforcement sources and clients when they notify us of domains that infringe their copyright. We are able to implement general or bespoke client whitelists. We are able to implement independent verification tags and track campaigns. We can work with any independent verification technology, required by the client, for the purposes of monitoring and/or pre- or post-bid blocking. Our teams regularly track campaigns to ensure that the client's requirements are satisfied. They are able to deliver campaign monitoring and post-campaign reports.
- Fraudulent Traffic and Activity – MediaCom seeks to identify all types of fraud as listed in industry-supported taxonomy. MediaCom can work with any independent verification technology, required by the client, for the purposes of monitoring and/or pre- or post-campaign reports.
- Viewability – MediaCom can implement campaign viewability measurement against different viewability standards: The Media Rating Council standard, Global GroupM Standard and bespoke client requirements, as agreed with the client, and made available by independent verification technology.

5. Compliance with and support of industry accreditation & regulation

MediaCom is an active contributor to industry regulation initiatives and works closely with the IAB We support national industry initiatives such as JICWEBS and are committed to upholding the industry standards.

1.3.3 - Tenderers must demonstrate how it delivers a continuous improvement approach with feedback process to deliver best practice. This must include as a minimum all process and procedures, including timelines in place to address any brand safety breaches, along with feedback and learnings at all stages of the campaign to ensure that all post campaign analyses are embedded into ways of working. Additionally, Tenderers must demonstrate the embedded processes in place to identify and address any new threats as they develop.

A two-step approach to brand safety improvement

We take both a proactive (pre- and during-campaign) and post-campaign approach to brand safety improvements alongside how we deal with any issues as they arise.

To deal with brand safety proactively we take the following steps:

- Educating clients about the risks and how to mange them including running trainings to stakeholders from media and digital to legal and procurement (as deemed appropriate) to explain the risks around Brand Safety, Ad Fraud and Viewability and how to manage them. Everyone involved with digital media buying should have a common understanding and can facilitate this.
- Employing independent verification technology as the foundation to take control of brand safety. Only technology can analyse every single ad opportunity in real time and block ads from appearing in dangerous environments. Like a virus scanner on a PC, those tools do not give 100% security, but limit the risk to an acceptable level.
- Working with clients to agree their specific media quality policy based on their risk tolerance with precise agreement on how this will be implemented. We have four general media quality risk tolerances from 'high' to 'very low' each with their own general philosophies:

High Risk Tolerance	Medium Risk Tolerance	Low Risk Tolerance	Very Low Risk Tolerance
Philosophy "Cost and Performance are the most important factor in our digital media selection"	Philosophy "We believe in a balance between performance and brand safety. We accept a level of risk in exchange for better performance"	Philosophy "Brand Safety is very important for us. Ad Verification and block ing are mandatory, however we are willing to work with selected media partners even if they do no support 3rd party Ad Verification and blocking"	Philosophy "We have zero tolerance for brand-safety risk and fraud. This means we will not spend with media partners that do not allow 3rd party Ad Verification and blocking"

There is a trade-off between media quality and costs. Focussing on only highest quality media inventory will increase costs and reduce potential reach. Therefore, each brand must balance cost and reach implications with risk tolerance.

- Based on clients risk tolerance levels we will suggest detailed but concise implementation guidelines for each buying route (Direct Buys, Programmatic, YouTube, AdWords, Search, Facebook, Snapchat) operationalises the risk-tolerance level into clear implementation guidelines. These risk tolerances are detailed in all supplied client schedules to ensure that we have clear sign-off on which risk tolerances we apply at a media owner level.
- Across exchange and network buys we apply our standard curated blacklists to all media buys as well as any bespoke blacklists or whitelists as chosen by the client.
- Implement independent verification technology which will be used to inform our blacklists, whitelists and client-bespoke whitelists, where relevant to the buying model and as agreed with the client.
- We continually assess both new and existing media owners and will publish both general and client-specific guidance on the brand safety risks and ways to manage brand risk to allow our clients to make informed decisions on their use in line with their risk tolerances.
- We work with media owners including Google and Facebook to continually push for better brand safety monitoring, including improved reporting via independence verification technology and increased transparency in reporting.

Post-campaign, our approach focusses on building learnings into future campaigns and implementing best practice buying across media. We look to understand the outcomes from our media asking three key questions. These questions allow us to understand the value of each of our placements, ensuring, for future campaigns we are maximising opportunities to appear in the most relevant and valuable placement whilst also highlighting placements which do not meet our ad quality parameters.

1. Where have our ads appeared?
   In addition to the active monitoring and, where appropriate, the blocking of placements and keywords during campaign we will conduct a full review of placements post-campaign to agree any future custom site blacklists or negative keywords which we will build into any ad verification technology or self-service management platforms.
2. Were they viewable, brand-safe and fraud-free?
   We believe that only an ad impression that is brand safe, viewable and fraud-free has value and look to assess our media on a quality cost per thousand impressions metric (qCPM).
3. What impact does this have?
   Our zero-tolerance policy to ad fraud means that post- campaign we will not pay for any fraudulent impressions. This means that programmatically the fraudulent impression is not bought due to pre-bid blocking and the fraudulent site is placed on blacklist. Across direct buys we may buy the impression but the ad verification technology blocks the rendering of the ad and the fraudulent site is placed on blacklist and we request compensation from the vendor.

Dealing with brand safety breaches

At the core of our process is a client specific brand safety process which is mutually agreed ahead of any campaign running which covers:

- The definitions of any technical terms (as appropriate)
- Media selection controls with guidelines on buying model choices and contextual environments
- Baseline controls for always on protection
- Verification controls including recommended technology partner and tolerance levels
- Exception process for new media options
- Escalation process in case of brand safety breach including contact details and timelines for resolution.

Identification – once we have identified an ad on non-brand safe content and notified all relevant parties, we then work to gather all the required data including:

- Exact dates, or at a minimum, fixed time frames the ad has run
- Full URL(s) or site(s), or at a minimum, domains Ad serving codes (tags, ad calls)
- Any cookie or pixel IDs
- Call chain to identify ad routing
- Page source code
- Impression volume to understand scope (if available)
- Any further information or data points that would help with identifying original supply source

This data allows us to identify the scope and size of the issue as well as any impact. Dependant on the size of the breach this can take from 2 – 24 hours.

Investigation – with all available data gathered we will try to replicate the issue and understand with which partner the data breach occurred which allows us to understand the actions we can take. We may require new data including ad server log data, third party verification log data and ability to work back and identify call chain and original supply source for open web.

We will also review if the ad has run outside either on the blacklist or despite brand safety settings to establish cause and identify if this is human error or an issue with the ad verification technology.

The investigation process can take between 2 – 24 hours dependent on the size and scale of breach.

Resolution – once we are aware of the route cause we will either document the solution and continue advertising or apply our take down process or pause advertising. We will also estimate the impact and request the relevant compensation.

Based on the resolution we will update the brand safety strategy as required and monitor this to confirm the solution works.

The resolution process will typically take less than 24 hours to complete.

1.4.2 - Account Management - Please provide a detailed breakdown of your proposed Account Management delivery.

Location of services

MediaCom Edinburgh is based at 6 Dock Place, Leith where all campaign management, including strategic and media planning and buying services are carried out. We also have access to a number of specialist services around the MediaCom network including PPC, MediaCom Beyond Advertising, Business Science and MediaCom Sport.

The current head count at MediaCom Edinburgh is [redacted]

MediaCom Edinburgh Organisational Structure

[redacted]

As instructed CV's for senior staff included at end of document.

