# 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*

▶ Our briefing process

Our 8-stage briefing process is focussed on defining and agreeing objectives, KPI's, budgets, measurement and agency deliverables.

Stage	Activities	Output
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Whilst ideal briefing timescales are one week, our process offers flexibility. Through Skype, teleconferencing and email, briefing can be undertaken in a matter of hours in emergency situations.

▶ **Media outcomes**

In the 'Brief Exploration' phase, we isolate the media outcomes in relation to the marketing objectives using the 'objective tiering' technique. Here we start with the Policy objectives and then work down through the marketing objectives to finally focus on the media outcomes. Consideration is given to the role of digital when creating objectives. An objectives hierarchy ensures that:

- Media outcomes established are in line with the policy or business objectives
- Wider marketing priorities are considered in the delivery of the media campaign

For ████████████████████████ campaign we used this technique to clearly define the media outcomes:

Policy	Marketing	Media
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	████████████	Deliver high engagement in digital media environments that facilitate interaction and measurement
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	██████████████████	
	████████████████	
	████	Deliver timely reminders to prompt action

▶ **Measuring** performance and KPIs

At briefing stage we develop a **Measurement Plan** which establishes the KPIs, methods of data collection and plans to visualise/analyse the data:

KPIs stem from the marketing and media objectives to ensure that the campaign is measurable. Whilst they are different for every campaign, broad examples include campaign awareness, attitudinal change, propensity to change behaviour, visits to a website, app downloads and social engagements. For ████████████, we ████████████████████ ██ ██ ████████████.

Methods to collect KPI data are then established. For ██████████████ campaign, ██ ██████████.

Visualisation and analysis requirements are then built into the measurement plan to ensure that we can analyse and optimise the campaign in **real-time**. This includes bespoke dashboards for example, which pull through feeds from all the relevant KPIs for real-time data visualisation and optimisation.

The measurement plan developed at briefing stage details these three elements as well as a timing plan with allocated responsibilities and is reviewed at every stage of the planning process. This is a collaborative process between Client and all agencies. For ███████ ████████████████████, we ███████████████████████████████ ██ ██ ████████. This same methodology could be applied at Partner campaign and total framework levels.

▶ Approach to new and innovative media solutions

Republic of Media is 'The Freethinking Agency'. Thinking differently is part of our culture. We inspire our team to go beyond experience-led thinking, leading to innovative ideas, unique solutions and better results for our clients. Our methods include:

- Freethinking facilitator – an individual outside the day-to-day team whose role is to challenge thinking and give a different perspective
- 'In the shoes of the audience' – looking at the brief from the perspective of the target audience, e.g. ███
- Independent experts – consulting with related experts to gain a different perspective, e.g. for ███████████████ we █████████████████████████ █████████████████████
- Whole team briefing – involving experts from across media channels at briefing stage ensures we remain open minded to different opportunities
- Media owner collaboration – engaging media owners at an early stage through joint brainstorming

Our approach delivers new and innovative media solutions, evidenced by our award winning work for ██ – a disruptive, digitally-led campaign which ███████████████████████████████████████ ██. We used ground-breaking new ███████████████ that encouraged people to █████ ██ ████████████████████████████ Every ad we submitted should have been rejected but close collaboration with our social/native partners ensured its effective delivery. Audience engagement levels were at least ███████████ than industry benchmarks.

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;*

▶ Our insight process

Stage 1 – Insight briefing

Our insight process begins at campaign briefing stage, in our 'brief exploration' session – an internal facilitated session exploring marketing objectives, defining media outcomes and identifying insight gaps. Our insight experts play a key role in these sessions, which form the basis for the insight brief and ensure collection and analysis of the most relevant data and insights to effectively direct a media plan that delivers against the marketing objectives.

Our approach uses a **question driven framework** to identify insight requirements – this focusses across three areas:

Insight stage	Questions to answer

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Stage 2 – Data collection and analysis

Data collection and analysis is undertaken by our insight experts using extensive insight **tools, sources and techniques** which include:

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Stage 3 – Distillation of key insights and implications

Our communications planners and insight experts then work together to distil all the data and information gathered. This takes the form of a team briefing and uses the 'so what?' technique. Each finding from the data collection and analysis stage is outlined and the team together answer the key question: 'what does this mean for our media strategy, planning and buying recommendations?'

This process helps us to focus on only the relevant insight that will make a difference to how we answer the brief. The output is a summary of key insights and their implications to the media strategy.

Case study – ██

With limited budget and big ambitions to drive █████████████████████████████████
██████████ we needed to identify an audience where the greatest difference could be made. We combined insight from qualitative perceptions research with analysis of ██████████ to develop a segmentation using ████████████████████████████. We uncovered ██, then delivered detailed understanding of their media behaviours using █████████████. This led to ██
██████████████████████████████████. The campaign drove an ████████████████████
██.

▶ Continuous improvement

We are committed to continuously improving our tools, methods and processes for audience insight. For example, we have introduced █████████████ – a tool which fuses campaign tracking data with █████████████ which means we can feed post campaign learnings directly into future planning. For █████████████ this enabled us to identify media behaviours of those least aware of the campaign following its first burst, which led us to re-weight the plan towards social media. We are also trialling █████████ – a mobile opinion platform to engage with audiences for market research purposes in real time. For ███████████████████████████ this delivered ██.

▶ Delivering opportunities and highlighting risks

Specific methods, tools and resources to ensure that we deliver high quality opportunities and highlight risks include:

Investment in data – our vast investment in insight detailed throughout this section facilitates depth understanding of target audiences and their evolving media habits. This minimises both media planning risks (by ensuring the audience is effectively reached) and reputational risk (delivering robust rationale for our recommendations to justify all media planning decisions).

Horizon scanning – access to tools such as ██████████████████████████████████████ helps us to anticipate future trends. From this we monitor uptake in new technology such as Virtual Reality and Digital Personal Assistants, establishing critical timing to feed opportunities into media planning in order to minimise risk and maximise effectiveness.

Preferred agency status - with ██████████████████████ for example gives us access to ███ ████████████████████████████████████ We were the first agency in Scotland to run an

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██ ████████████████████████████

████████████████████████████ as well as a ███████████ (for ████████████ ██████) - both via ██████████.

Case study – ██████████████████████████████

This campaign ███████████████████ ran successfully for many years using █████████ ███████. Analysis of viewing data showed audience time spent watching online video had overtaken TV, it was time for a digitally led approach. Using ████████████████ ████████████████████████████, the campaign ████████████████████████████ ██ ██████████████████████ Using data to provide detailed rationale for the change in focus of the campaign enabled us to highlight and minimise risk.

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.*

▶ Our campaign development process

We have a ▮▮▮▮▮▮▮ approach to planning ensuring we develop campaigns in the most efficient, sustainable and measurable way. This approach has seen us deliver a number of digitally-led campaigns including ▮▮. Consequently, our digital spend for t▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮▮.

With ▮ communications planners, ▮ strategists and ▮ media specialists involved in campaign development, we have significant resource for robust and effective media planning. Our process for campaign development follows:
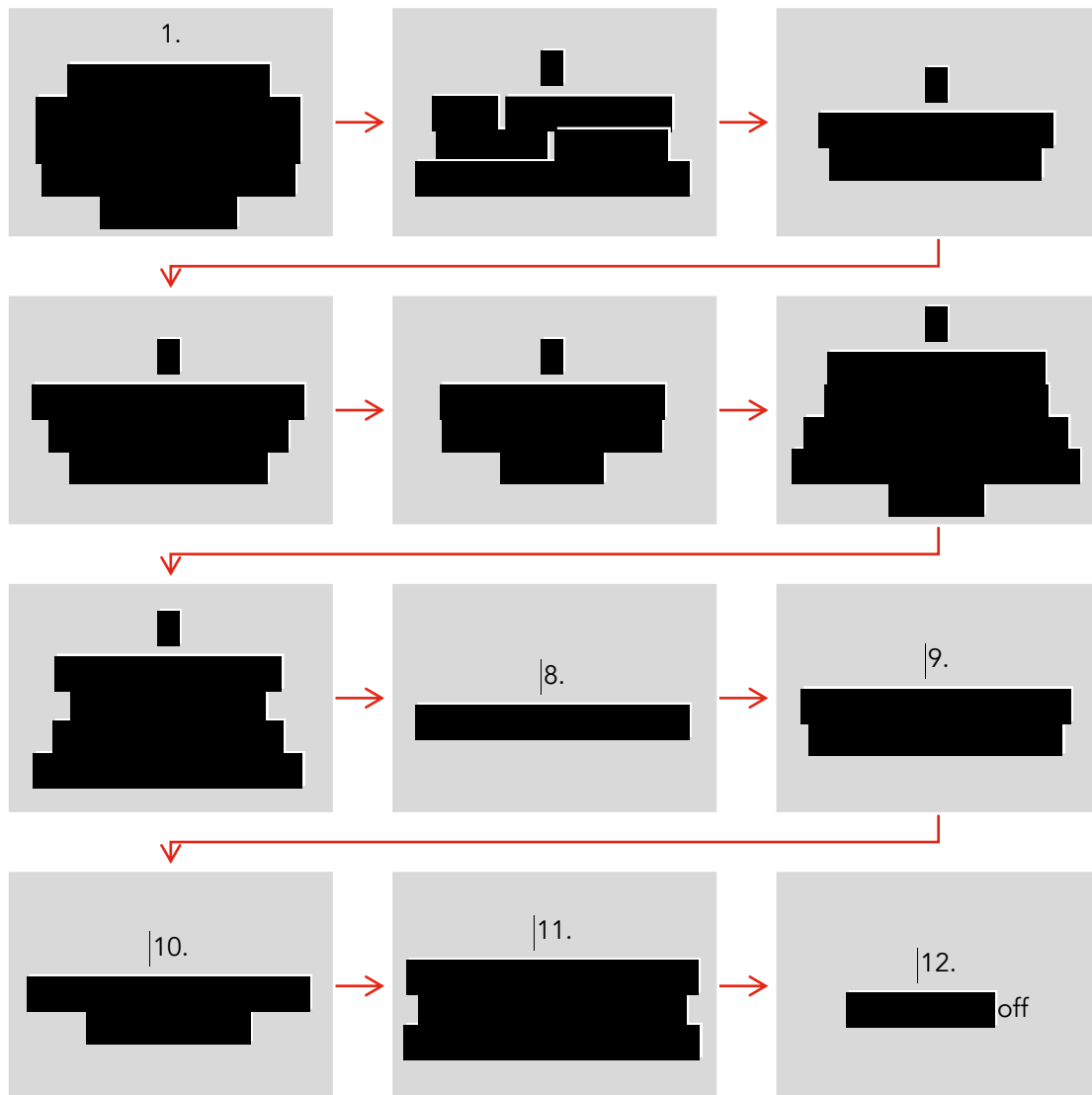
▶ Creating the media strategy