Staff management

We aim to maintain consistency across account teams, but like all businesses we must manage a level of staff turnover. However, we work closely with our clients when managing any change to the core team: creating and agreeing a plan of action to ensure that there is a smooth transition period. All those employed at Account Manager or above are on a three month notice period and board directors are on a six month notice ensuring adequate time for a smooth handover process.

Ensuring continuity

If a client knows in advance that they will require support on an occasion outside of the normal office hours then this can be arranged. Every client has the direct dial of each member of their team as well as the mobile numbers of all senior personnel on the account to ensure availability. In case of emergency everyone at Account Director and above is provided with a mobile phone so they can respond to emergency calls and emails outside office hours.

To ensure continuity MediaCom operates an electronic management system called Talent Tree that monitors absences. The system demands that all absences are authorized in advance and highlights all date clashes prior to approval being given to ensure sufficient capacity.

We also run a seconder programme where each client account is assigned a Seconder team who act as an overflow in the event that additional resource is needed over and above what is provided by your day-to-day assigned team. The Seconder programme is overseen by a team consisting of Group Account Directors and Department Heads. This team are involved in all aspects of the MediaCom client facing business and meets every week. This forum facilitates transparent resource planning and ensures that all GADs and Department Heads are fully aware of workloads across the entire agency allowing them to move resource between teams where required and in an emergency call on resource from our other UK offices in Manchester, Leeds, Birmingham and London.

Account Manager liaison

All of the account teams and specialist teams in Edinburgh are based in the same office and work closely together across existing pieces of business. We undertake regular general and client specific face to face status meetings and we have developed a bespoke management workflow system called [redacted] to ease the communication between all parties involved in a campaign.

This system ensures that nothing 'slips through the net' and supports our best practice processes, as it tracks the live client brief through to PCA. It gives total accountability to the owners of the brief and captures all crucial deadlines. All relevant brief documents are stored in one repository section held within [redacted]. Unique to MediaCom, [redacted] is designed to gives us instant access to every work stream as it progresses.

Approvals & sign off

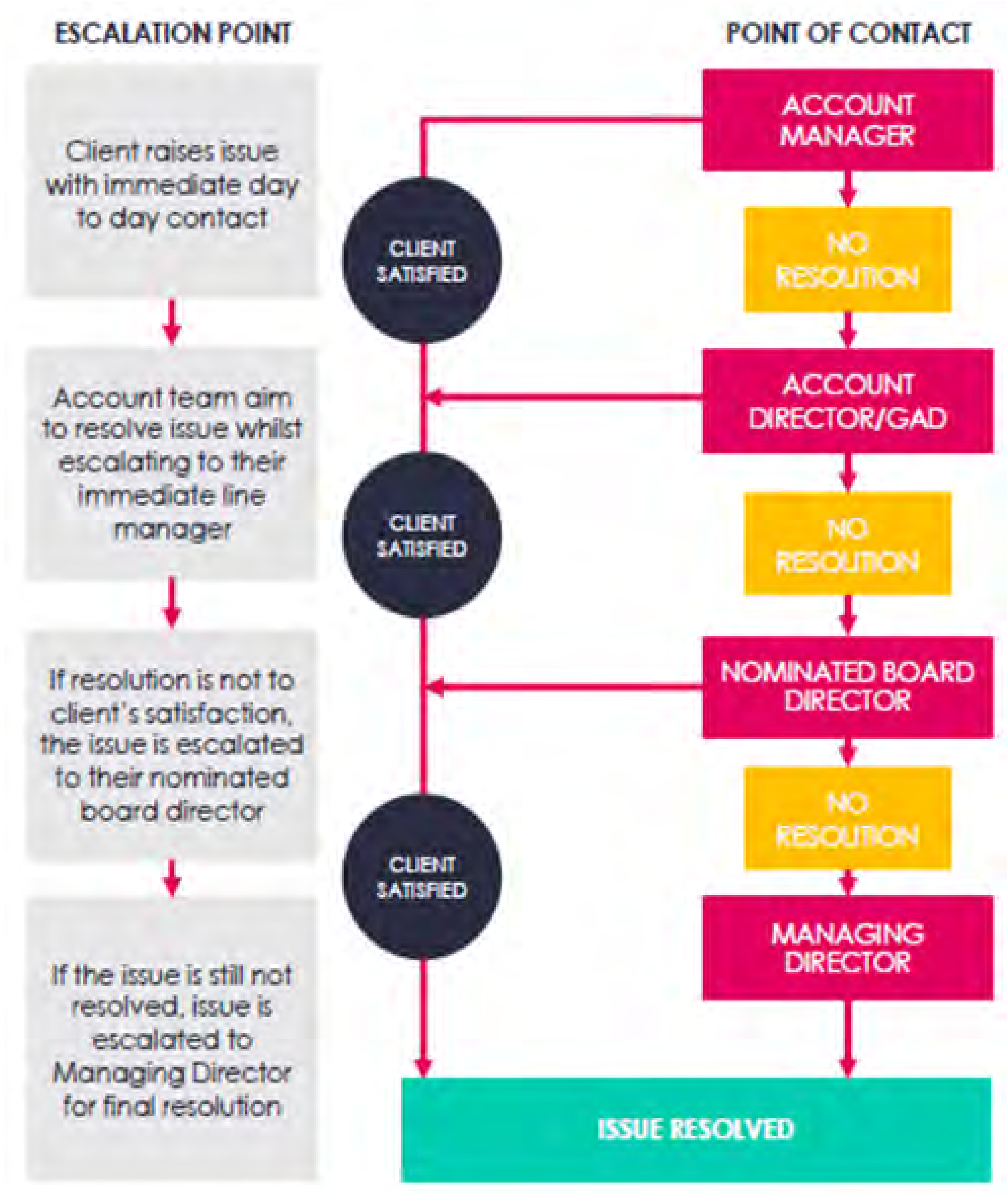
At MediaCom we adhere to a strict hierarchical sign-off process for every piece of client work that leaves the agency to ensure the highest standards of accuracy and rigour. Work is passed up to immediate line managers for initial quality control. After this, it is then passed on to the next most senior member of the account team for their approval, finishing up with sign-off from the Group Account Director.

We also ensure that all finance procedures are SOX compliant. All paid for media must be approved in writing confirming PO numbers (where required) to be allocated to the given plan. We will then respond within 24 hours to confirm that the email has been received and a booked plan will be sent as confirmation of booking within 5 working days.

Complaints procedure

At MediaCom Edinburgh we pride ourselves on the service we deliver and the way we work with clients. We use a formalised Service Level Assesment process to monitor our performance. The SLA takes the form of a bespoke online questionnaire built with the client to ensure it evaluates the things that are most important to them. The questionnaire is completed on a bi-annual basis (or more frequently if requested) then followed up with a face to face meeting with the most senior member of the account team and clear action plan is put in place should there be issues to address.

However we recognise that on occasion sudden and more pressing complaints can arise and in these circumstances the diagram below highlights the key escalation points for resolving any issues of this nature.


ESCALATION POINT
POINT OF CONTACT
Client raises issue with immediate day to day contact
ACCOUNT MANAGER
CLIENT SATISFIED
NO RESOLUTION
Account team aim to resolve issue whilst escalating to their immediate line manager
ACCOUNT DIRECTOR/GAD
CLIENT SATISFIED
NO RESOLUTION
If resolution is not to client's satisfaction, the issue is escalated to their nominated board director
NOMINATED BOARD DIRECTOR
NO RESOLUTION
CLIENT SATISFIED
If the issue is still not resolved, issue is escalated to Managing Director for final resolution
MANAGING DIRECTOR
ISSUE RESOLVED

Training & Development

We are heavily focussed on progression and training with each employee working with their line manager to agree a personal development plan. Each member of staff is given an annual appraisal with their line manager and we have an online development portal ([redacted]) that issues requests for feedback from a minimum of [redacted] colleges (a mixture of senior staff, peers, direct reports and clients) which is used to shape this conversation. We have an extensive formal training program across areas such as management techniques and creating and delivering presentations. Alongside this. we run a more informal mentoring process ensuring that all employees have access to a senior member of staff who can provide a fresh and non-judgemental perspective.