The first phase of campaign development is the **media strategy**. Using outputs from the insight development stage, we create a strategy that connects the objectives, insights and target audience. This takes the form of an internal planning session, led by one of our Strategists, involving the campaign planner, account manager and media specialists. Brainstorming techniques such as 'related worlds', 'mind mapping' and 'audience role play' help draw out potential strategies.

Within this phase we map out the **roles for media** based on the campaign objectives and insights around the audience journey. Importantly we consider the role of Digital and whether the campaign can be digitally led, given the commitment to the ▮▮▮▮▮▮ strategy.

We then consider the bigger picture – how paid, owned and earned media will integrate. Each channel is plotted in the context of paid (e.g. advertising), owned (website, social channels) and earned (PR, social sharing) – whilst at the same time identifying the role of each

channel. We then draw links between them to map out how the audience will move through the **campaign ecosystem**.

Finally, we explore **media ideas** that fit the strategy and have the potential to deliver the objectives.

Case study – ███

Our objective for ████████████ was to ███████████████████████████████████████ ███. Audience analysis uncovered the greatest opportunity for change was amongst ████████████████ ███ ██████████████████████████████████████ From this we developed a strategy - █ ██ ███

- ██ ██
- ██ ██ ████████████████████████████████

Pre-campaign ███████████████████ carried ██████████████████████, this was ████████████ – that's █████████████████████████████

▶ Crafting the media plan

Planning

TouchPoints Time Diary is a core media planning tool used to select channels by analysing reach, frequency and efficiency metrics. We then look at channel performance in delivering the key roles identified at strategy stage. For █████████████████████████████████ we used TouchPoints to pinpoint getting-up times and correlated this with media usage which led us to a mobile strategy and the selection of specific weekend TV programming like ██████████████

██████████ helps us with hyper-local planning – matching media coverage by postcode to the local requirements of the campaign.

We then use ████████████████ to layer different media channels together, analysing their combined effect. Here we also allocate budget to each medium based on how they perform against our target audience relative to their cost.

Once the media has been selected and budgets allocated, our specialists begin evaluating and optimising individual channel detail looking at dayparts, formats, weighting, targeting strategy etc. To do this we use media planning tools:

Tool	Details
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███	█████
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███	█████████████

Price negotiation

We work to deliver best possible prices throughout a campaign:

- All our buyers are skilled negotiators, developed through negotiation training programmes
- Using media currency tools detailed above to assess value (reach/frequency/CPM)
- Collaborate with media owners to drive innovation and additional value.

Value is as important as price: when negotiating ██████████ for █████, we prioritise access to ████████████████████████. The value delivered by ███████████████████, delivering ████████ ██████

Clash management

Potential clashes (campaigns running simultaneously) are advised at campaign planning stage. Contract Manager, ██████ takes overall responsibility for clash management using the following methods:

- Campaign Tracker – potential campaigns are recorded at planning stage to give to the Contract Manager early sight of clashes
- Monthly overview schedule of all campaigns, highlighting any clashes
- Clash Management Tracker – bookings are entered on to our DDS system at least one week prior to the live date, a daily report calibrates booked activity across every channel highlighting clashes

- With specific media owners such as ██ , clash management terms are pre-agreed, to ensure for example that ads cannot appear in the same or consecutive breaks
- ██████████ enables us to block multiple ad calls to one page in online display
- █████ keyword lists are deduplicated against existing campaigns enabling us to flag and manage clash

▶ Drawing insight from specialists

Our process is managed throughout by the account handler, who involves media specialists to bring insights, specialist knowledge and latest sector developments. We have specialists, Edinburgh based, in Online Display, Programmatic, PPC, Social Media, Print, Out-of-home, TV, Cinema and Radio.