We validate our commitment to learning and development by aligning ourselves with the IPA's accreditation for Continuous Professional Development. There is a wide and creative range of initiatives aligned to this vision; demonstrated through a number of practices such as Team Development workshops and ongoing "Lunch and Connect" sharing sessions hosted by senior staff. Our commitment in this area has seen MediaCom Edinburgh receive the highest level of accreditation, "Platinum", for the past six years - the only agency in Scotland to hold this accolade.

CVs - Redacted

CVs - Redacted

CVs - Redacted

[redacted]

CVs - Redacted

CVs - Redacted

[redacted]

CVs - Redacted

CVs - Redacted

CVs - Redacted

CVs - Redacted

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CVs - Redacted

CVs - Redacted

CVs - Redacted

1.4.3 - Business Management - In order to meet the contract management requirements outlined, the contractor must have well established formal tracking tools to deliver the service. These do not have to be accredited but must be used as a formal monitoring mechanism within your organisation. Please provide a detailed breakdown of your processes for tracking and delivery.

Details of all tools and processes to track and report on progress of tasks

MediaCom believes everything is connected thus every client's media activities are all part of a connected system. On that basis, MediaCom have developed a bespoke management workflow system called [redacted] to ease the communication between the strategic planning teams, implementational teams and buying teams – our own internal connected system.

This system ensures that nothing 'slips through the net' and supports our best practice processes as it tracks the 'live' client brief from inception to post campaign analysis. It gives total accountability to the owners of the brief and captures all crucial deadlines so none are ever missed. All relevant briefing documents are stored in one repository section held within [redacted] which provides us easy access to essential records. Unique to MediaCom, [redacted] is designed to gives us instant access to every work stream as it progresses through our award winning connected system process which means great work happens on time – every time!

A robust and collaborative connected system process:

[redacted] is a simple, flexible, bespoke internal system that supports the management of responding to client briefs by helping our teams to collaborate; share documents; review current status and track deadlines. It is 100% secure and is only accessible to the client's specific MediaCom team.

[redacted] allows MediaCom to ensure the following:

- Full accountability
- End-to-end process support
- Enhanced best practice through agreed standard templates
- Important deadlines clearly defined
- Tracking of any client brief at all times
- Pushes new client briefs to the whole client team at one time
- Stores all documents with different versions in one place
- Specific tasks can be sent to a client team member then tracked
- Reduced resource through illness or holidays easily supported

In essence, this means that [redacted] allows MediaCom to utilise a tool that helps us manage our day-to-day workflow and gives us accountability across the business. It ensures best practice throughout every client team and enables our whole team to be better connected while supporting our end-to-end systems planning and buying process.

Management reporting arrangements employed to monitor tasks

While [redacted] has been developed as an internal MediaCom tool, all of the outputs from [redacted] will be wholly accessible to each Framework Public Body via a digital dashboard summarising their current activities. These dashboards operate as 'live' and will be available on a real time basis so can be accessed daily if required. These client management reports will be the responsibility of the MediaCom Group Account Director allocated to the specific Framework Public Body.

Although these management reports will allow each Framework Public Body a wide overview of their ongoing activities, MediaCom believe that a number of formal, face-to-face meetings (or conference calls at the very least) are required to ensure all tasks are monitored effectively.

Weekly work-in-progress reports

These reports details the status of all the live campaigns as well as dates & times of key client meetings. The report is updated weekly by the relevant MediaCom client team and shared with Framework Public Body personnel via e-mail and the digital dashboard. A weekly meeting or call between MediaCom, the Framework Public Body team and any other relevant suppliers will follow at a pre-arranged day & time. This process ensures every key stakeholder is kept updated on campaign progress but can also prompt identification of potential issues and secure agreement on their resolution.

Quarterly management information report

MediaCom anticipate that any management information required by a specific Framework Public Body will be available to them as 'live' via their bespoke digital dashboard. However, we appreciate the requirement for this information to be supplied at overall Framework level. Again, MediaCom will create a digital dashboard to record this information though it is unlikely to be 'live' given the nature of the information involved. However, it will be updated on a monthly basis and made available to all relevant parties, for example, the Public Body Framework Strategic Contract Manager and your appointed media auditor.

This report will include the following information at the very minimum :

- Total expenditure delineated by specific Framework Public Body; media utilised and number of campaigns
- Total Framework Public Body expenditure on an annual basis provided as a running total
- Accrued savings on an annual basis as a running total
- Volume of business through each particular media, media owner and specific supplier
- Delivery vs the media pricing guarantees as a running total

Although this report monthly will be updated monthly, we suggest a quarterly review meeting is scheduled at a pre-arranged date between MediaCom, all relevant Framework Public Body personnel and any other relevant parties such as your appointed media auditor to review progress, identify potential issues and agree a resolution plan of action.

How these outputs contribute to the management of risk and inform future activities

These outputs inform a series of set-piece meetings scheduled across the year which allow MediaCom and the Framework Public Body to proactively manage any emerging risks and also inform future activities :

- Quarterly Management Information Review

  As detailed previously, this meeting will ensure we can review progress, identify potential issues and agree resolutions at an overall Framework level.

- Bi-Monthly Status Presentation

  This meeting ensures that MediaCom have regular scheduled face-to-face meetings with each of the Framework Public Bodies where the specific agenda goes beyond day-today activities addressed in the Work-in-Progress meetings. Suggested discussion areas would include the likes of current media developments; marketplace updates; relevant case studies; latest media innovations. MediaCom currently conduct these sessions with a number of existing clients and they provide an excellent forum for highlighting areas of concern or share ideas about what comes next.

- Quarterly Service Review Meetings

  These meetings provide the basis for our formal Service Level Assessment (SLA) process and are conducted between MediaCom and the relevant Framework Public Body supported by the latest completed SLA form. Upon completion of the SLA form and allocated time to review, this meeting provides the opportunity to gauge service performance; highlight any areas which require improvement or indicate serious issues which must be addressed urgently. An output of this meeting would be a formal action plan to resolve the identified risk.

- Annual Planning & Strategy Meetings

  An annual session designed to review the strategic direction of all communications' work and instigate the planning of the following year's activities. An opportunity to share views on what has worked, what hasn't, key learnings and any developments on either the agency or client side that will have an impact of future activities. This meeting would involve MediaCom, the relevant Framework Public Body and any other relevant marketing suppliers. MediaCom envisage that a similar session would be conducted at an overall Framework level upon completion of the individual meetings to address any over-arching strategic challenges.

Formal methods/processes for identifying and addressing errors or under delivery including how and at what stage the client is informed

At MediaCom, we believe in complete transparency with our clients as this engenders trust. We will inform the specific Framework Public Body of any errors or under-deliveries as and when they occur. Doing this with our existing clients has taught us to believe that a problem shared is a problem solved more quickly with better outcomes. Our 'live' digital dashboards are a concrete way of ensuring each Public Framework Body has access to the current status of their activities. For any error/under-delivery not immediately captured via the digital dashboard, we guarantee that the designated MediaCom Group Account Director will inform the relevant client/s of this via e-mail within 24 hours of the issue coming to their attention and will include a suggested resolution for the client's approval.