Media planning tools report on past activity, our philosophy is to combine this with new ideas through:

- Monthly Specialist Meetings - where specialists update the account management teams.
- Media Updates - quarterly report produced by the specialists for each media, distributed to comms planners, specialists and clients.
- Inclusion of the specialists at the beginning of the planning process to ensure ideas are shared.
- Good Idea Bulletins – all staff are encouraged to email innovative uses of media and new opportunities

▶ Ensuring greatest value

It is our responsibility to deliver best value for the Scottish tax payer. We do this by leveraging 3 key value criteria:

- **Price** – the trading currencies detailed above provide a basis for negotiation, helping us to calculate cost per thousands and compare and monetise the value of each element of the plan. In addition, trading staff are trained in securing lowest prices and additional value by leveraging Framework spend and applying negotiation skills techniques. Trading staff are evaluated on their negotiation as part of annual appraisals. With over █████████ █████████ , █████████████ oversees Contract pricing, collaborating with media owners to secure additional value for the Partners.
- **Quality** – our process for evaluating proposals (detailed below) results in the highest quality outputs. Continuous monitoring and optimisation of campaigns ensures that quality is maintained throughout.
- **Effectiveness** – our focus on objectives and KPI's throughout the campaign process results in campaigns that work – evidenced by back to back Media campaign Gold's in the Marketing Society Star Awards for the previous 3 years.

▶ Delivering ongoing cost reductions

Focus in the following 2 areas will lead to ongoing cost reductions:

Delivering pricing below contractual guarantees – over the last ███████ we have delivered savings to the Partners of ████████ below pricing guarantees (with a ████ delivery under guarantee in year █ alone). We will continue to do this through a collaborative approach with media owners to secure additional value, early sight of new opportunities and access to late deals. Simultaneously, our investment in the best insights and data will continue to deliver negotiation advantage.

Technology led solutions – we are committed to the ████████ strategy, creating greater efficiency via automation where it meets Partner needs. We will continue to source new solutions that target more effectively, facilitate even greater optimisation of campaigns and ultimately reduce costs. For example, we have just invested in ████████████

▶ Ensuring quality insights and sector knowledge

As media opportunities evolve at pace, we ensure continued development of knowledge through:

- Daily updates to staff detailing media developments, e.g. channel launches, new format opportunities.

- Regular updates with media owners sharing insights and developments e.g. a recent ███████████

- Investment in tools such as ████████████████ which showcases global best practice case studies.

- Quarterly 'future forums', with both internal and guest speakers. MD ██████████ recently presented a review of ████████████████

- Weekly media news digest issues to all staff detailing key media developments

- Our extensive learning programme ensures the continuing development of specialist knowledge. Recent examples include ████████████

▶ Evaluating proposals and internal approval process

We have a thorough internal process for proposal evaluation:

Campaign evaluation method selection

Campaign evaluation methods are agreed at the start of the planning process and included in the written brief. Led by the Account Director, it starts with defining the SMART campaign objectives (tiered down from the business/department objectives and the marketing objectives) in collaboration with the Partner. KPIs are then identified to ensure the objectives are measurable. These vary by campaign but could include campaign awareness, website traffic, or number of apps downloaded.

Depending on the agreed KPIs and project scale, we then work with the Partner to agree methods of data collection and analysis. Again this will vary by campaign but could include tracking through qualitative research, dashboarding solutions or econometric modelling.

Further KPIs are proposed and signed off by the Partner at campaign development stage. These are more media focussed KPI's dependent on channels used such as video engagements, impressions, social shares.

▶ Meetings / touch points with stakeholders

Thorough collaboration (internally and externally) throughout the campaign development process is essential. Whilst the process can be accelerated for smaller or emergency campaigns through e-mail / phone calls, ideal meetings and touch points include:

Meeting / touch point	Outcome	Internal / external stakeholders
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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.*

▶ Our campaign management process

Following written Partner sign-off of the media plan, our campaign management process is implemented. This is overseen by the Account Manager, with media specialists managing individual channel elements. Our rigorous process, ensures every campaign is delivered on time, on budget and within agreed quality parameters, keeping the Partner informed throughout.

Timescales detailed are ideal but can be extremely flexible depending on Partner requirements.

The following divides our process by campaign stage and channel and details activities meetings, touch points, outputs, approvals and timescales as relevant:

PRE-CAMPAIGN
ACCOUNT MANAGEMENT
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▪ ██████████████████ ███████████████████████████
▪ ██████████ ████████████
▪ ████████████████

ONLINE DISPLAY

PPC

TV / RADIO / PRINT / CINEMA

OUT-OF-HOME

DURING CAMPAIGN

ACCOUNT MANAGEMENT

ONLINE DISPLAY

PPC

TV / RADIO / PRINT / CINEMA

OUT-OF-HOME

POST CAMPAIGN

ACCOUNT MANAGEMENT

ONLINE DISPLAY

PPC

TV / RADIO / PRINT / CINEMA

■ ████████████████ ████████████████ ████████	
OUT-OF-HOME	
■ ████████████	
■ ████████████████████████████	
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The Campaign Account Manager is responsible for the entire process, overseen by the Account Director and Contract Manager ██████ . Heads of trading are responsible for value delivery throughout, reporting to ████████ .

▶ Monitoring, management and optimisation

Real-time monitoring and optimisation is facilitated by ██████ , our secure web-based data storage and analysis platform which integrates Digital, TV and Radio data. This allows us to optimise campaigns to key targets and identify and resolve unforeseen problems immediately.

Campaign metrics available in real-time include impacts, reach, frequency, clicks, CTR, CPC, CPA, viewability, interaction rates. The platform also enables external data feeds to incorporate any other real-time data relevant to the campaign.

While Partners have full access to the dashboard, formal reporting takes place weekly in the form of reports, calls or meetings as required to discuss progress and recommended changes.

Post campaign reporting is delivered one month following campaign completion in the form of a face-to-face presentation and report which includes:

- Reach, frequency, impacts, cost-per-thousand for every channel (individually and combined)
- Impressions, views, view-through rate, clicks, click-through rate, cost-per-view, cost-per-click, engagements, actions (shares, retweets etc) for all digital channels combined, by channel and by advert
- Ratings/TVR's, peak airtime percentage, position in break (1st,2nd,Last, etc.), position of break (centre/end), top programming, VOD delivery for TV
- Overall campaign performance measures (where relevant to objectives) such as awareness, understanding, behaviour change, sales, web visits

Larger campaigns running for more than ■ weeks will also have a mid-campaign meeting to report progress against benchmarks for the above metrics.

▶ Further processes and systems

███████████████████████ the leading agency management system through which all bookings, invoices and financial management reports are processed, is central to our campaign management process.

Invoicing is overseen by Finance Director ████████ adhering to the following process:

- ██
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Our ████████████ invoice accuracy scores of ████ over that last review period is testament to the effectiveness of this process.

Other back-office support functions include Administration to ensure the smooth running of the office and IT to maintain and upgrade technology as well as daily back-up of all systems.

▶ 3rd parties

At all times, Republic of Media remains the principal in law for bookings made by us with, or through, 3rd parties on behalf of Partners, therefore we would not be subcontracting any element of the Framework service.

We foresee working closely with the following 3rd parties based on the Statement of Requirements:

- ████████████████████████████
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Should the need to appoint additional 3rd parties arise, our process is as follows:

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Republic of Media would be responsible for the managing of the relationship which would include:

- Obtaining a non-disclosure agreement from the contractor and signed contract
- Ensuring a Crisis Management plan is in place
- Agree on the activation of escalation and resolution procedures
- Agree cancellation policy

▶ Information management and quality assurance

All partner information and data is stored in █████████████████████████████████████ ████████████ (██). Access is restricted to named individuals within the ██████ security group. Requests for access are client approved and access is monitored through windows event logs.

The quality of the information provided is assured through:

- Systems and processes ensure every campaign is treated with the same rigour and that outputs are of consistent high quality
- All proposals must be approved by Heads of Department
- Senior staff involvement at key times during the campaign process
- Our people attain the highest standards through learning programmes, managed through the IPA's Continuous Professional Development programme.
- As members of the Institute of Practitioners in Advertising, all staff must undertake IPA Basic and Advanced learning modules, ensuring operation within IPA guidelines and the maintenance of high standards.

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.*

▶ Our campaign evaluation process

Stage 1 – ███████████

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Stage 2 – ███████████████████████

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Stage 3 – ██████████

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Stage 4 – ████████████████████████

The next step is to ███
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Our tools and techniques include:

Method	Details
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For ███████████████████████████████ campaign we used the ████████████ which ██ ██ ██████████████

We continuously seek to improve our evaluation tools and techniques, we are ███████████ ██ ██████████████ campaign. We are also developing a new method with ████ which ████████████ ██ ██████████

Stage 5 – ████████████████████████████████████

Reporting and optimisation varies for each campaign dependent on channels used, length of campaign and specific objectives. A reporting plan is agreed in advance but includes:

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Stage 6 – ████████████████████████████████

Our processes to ensure learnings are fed into subsequent decision making includes:

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▶ Continuous improvement

We improve service levels from information gathered at evaluation stage in the following areas:

- **Media buying** - our evaluation techniques help us to understand the value of channels beyond coverage and frequency. We leverage this information in negotiations with media owners to lower price.
- **Media planning** – our optimisation tools facilitate immediate and continuous improvement throughout a campaign's life-cycle. Feeding post campaign learnings into subsequent decision making improves the performance of future campaigns.