Regardless of their scale, whether they have been resolved or to which Framework Public Body they apply, all errors or under-deliveries will be recorded and reported at the Framework-level Quarterly Management Information Review session.

1.5.2 - Please describe how your organisation will deliver the service levels detailed in Schedule 1 of the Entire Agreement, paying particular consideration to: financial management i.e. accurate and timely invoicing, and full detail of the management reporting and resolution of unbilled/part-paid media, audit reporting, response times, exception reporting and management reporting, Framework Public Body care methodologies and customer relationship management.

Delivering the service levels detailed in Schedule 1 of the entire agreement

Initially, MediaCom recommend a face-to-face session between the Framework Strategic Contract Manager, the specific Framework Public Body key personnel and Finance team, the MediaCom client team and Finance team. This meeting allows all relevant parties to define the administration and timetable for delivering timely and accurate invoicing, management and unbilled reporting.

This would then provide the basis for our Finance Process which would be formalised in writing. The following is a real example from one of our existing clients :

MediaCom to supply schedules for approval. Accompanying the schedule will be a Purchase Order tracker sheet which will provide an estimated monthly breakdown of spend by channel. Before booking, the client must return the PO tracker with PO numbers. Approval to book is required at least 2 months prior to live date.

MediaCom return a booked schedule within 5 working days. An updated PO tracker is also supplied with monthly spends updated to reflect savings made. The client then updates PO values internally and re-supplies the PO tracker. This ensures that PO values are updated at least the month before they have to be posted.

Monthly invoicing

MediaCom arrange for manual invoices to be supplied across all media. Invoices will be supplied in the same month activity is live as manually invoicing means the client will only receive one invoice per channel, per month. The amount of each invoice will exactly match the values on the PO tracker as agreed.

There may be cases where the values change once the campaign is live. An updated PO tracker should be supplied to the client by [redacted] [redacted] each month. This allows them to amend any PO values that have changed before their posting cut off. It also provides an internal sense check of what must be manually invoiced.

Each month the relevant invoices will be reviewed against the latest PO tracker. If any updates are required they should be made and sent to the MediaCom Group Account Director for a final check. The PO tracker should then be updated to reflect the invoice number.

Digital reconciling

Digital activity will be reconciled post campaign. If there is an under-spend, the client will be advised and if it is agreed a credit note should be sent. The credit note will detail the invoice number it relates to.

Monthly fees

These fees are for a set amount each month which does not vary and as such PO numbers are raised and do not have to be amended'.

This is presented as an illustrative example but explains the details/timelines which need to be agreed. Once the specific Framework Public Body Finance Process is agreed, the tools and systems highlighted below can be used to provide any required information on an ongoing basis.

Audit reporting, response times, exception reporting and management reporting

MediaCom's bespoke management workflow system [redacted] eases the communication between the MediaCom teams – our own internal connected system. [redacted] is a simple, flexible, bespoke internal system that supports the management of responding to client briefs by helping our teams to collaborate; share documents; review current status and track deadlines. It is 100% secure and is only accessible to the client's specific MediaCom team.

While [redacted] has been developed as an internal MediaCom tool, all of the outputs from SPINE will be wholly accessible to each Public Body via a digital dashboard summarising their current activities. These dashboards operate as 'live' and will be available on a real time basis so can be accessed daily if required. These management reports will be the responsibility of the MediaCom Group Account Director allocated to the specific Public Body.

Quarterly Management Information Report

MediaCom anticipate that any management information required by a specific Public Body will be available to them as 'live' via their bespoke digital dashboard. However, we appreciate the requirement for this information to be supplied at overall Framework level. MediaCom will create a digital dashboard to record this information though it is unlikely to be 'live' given the nature of the information involved. However, it will be updated on a monthly basis and made available to all relevant parties, for example, the Framework Strategic Contract Manager and your media auditor.

This report will include the following information at the very minimum :

- Total expenditure delineated by specific Public Body; media utilised and number of campaigns
- Total Framework Public Body expenditure on an annual basis provided as a running total
- Accrued savings on an annual basis as a running total
- Volume of business through each particular media, media owner and specific supplier
- Delivery vs the media pricing guarantees as a running total

Although this report will be updated monthly, we suggest a quarterly review meeting be scheduled between MediaCom, all relevant Framework Public Body personnel and other relevant parties such as your media auditor to review progress, identify potential issues and agree a resolution plan.

The process incorporating [redacted], the digital dashboards and the quarterly review meeting will enable us to effectively manage response times; deliver exception and management reporting on request and also support auditor requests.

Framework Public Body care methodologies and customer relationship management

MediaCom envisage the customer relationship management process would be conducted through both the completion of a SLA Form to measure current service levels and a follow-up review meeting.

Quarterly Service Review Meetings

These meetings provide the basis for our formal SLA process and are conducted between MediaCom and the relevant Framework Public Body supported by the latest completed SLA form. Upon completion and review of the SLA form, this provides the opportunity to gauge service performance; highlight areas of improvement or indicate serious issues which must be addressed urgently. An output of this meeting would be a formal action plan to resolve any identified risk.

MediaCom believe that all the outlined processes, tools and meetings are completely flexible and can be honed specifically to any of the Framework Public Bodies' unique requirements – regardless of scale or complexity.

1.5.3 - Please provide details of how you will ensure that sufficient capacity exists at all times to deliver the contract, including contract 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.

Ensuring sufficient capacity

When any client joins MediaCom the smooth transition of the account is vital to ensure business continuity. We have a wealth of experience in this matter and across the UK offices alone in 2018 we smoothly onboarded [redacted] new clients.

Based on our previous experience, we follow eight rules for success that would underpin any transition:

1. Be open and honest about any concerns or issues when they arise
2. Ensure all key stakeholders from MediaCom, the incumbent agency, and the government body meet face-to-face as quickly as possible
3. Be clear on critical dates and diarise key meetings and milestones
4. Discuss and agree client priorities during the transition phase and the first three months
5. Establish preferred team structure as early as possible
6. Meet creative partners within the first few weeks
7. Understand the regulatory requirements for transferring staff from the incumbent agency, if applicable, as soon as possible
8. Bring finance teams together (face to face) as early as possible to address invoicing and payment

All transition plans are bespoke and we work closely with the client to draw up a transition plan and timeline that suits their needs. Example transition plans from other clients are available on request.

Part of the onboarding process includes an analysis of the clients resource requirements both in general and the potential for an increase in this requirement (either due to seasonal changes or possible emergency scenarios). We understand that requirements fluctuate but that it is absolutely vital to ensure sufficient resource at all times. To this end MediaCom run a 'Seconder' programme which is overseen by a team consisting of Group Account Directors (GAD) and Team Leaders (TL). This team is charged with running ALL client business at MediaCom and meets every week to discuss staffing, resource and training, This forum facilitates transparent resource planning and ensures all GAD's are aware of workloads across the company. This team are involved in all core elements of the MediaCom Client facing business: that of planning, buying, client management and administration. This means that in the event of long term sickness, absenteeism or holidays each GAD can call on the assistance of additional personnel at the appropriate level from another GAD.

Each account team has a minimum of five key members, in most circumstances this runs to eight or more individuals. The management of scheduled breaks, such as holidays, is controlled by each GAD to ensure there is always a minimum of 2 members per team in the office at any one time, including between Christmas and New Year.

If unforeseen circumstances arise the 'Seconder' programme can be activated immediately. The role of the 'Seconders' is to provide extra support to any team under pressure due either to a short-term resource issue or a sudden increase in workload due to an emergency requirement from a Framework Contract client.