▶ Effective delivery of transparency and data access

Republic of Media was founded on principles of openness, honesty and transparency, particularly in media trading, performance and evaluation. Our senior leadership team come from network agencies where a culture of rebates and opaque trading filtered through to a lack of transparency in evaluating success. Our proposals for complete transparency include:

- **Approach to KPIs** - transparency starts early in the campaign process with setting measurable and challenging KPIs. For example: reach is often used as a media KPI because it's simple to deliver; we always use reach as a secondary metric and recommend metrics such as behaviour change and awareness which require real media and creative excellence.

- **Access to raw data** - we work with partner research agencies and undertake research ourselves, in the latter case always sharing raw data with clients for full transparency.
- **Live dashboards** – used for all digital media for real-time open review and advanced online/offline dashboards to extend that principle into all media.

We operate a transparent policy with regards to data. Framework partners can request any data related to performance, media or invoicing and have it supplied within 24 hours without editing. For digital performance data, partners will be given read access to all platforms including ███████████████████████████████████ etc. All digital campaign data is aggregated in a real-time dashboard with direct platform feeds ensuring transparency. Clients can audit dashboard set-up on request.

Each client account is separated at an advertiser level on all systems, dashboards and servers. We never aggregate framework client data. Personally Identifiable Information is handled in line with GDPR regulations and our strict Data Transfer policy.

Brand Safety Measures

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.

Republic of Media defines brand safety as covering all areas of risk in the digital inventory supply chain with an emphasis on keeping a brand's reputation safe and avoiding placement next to inappropriate or objectionable content. We are committed to strict operational procedures, robust third-party verification, and vigorous auditing of media owners' inventory to ensure they also have the highest levels of brand safety in place.

Brand Safety is the responsibility of the board of directors, with ▬▬▬▬▬, Head of Digital, tasked with ensuring the brand safe delivery of digital media. Contract Manager ▬▬ ▬▬ oversees framework brand safety in partnership with ▬▬ and both are responsible for our zero tolerance approach.

▶ Our brand safety process

Our Brand Safety Protocol provides a number of processes and risk reduction actions that we follow at different stages of the online campaign delivery process as shown below:

RoM Brand Safety Protocol — REPUBLIC☉FMEDIA

Planning Stage	Buying Stage	Live Stage	Reporting Stage

Risk Management Actions

- **Planning Stage**
  - Staff Training
  - Media Owner Audit
  - Software and certifications
- **Buying Stage**
  - Pre-bid tech
  - ▬▬▬▬
  - IO controls
  - Blacklists
  - Negative Kwrds
- **Live Stage**
  - Fraud/ IVT Analytics
  - ▬▬▬
  - Domain audit
  - Daily Review
- **Reporting Stage**
  - Exception Reporting
  - Human Review
  - Anomaly Review
  - Continuous improvement

Our digital media buying process currently includes IAB Gold Standard practices, and it's our intention to have the Accreditation by September 2019. We currently:

- Include requirements for ADS.txt traffic and JICWEBS' Digital Trading Standard Group (DTSG) certified traffic on all insertion orders to ensure anti-fraud and brand safety respectively
- Deliver internal training on brand safety and third party training to educate and explain the advantages of ADS.txt and DTSG traffic as well as Better Ads Standards to improve the user experience with ads
- The inclusion of references to Better Ads Standards in our media strategies and the communication of this to our clients and creative agency partners: https://www.betterads.org/standards/.

Republic of Media only partner with media owners once we have spent time vetting their brand safety measures. We only work with media owners who:

- Hold a trusted trade-body accreditation or certification from the likes of ███████ ██
- Have a humanly vetted blacklist of sites and domains in place which is constantly updated as new sites enter the market
- Can ensure they have relevant content and category exclusions in place
- Hold an extensive list of negative keywords which is constantly updated with relevant trends and news which could be non-brand-safe
- Maintain the ability to identify and avoid fraud
- Have pre-bid brand safety in place

Republic of Media prioritises private marketplace (PMP) deals and inventory across a whitelist of sites, which is proven to deliver far greater brand safety compliance.

▶ **Pre-bid and real-time content verification**

We partner with ██████████████████ and use their pre-bid brand safety technology, ██████████, which plugs directly into our ad server, ████████████████████. ████████ scan URLs for inappropriate words and uses page scraping technology to determine, in real time, what the content on a page is about before an ad is served. If the words or pictures on the page could be damaging to a brand, they stop the bid so an ad will never be served.