Each 'Seconder' will be involved when necessary through internal briefing sessions instigated by the relevant GAD. This familiarisation of the client's activities will enable the 'Seconder' to provide instant support both internally and externally to clients and agencies. In the case of an extreme emergency, and if appropriate, the team can draft in short term assistance from across the agency and if absolutely necessary can be brought in from our offices in London, Manchester, Leeds, Birmingham or Dublin on a short term basis. This structure ensures that clients will always have sufficient resource available to them at any given time.

To ensure we have no sudden changes in the overall resource all key personnel at MediaCom are contracted to a term of notice of a minimum of [redacted] and this rises to [redacted] in the case of the board directors. On a more day to day basis MediaCom an electronic management system called Talent Tree that monitors all absences. The system demands that all absences are authorised in advance by a GAD and approved by a Senior Director. The system highlights all date clashes and absences due to ill health prior to approval being given to ensure the office always has the required number of staff for its clients needs.

We believe this attention to detail is vital for all of our clients regardless of spend apply the same approach and principles. As part of a global network we have clients based across the UK and Europe. We ensure regular client contact and discussion about upcoming requirements and any potential change in resource. These discussions are often done by phone and/or email but where an emergency meeting to discuss resource is required we guarantee face to face participation anywhere in the UK with 24 hrs notice and anywhere in the EU with 48 hrs notice. This approach means we are always aware of our clients resource requirements and can organise accordingly.

1.5.4 - 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 under each situation.

Emergency protocols

We are aware of a variety of clients across the Government Framework requiring the ability to operate a "Code Red" as outlined in Schedule 1. MediaCom has extensive experience of running clients both with fluctuating requirements and with the potential to require planning and implementation of an emergency service.

Our experience covers both the Public Sector with our previous relationship with the Scottish Government where we implemented numerous campaigns for clients such as [redacted] and [redacted]. We also held a long relationship with [redacted] who utilised our fast turnaround service during a number of [redacted].

It is not just the public sector though and a number of our clients have had cause to utilise the processes we have in place for emergency contact, creation and implementation of media plans for example [redacted]. Whilst their marketing calendar is laid-down many months in advance, they are vulnerable to negative PR that can be quickly amplified through social media. This occurred in [redacted], when [redacted]. This quickly took off in social media with [redacted] We immediately implemented a media plan to counter the claims as well as activating an emergency social listening project and worked closely with [redacted] to monitor the impact of the controversy on [redacted].

Out of hours access is guaranteed across the entire senior team at MediaCom Edinburgh. All staff at Account Director or above (a total of [redacted] people) is provided with an iPhone and a tariff paid for by the company that includes unlimited calls, texts and data anywhere in the world ensuring that they are available 24/7 in the case of an emergency. We are also cognisant that in an emergency it is important for the client to be able to reach multiple people as quickly as possible rather than lose valuable time reaching out to different members of the MediaCom team and so we have set up a system that allows this, making the process as smooth and efficient as possible.

At MediaCom we utilise office 365 which means we can operate from any device anywhere in the world securely. One of the elements we use is Microsoft Teams, a shared area we use for projects and specific client work. For clients that have the potential to require a "Code Red" scenario we create a core standby team made up of the most senior and trusted personnel in the business.

Each member of the team both at MediaCom and on the client side has the Teams app on their phone and computer and any individual would be able to share an emergency notification via the conversation screen within the specific "Red Alert" channel. Every MediaCom member of staff would then be notified of the message and respond directly and securely via the app.

[redacted]

Formal process

The formal process we propose therefore is as follows.

Stage 1: Client sends a single message via Teams. The message alert details that an urgent emergency brief needs to be issued.

Stage 2: The message is received by all "Code Red" team members on their mobile. Of the team one member will assume overall responsibility for the brief and immediately contact the client to discuss the situation and requirements in more detail.

Stage 3: Code Red team member forwards and discusses the brief with the rest of the team and the requisite resource is then mobilised to develop the required communications plan utilising our bespoke consumer insight and accountability tools and ensuring all the latest market information is factored into the plan. All other factors including available creative and any mandatory media requirements for immediate turnaround.

Stage 4: The Code Red team member in charge then issues the communications plan via both email and Teams then follows up with a call to confirm receipt and go through any other additional requirements before agreeing sign off and getting the plan activated and live.

1.5.5 - Please provide examples of the management information in accordance with Schedule 1 and details of any additional management information that will be available, including frequency. Outline how all of this will be used to identify and manage activity across the framework.

Management information reports

As per the request in Schedule 1, in preparation for the 6 monthly cost review, MediaCom will produce a management report as per the following:

- On the Friday following the 15th of the month, a report will be produced giving a full breakdown of gross and total billable spend (incl. VAT) by Framework Public Body/Medium/Campaign
- By the end of the following week, a report detailing full media bookings by Framework Public Body

Any individual Framework Public Body requests will be dealt with as and when required and report format and content will be tailored to each individuals requirements. However as a minimum, these will include:

- Total costs, number of campaigns and media channels utilised
- Detail of volume of spend through individual media owners
- Google Data Studio Real Time Dashboard data

All of the above reports will be prepared using a combination of [redacted]

In addition to the above reports, every booked media schedule provided will include a final billing sheet which will detail media spend (client inc. VAT) broken down by month, by media, so instant financial updates are available at all times. If so required, the content of these can be tailored by individual Framework Public Body to show spend by quarter or week and costs can be provided broken down as follows:

- Gross – Inc or excl VAT
- Client – Inc or excl VAT
- Media Commission
- Agency Commission

These reports will be referenced internally in line with our clash management process to manage this and to aid the management of negotiations and ensure alignment internally on position versus guarantees on an on-going basis.

Should copies of latest audited accounts be required at any point, a direct liaison between MediaCom's Director of Finance and the relevant Strategic Contract Manager can be put in place to fulfill this.

Here at MediaCom due to our previous experience working on both the Scottish and UK Government Media Planning and Buying accounts we are fully cognizant of the sensitive nature of your advertising, the huge public scrutiny that all spend is subject to, the requirement to regularly answer questions at short notice around this and therefore the need for an up to date easy to access pool of information.

To this end and to ensure absolute clarity and transparency on an ongoing basis MediaCom will create live data dashboards that will update regularly with the ongoing spend and delivery by media for each Framework Public Body we work with as well as an amalgamated overall total. This will allow each body the ability to monitor where their campaigns are at as well as a holistic view for anyone that requires it, for example the Framework Strategic Contract Manager or your chosen Media Auditor.

Finance & freedom of information reports

Upon commencement of the contract, MediaCom will arrange a face to face meeting with the individual Framework Body to discuss any specific additional requirements for their finance process.

Once an agreed finance approach is agreed with each Framework Public Body, all relevant finance reports will be prepared on a monthly basis. The management reports will be broken down into the relevant sections and the Account Management team responsible for the specific Framework Body will be responsible for the collation of the report. This process will be managed by the relevant Group Account Director who will provide overall sign off on all reports.

All reports produced in response to Freedom of Information request will also be made available to each Framework Body.

Continuous improvement

At MediaCom Edinburgh we pride ourselves on the service we deliver and the way we work with clients and a big part of this is down to making everything as bespoke as possible for each individual client. As part of our client servicing use a formalised SLA (service level agreement) on a regular basis throughout the year, this is built with the client to ensure it will evaluate the things that are most important to them such as Account Management, Campaign Management and Measurement.

However we also propose a separate quarterly meeting to be put in place with the Framework Strategic Contract Manager and all relevant stakeholders for any Framework Body we work with to discuss Management Information, Finance and Reporting to ensure best practice and to look to evolve any of the reports we produce to fit any changing circumstances in the media or political landscape.