██████████ categorisation tool looks at the relationship between words (Semantic Technology), so a decision is never made based on a silo of just one word – as the context of one word alone is not sufficient. Relatively benign words can become non-brand safe in certain contexts.

██████████ content and category exclusions cover: Adult, Arms, Crime, Death and Injury, Download, Drugs, Fake News, Hate Speech, Military, Obscenity, Terrorism, Tobacco. Specific custom segments can also be created for bespoke campaigns which may require additional layers of brand safety – benefitting all Framework Bodies as they have the opportunity to add additional exclusions.

█████ have an extensive list of blacklisted keywords which ads will never appear against, regardless of context.

The real-time process happens in milliseconds and works by:

- A URL is passed to ████████ when a programmatic supplier wants to make a bid to serve an ad to a user consuming that page
- Their page crawler scrapes the URL and page for all words and images
- ████████ technology assigns a weighting to each word in relation to others to identify its role
- A keyword cloud of the page is created which segments keywords and identifies any potentially damaging content
- ████████ returns a signal to tell the buyer to either avoid or target pages based on a positive or negative match

The below examples show ████████████████████████ in action. The top image includes the words ████████████████ however it is brand safe. The article below this includes ████████████████, so no ads would be served in this instance.
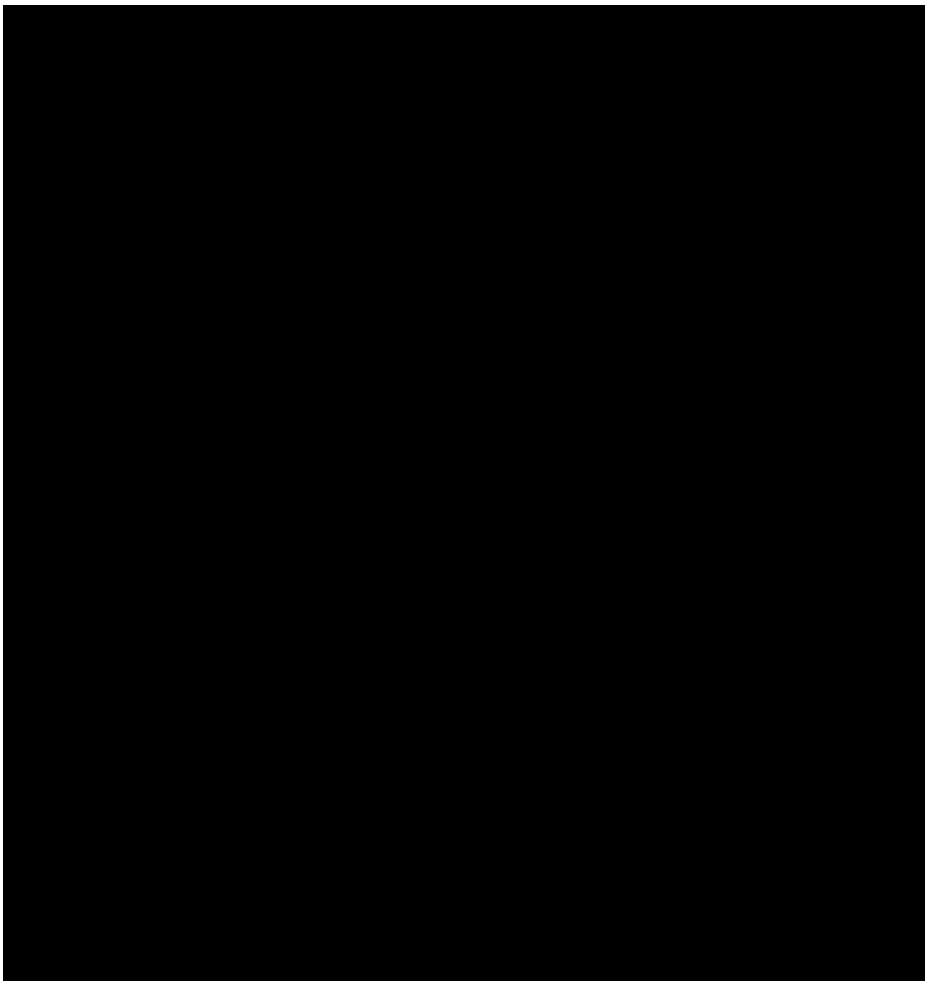
▶ Agency databases

In addition to third-party suppliers, Republic of Media maintains in-house databases for:

- Negative keywords
- Content restrictions

- Site blacklists

These cover sex / nudity, crime / violence and other sensitive areas. The keyword list currently sits at over 300 negative keywords or phrases which are added to all campaigns as standard and include Scottish slang which can be missed by global tracking systems.