1.5.6 - **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.

Continuous improvement at MediaCom

At MediaCom we validate our commitment to learning by aligning ourselves with our industry body (Institute of Practitioners in Advertising) for Continuous Professional Development (CPD), showing that we have employed creativity and best practice in building a vibrant learning culture that supports real commercial objectives and goes beyond regular working practices, taking ownership of development, achieving industry recognised qualifications and commitment to learning is normal.

MediaCom has been recognised by the IPA for its training programme, achieving the highest Platinum Accreditation in CPD for the past 6 years. We are the only agency in Scotland to achieve this standard. Our CPD successes have not gone un-noticed either: winning the S1 Recruitment Awards 2018's Best in Training and Development Award and being shortlisted for the Best in Training and Development at Scotland's Best Employer Awards.

We supply a bespoke training plan to each member of staff from Managing Director down and by getting them engaged with our business objectives we can ensure everyone is fully aligned behind our vision and understand how CPD is central to the delivery of our service to clients.

Alongside the bespoke training there are also opportunities to engage the whole agency in company wide training opportunity. The most recent example is the digital training we are doing with [redacted] The modern digital landscape is changing so fast that it is essential that everyone, not just the digital specialists in the agency, is fully up to speed with the opportunities, the implications and even the terminology within this medium. To this end MediaCom has partnered with accredited digital marketing training provider [redacted], who provide an e-learning solution to deliver the knowledge and skills required to thrive in the digital age. All [redacted] of our staff have completed all [redacted] foundation level lessons, giving us an entire office of accredited staff in the fundamentals of digital marketing.

Continuous development is not just about training however and it is vital to ensure our staff are able to put their learning into practice in a way that ensures they develop as people and that they have clear goals to develop their career. The performance of our staff is managed through MediaCom's personal career portal, [redacted] where staff complete a 360 review process at least once a year. This online system provides consistent, in-depth qualitative and quantitative analysis in the form of a report and puts all the main elements of an individual's performance management online. Clients are regularly invited to contribute to an individual's 360 review, ensuring that all aspects of their development and performance are documented. Development plans are constructed on the back of appraisal discussions and fed into the CPD Manager to enable bespoke learning programmes to be created.

We believe strongly at MediaCom that continuous improvement is a two way street so as well as ensuring all our staff receive the highest levels of training and inviting clients to feed in on an individuals appraisal, we also apply a rigorous set of standards to monitor the service we provide all of our clients. As with everything aspect of our service at MediaCom we don't believe that one size fits all and we work directly with each of our clients to develop an online 360 client Service Level Assessment (SLA) process with regular assessments throughout the year.

This typically covers a number of areas including Service Delivery, Strategic Input, Insight and Innovation. We analyse the results to understand what we are doing well and what improvements we feel we can make. This is then followed up with a face to face meeting with the senior point of contact on the account and the key stakeholders of the relationship at the client the output of which is a clear action plan of what things to maintain, anything to add and how to improve. This process ensures that the service you get is tailored specifically to your requirements and is continually adapted to your needs.

This process has ensured that we provide a best in class service and in 2018, our overall average client SLA score was 81% positioning us within the 'We are really happy with MediaCom' quadrant.

1.6.2 **Tenderers should describe their procedures for storing, retaining and transmitting data between the Contractor, the Framework Public Bodies (and sub-contractors where applicable) to ensure compliance with the Statement of Requirements (Schedule 1) and to ensure continuity of service and protection against cyber-attacks.**

At MediaCom, we believe it is the responsibility of every employee to take the same level of care as the company over online security and the management of clients data. As such, upon employment, every MediaCom employee is issued both the GroupM Blogging Policy and the GroupM IT Code of Ethics to read and sign.

The purpose of this is to outline the legal implications of blogging and include recommended best practices for employees, consultants, contractors and non-GroupM employees who maintain or blog on work-related internal or external blogs, as well as for employees, consultants, contractors and non-GroupM employees who maintain personal blogs. In addition, it is to establish the minimum requirements for the use of GroupM information systems, and is a summary of the IT Security Policy to be followed by all employees, consultants, contractors and non-GroupM employees who access GroupM resources.

These Guidelines are read together with WPP Code of Business Conduct, WPP Policy Handbook and GroupM policies to ensure a fully informed view. GroupM are also certified under the UK Government Cyber Essentials Scheme (Certificate No. [redacted]) we are currently in the process of certification for 2019. All the software we use is validated against security check points prior to development and purchasing of 3rd party software.

Where will data be stored

We use file structures and data repositories that are structured to ensure data relating to a specific client is separated from other clients' data. These structures allow us to ensure that access to client data is granted on an as needed basis and is restricted to appropriate individuals. Access to client data can only be granted via the IBM central helpdesk, this requires approval from the relevant client account lead. This process ensures formal records of the request and approval are documented and auditable.

WPP have a strategic partnership in place with IBM covering the management and maintenance of our technology infrastructure. Contracts with third party vendors and clients include adequate consideration of confidentiality and data protection requirements, including mutually binding confidentiality agreements.

How will data be securely transmitted

Sensitive data and deliverables are encrypted in transit via a secure file transfer system, SFTP or via a client preferred method. Opportunistic TLS is enabled to ensure secure email transfer is available where possible. Client sensitive data is encrypted in transit via a secure file transfer solution in line with industry standards. Encryption of data on file servers and SAN is not standard and we perform an information security risk assessment and ensure countermeasures are established to mitigate identified information security risks. All client data is stored in secure data centres in line with the requirements of the WPP Information Security policy. Processes are also in place to ensure all traffic between systems is transported over https and encrypted.

How will data be secured

Sensitive data and deliverables are encrypted in transit via a secure file transfer system, SFTP or via a client preferred method. Opportunistic TLS is enabled to ensure secure email transfer is available where possible. Client sensitive data is encrypted in transit via a secure file transfer solution in line with industry standards. Encryption of data on file servers and SAN is not standard and we perform an information security risk assessment and ensure countermeasures are established to mitigate identified information security risks. All client data is stored in secure data centres in line with the requirements of the WPP Information Security policy.

Processes, including assessing future risks

GroupM's parent company, WPP, operates a well-established and formally approved information security management framework which comprises information security policies, risk assessment and independent assurance processes. The WPP information security management framework is mandated across all WPP companies and compliance with the framework is subject to periodic independent review by WPP Internal Audit, with findings tracked to resolution.

Disaster recovery policies

Our BCP DR is designed to ensure we continue to have systems and procedures in place, to combat business interruption and allow us to communicate quickly and efficiently with each other and with our operating companies and suppliers. Our BC Team (Business Continuity Team) ensure all aspects are the business are captured to ensure BC can be maintained. Our BCP must also meet control requirements as set out by WPP's General Computing Controls. Each control test is audited by WPP annually to ensure our BCP continues to meet these requirements

Back-up and continuity to deliver services

GroupM's parent company, WPP have a strategic partnership in place with IBM covering the management and maintenance of our technology infrastructure (including backups).

Mitigating against cyber-attack and crime

Vulnerabilities and potential vulnerabilities in both infrastructure and applications are identified through a managed Vulnerability Management Service (VMS). Such items are evaluated and remediated through a standard process. Services are kept up to date with security patches through the standard patch management service (incorporating a Security Advisory and Integrity Service). A Malware Defence Management Service (MDMS) ensures that a secure Server environment is maintained. This protects against malicious code such as malware, viruses and intrusion (this includes the provision and maintenance of anti-malware services, along with segregation/filtering through firewalls). Manual ethical hacking is scheduled and performed on systems based on risk.

Destruction policies

GroupM have mechanisms in place to ensure that data is handled in line with guidance from WPP legal and relevant regulatory and client contractual requirements. The complexity of the services we provide to clients does not lend itself to third party assurance reports, which are primarily designed to provide independent assurance over commodity services such as IT or finance operations.

On this basis we do not seek to employ third party reports to provide assurance over our control environment. We have a formal General Computer Controls framework in place which defines the minimum standard of IT and information security controls applied across our business. Adherence to our General Computer Control framework is subject to periodic independent review by WPP Internal Audit, with findings tracked to resolution.

GDPR

GroupM has an extensive GDPR Programme running across all agency networks. The GDPR Programme is led by the GroupM Global legal team. We have a broad advisory and implementation team, including IT, Compliance, Finance, Trading, Digital Risk, Data, HR, Communications, [m]Platform, and Privacy. We have appointed a Data Protection Officer who covers all of GroupM and have GDPR coordinators in each of our markets to help run the programme ensuring compliance at every level.

1.7.2 - Tenderers must describe how they will commit to fair work practices for workers (including any agency, sub-contractor workers) engaged in the delivery of this Framework.

A fair and equal pay policy

As a WPP company, MediaCom is committed to, and supports the Living Wage Foundation, which requires us and our other UK offices to implement the minimum pay rates set out by them. At MediaCom we are committed to rewarding all of our people fairly, regardless of their gender, age, disability, ethnicity, sexual orientation, and social or educational background.

We ensure equal pay across our organisation, with bands that are specific to the role performed and experience of employees and candidates considered for them. We welcomed the government's decision in 2017 to report gender pay gap data annually. Since publishing 2017's report, we have taken proactive measures to ensure any gaps identified are reduced.

Nurturing talent and helping individuals fulfil their potential

At MediaCom we build upon our management capabilities to create a consistent approach to both team and individual talent development and retention. We have a strong Management Development Programme known as Mosaic which includes a series of e-learning, and role-playing based workshops that encompasses all aspects of consistently managing and nurturing talent, from interviewing skills to providing feedback, to setting KPI's.

We offer an internal programme of mentoring and coaching, offering the satisfaction of making a difference in the career development of another person and the opportunity to understanding emerging trends in our business.

Promoting equality of opportunity

MediaCom recognises the benefits of a diverse workforce and is committed to, and promotes itself as being an equal opportunity employer. This means that it is MediaCom's policy that there should be no discrimination, harassment or victimisation of any employee, job applicant, customer, provider of services or member of the public because of one of the following protected characteristics: age, disability, race, colour, nationality, racial or ethnic origin, religion or believe, sex or sexual orientation.

We believe a diverse workforce is more collaborative, creative and effective and we aim to achieve gender balance at all levels. We invest in our people's skills through training and development and where possible, provide paid internships to bring young people into our industry.

Support for learning and development

At MediaCom we're keen to promote all forms of learning and invest in many significant programmes that prepare our talent to respond to changing client requirements. All employees, regardless of role, can participate in a range of training opportunities to develop their professional and personal skills, and we have a dedicated annual budget committed to allocate funds for this purpose. We permit our staff studying for a professional exam to take 2 days additional leave to help them prepare and to encourage success.

In addition, we provide a Staff Welfare Fund, to contribute to a source of wellbeing or self improvement. An employee can sign up or register for a facility, programme, course or membership that will improve their physical or mental wellbeing.

Stability of employment and hours of work

Our business value is built on strong employment policies protecting human rights of our employees. We only provide consistent, standard, permanent contracts of employment. It is not our practice to employ staff on zero-hour contracts.

Flexible working

Flexible working arrangements help us to recruit, retain and engage a diverse workforce. An integral part of our People First philosophy is encouraging everyone to reach a balance between the time they invest in their career and other commitments, interests and passions. We recognise that these aren't separate entities and therefore, have numerous ways to help our staff find their own blend.

We refer to this balance as MediaCom My Way. This relates to both fixed and fluid working patterns, and is available to all employees, regardless of role or position. With the agreement and support of line managers, this gives our staff guidance on how to choose where and when they deliver their best work, whilst creating space for other aspects of their life. This could be making temporary changes to working hours to accommodate an appointment to making a more permanent change to contractual hours.

We estimate that almost all of our workforce have flexible working arrangements including part-time working, flexible start and finish times, home working and parental and extended leave.

Supportive progressive workforce engagement

Our parent company, WPP, provides a free confidential helpline – Right to speak – for employees, freelancers, consultants, suppliers and any third parties to report concerns about business practices or behaviour at WPP or its operating companies like MediaCom. An independently operated service, it protects the anonymity of anyone who does not wish to be identified. This can be used to report any concerns, whether they are about inappropriate business arrangements, data privacy, security, suspected corrupt practices, alleged bribery, fraud or health and safety. It can also be used if our staff want to report concerns that people are being treated in an unacceptable way e.g through discrimination or bullying

In addition, at MediaCom we offer staff the opportunity to hear air thoughts, views and ideas via an employee forum. This is a way for people to have a voice and helps provide crucial dialogue for the agency and everyone in it.

We value feedback from our staff on our policies and practices and engage in an annual anonymous survey to provide insight into our people's view and engagement with their work.

Wellbeing and mental health of staff

Supporting our people in looking after their physical and mental health and wellbeing helps us to attract and retain the best people and improve productivity and effectiveness. Our employees can access a range of health and wellbeing benefits such as our staff welfare fund, health insurance, employee assistance programme, and ergonomic risk assessments. These include:

Providing training workshops to all staff in stress management, time management and expanding your comfort zone

Providing staff with an annual welfare fund of [redacted] to support their mental and physical wellbeing to use to fund gym memberships, mindfulness classes etc

'Inspiration Day' is universal to MediaCom and designed to help make the company the most stimulating place to work. It gives colleagues the opportunity to spend a day learning and discovering something new, demonstrating that we are focused on the happiness of our staff.

We offer an Employee Assistance Programme, a 24 hour confidential telephone counselling and advice service provided by Lifeworks.

Across 2019 we have put mental health at the heart of the agency's training programme to ensure that we have the knowledge to understand and support as well as have the methods and techniques to allow us to deal with stress and pressure effectively.

We have two "walking desks" to allow people to clock up some treadmill time whilst working at their laptop or having a meeting.

All members of staff are issued with FitBits and we encourage staff to step away from their desks as often as possible and track their 10,000 step count.

As well as being supportive to our colleagues, we want work as an agency to support others. As part of our wellbeing programme, we encourage and support staff to give back to others, by offering them time and provision in any community based project or challenge, whether that be a sponsored bike ride, a sleep out or clearing up a local wasteland.

1.7.5 - Sustainability - Please provide a statement which explains your sustainability policy and demonstrates how you will proactively support the delivery of the Framework Public Body(s) respective Sustainability (Social and Ethical) and Environmental Policies. This should include any measures you have in place to ensure, monitor and report sustainability across your supply chain and any steps you will take whilst delivering under this Framework to engage with and provide opportunities to the local Community, SMEs and Supported Businesses.

MediaCom environmental policy

MediaCom recognises that sound business management must take into account the effects of its business on the environment and we are committed to conducting our business in an environmentally responsible manner. We accept that we have a responsibility for the environment and sustainability, which should be influenced, incorporated and promoted within our operations and the services we provide.

We have a system in place which manages the environmental impacts associated with our operations and services we provide. Senior Management is fully committed to this policy and supports this commitment by:

- Directors and employees at all times complying with all applicable laws and regulations relating to the environment.
- Managing Director and senior management team being responsible for ensuring compliance with this policy, including the establishment of programmes and reporting requirements.
- Developing, maintaining and implementing policies, procedures and management systems to assess and monitor, on a continuous basis, the environmental impact of our operations.
- Setting targets annually in order to achieve continuous improvement.
- Providing sufficient resources and appropriate training to manage our impacts effectively.
- Incorporating in our environmental practices the best available technology that is economically available.
- Minimising the use of all materials, energy, travel, water and waste and not using any materials derived from endangered species.
- Specifically targeting reductions in our carbon emissions associated with energy consumption and business travel.
- We are currently working towards achieving a recognised environmental management system that complies with the International Standard ISO 14001:2004 or BS:8555.

This does not just apply to how we operate internally, we support all our clients in their bid to reduce their carbon footprint. We would set in place agreement with each Framework Body to establish the best ways of working in relation to sustainability e.g only reviewing presentations online and not printing and minimising travel.

MediaCom Edinburgh aims to:

- Cultivate a work ethic with a high level of awareness of waste minimisation and recycling
- Promote economy in the use of paper and the selection of print formats and styles
- Encourage the purchase of recycled materials and those which are suitable for disposal by recycling
- Favour suppliers who operate sound environmental principles
- Minimise waste by encouraging the exchange, and re-use of equipment and materials amongst departments
- Develop a waste management strategy which accommodates recycling procedures and initiatives
- Develop a wide range of recycling schemes
- Encourage departments to establish local recycling schemes which are relevant to their individual activities

Waste minimisation

To help ensure we give proper consideration to our environmental management responsibilities and to assist in the minimisation of waste and the recycling of materials wherever practicable, systems and procedures have been implemented to encourage the recycling and reuse of materials with a view to minimising the overall levels of waste produced by MediaCom Edinburgh.

As part of our commitment to protecting the environment and reducing the level of waste, we have adopted the following aims.

Paper-based products

Clearly identified bins are placed in each area of the office for collection of all suitable waste paper. Changeworks Recycling collects these bags weekly. All MediaCom Edinburgh stationary (letterheads etc) are made from 100% recycled fibre and folders are reused internally.

Any suitable magazines collected by MediaCom Edinburgh are forwarded to St Columba's Hospice in Leith for use by their patients and visitors.

MediaCom Edinburgh has installed more energy efficient printers and employees are encouraged to print double-sided and in black and white.

Other recyclable materials

We also currently recycle plastic bottles, plastic cups, aluminium cans, cardboard, lightbulbs, photocopy and printer cartridges

Computers

All PC's have been set to hibernate after 20 minutes with the aim of reducing our PC energy consumption by 50%. We only buy computers and printers that meet energy efficient standards.

Office

We have fitted energy efficient lighting including long life bulbs.

Water

In keeping with other commitments to the environment and reducing our Carbon Footprint, we no longer buy-in bottled water instead filtering tap water on-site.

Reducing our energy consumption: transport

Business travel accounts for a large proportion of our overall carbon footprint. Air travel in particular emits a lot of carbon and the warming effect of airplane emissions is intensified at high altitudes. Commuting to work is also an important contributor.

Much of what we do as a business is face-to-face and international in nature. These personal relationships, especially with clients, are important to our success. Our key focus is to reduce the amount we travel between our own offices.

We have made it easier for employees to work from home, reducing the need to commute and our IT capabilities have allowed us to increase the availability of videoconferencing facilities and encourage their use.

Mediacom edinburgh transport policy

Find a low-carbon way of getting to work: walking, cycling, public transport, car-pooling.

Question how important it is to travel to a meeting. Consider alternatives such as audio and video conferencing.

When travelling, all travel managers are to choose low-carbon options such as hybrid vehicle rentals, energy-efficient hotels and airlines with modern fleets.

Bus tickets are available from reception for journeys to and from meetings to limit taxi usage.

Carbon offsetting

MediaCom Edinburgh are committed to reducing our impact on the environment. We plan to offset any remaining carbon emissions by investment in carbon offset. MediaCom Edinburgh has begun its off-setting programmes in earnest, aiming to offset [redacted] tonnes of carbon emissions.

Carbon Trust Standard

The Carbon Trust Standard (CTS) is widely considered as the world's leading certifier of organisational carbon footprint reduction. It also publicly recognises efforts in reducing carbon emissions and provides tangible proof to employees, clients and suppliers that a company is committed to making future reductions.

MediaCom has twice been awarded this in recognition for our achievements in reducing carbon emissions year on year and we are aware we are the only agency in Scotland to have been awarded this. We are now the proud bearer of the CTS logo and we use the logo to communicate with employees, clients and any new business prospects. The CTS requires us to keep reducing our carbon emissions and to recertify every two years which we are in the process of doing currently.

Green growth strategy

Energy and carbon reduction

Collect our energy consumption data

Set targets on our energy consumption

Introduce low/no-cost energy efficiency measure

Invest in energy efficiency projects/measure

Managing Waste and Water

We measure our waste and set targets for reduction

We have achieved cost savings through reduction in waste

We have installed water saving devices in our premises

We have redesigned processes to save water

We determine our suppliers by their green credentials

We, whenever possible, choose local suppliers with strong green credentials. E.g

- We use Office Team for our stationery supplies who are committed, through their CSR policy, to work in partnership with customers to provide a brighter business future. They offer a number of industry leading initiatives to help all become more environmentally aware.
- We use a carbon neutral taxi company, Central Taxis.
- We purchase fair trade, ethical or green groceries for our staff and cleaning products for the office e.g. Ecover and fair trade.
- We use only local business for our catering needs.
- We recycled all our old desks and gave our slightly dated staff area furniture to a local charity, St Columbas Hospice.

1.7.6 - Community Benefits - The Scottish Government is committed to contributing to the social, economic & environmental well-being of the people of Scotland. The Government has five objectives that underpin its core purpose - to create a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.

An active member of the business and local community

MediaCom's success will be built on the values that we demonstrate every day. These values are: Authenticity, Rigorous, Collaborative, Inclusive, Supportive and Challenging.

In consideration of the Scottish Government's commitment to the social economic and environmental well-being of the people of Scotland, MediaCom will offer support by continuing to commit to:

- Attracting and retaining the best, most forward-thinking talent
- Improving diversity and inclusion
- Investing in training, development and skills for all
- Offering attractive and fair compensation, flexible working practices and a stimulating work environment

MediaCom is committed to, and promotes itself as being an equal opportunity employer. This means that it is MediaCom's policy that there should be no discrimination, harassment or victimisation of any employee, job applicant, customer, provider of services or member of the public because of one of the following protected characteristics: age, disability, race, colour, nationality, racial or ethnic origin, religion or believe, sex or sexual orientation.

We believe a diverse workforce is more collaborative, creative and effective and we aim to achieve gender balance at all levels. We invest in our people's skills through training and development and where possible, provide paid internships to bring young people into our industry.

1.7.7 - Tenderers must include a statement on their full consideration of whether the Transfer of Undertakings (Protection of Employment) Regulations 2006 will apply in respect of this Framework, including details of any perceived implications and/or risks and how these will be mitigated. Tenderers must confirm whether their tender has been submitted on the basis of TUPE being deemed to apply or not.

Transfer of Undertakings (TUPE)

In line with the requirements set out within this tender MediaCom Edinburgh have fully considered the Transfer of Undertakings)Protection of Employment Regulations 2006.

In respect of the Framework and associated risks MediaCom Edinburgh can confirm that this tender bid is based on TUPE potentially applying.

[redacted]

Managing Director

MediaCom Edinburgh

Commercial Bid

[Redacted]