▶ YouTube controls

YouTube and other UGC platforms have been found to host extremist and non-brand safe content and, more recently, concerns were raised that paedophiles were using comments to track and exploit children – so brand safety measures when using UGC platforms are crucial.

Republic of Media partner with ▇ to provide brand safety to clients using YouTube. Their technology plugs directly into Google Ads. ▇ are one of five verified YouTube Measurement Program technology partners, meaning they have undergone rigorous quality control measures and testing to prove their technology ensures brand safety.

Before a video is included in a YouTube campaign, it goes through a rigorous approach that includes both AI technology and human review to ensure only the most premium, non-user-generated content and whitelisted videos are used. ▇ technology ingests all of the circa 8 million videos that are uploaded to YouTube every day, however only about 250,000 make it past ▇ 5-step Stress Test (including review of titles, comments, content and key issues).

▇ blacklists entire channels which have been flagged more than once for including non-brand safe content. The ▇ team consistently reviews and updates words and phrases based on world events and jargon, removing any new videos that are not fit for a brand.

Below shows an example of evaluation for violence:
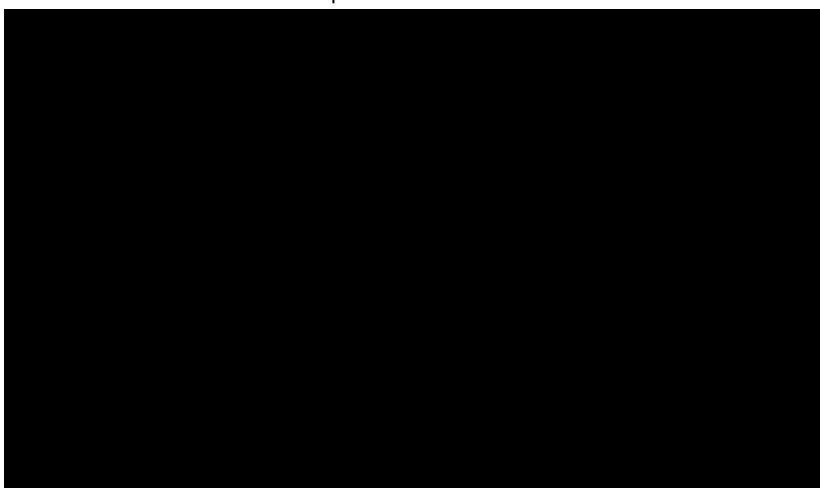
In addition, Republic of Media also has strict in-house procedures to ensure brand safety on YouTube, including as standard:

- Only running campaigns on 'Limited Inventory' rather than Google recommended settings (Standard)

- Checking all 5 content exclusions including Beta level (e.g. rough language)

▶ Eliminating fraud

We partner with ███████, owned by █████████████████████ to remove online fraud. ███████ plugs directly into our ad server, Google Campaign Manager. ███████ Invalid Traffic Analytics (IVT Analytics) analyses ad inventory and web traffic in real time across display, mobile, video, native and content to detect and remove invalid traffic, post-bid. ███████ will identify fraudulent, invalid and non-human traffic and serve a blank ad instead of a campaign ad and no charge will be incurred. Some brand safety providers are only able to detect General Invalid Traffic (based on spider rate data centre traffic etc), which is much easier to identify than Sophisticated Invalid Traffic (hidden ads, automated browsers, invalid proxies etc.). With ███████, Republic of Media covers both.

Our 100% brand safety record is also 100% transparent with Framework partners able to review on request.

Continuous improvement in brand safety

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.

Brand Safety is a business priority at Republic of Media. Clients have told us it is top of their priority list when it comes to working with a media agency. To achieve our goal of being the largest independent agency in the UK by 2022, we have to maintain our brand safe track-record, but also continuously improve our approach in the face of an increasingly complex and evolving brand safety landscape.

Brand Safety is the responsibility of the board of directors, with ███████████, Head of Digital, tasked with ensuring the brand safe delivery of digital media for all clients. █████ is also responsible, alongside Contract Manager ████████, for the continuous improvement of our brand safety processes and approach.

▶ Our vision

As the leading independent media agency outside London, we believe it is our responsibility to contribute to industry research, debate and thought-leadership on brand safety. We will continue to participate in the setting of industry standards and self-regulation to create an agency and industry landscape that delivers digital media in a responsible and harm-free way.

▶ IAB Gold Standard

The IAB Gold Standard has been designed to reduce ad fraud and to improve brand safety specifically for the UK market. Republic of Media will endeavour to insist on suppliers who are IAB Gold Standard certified (e.g. ███████████████████). We are also working towards IAB Gold Standard certification ourselves and expect to have that in place by the start of the framework in September 2019.

▶ Media supplier review

All media owners which Republic of Media work with must have, and crucially maintain, a trusted trade-body accreditation or certification from the likes of ██████████████████

██████████ Republic of Media also only work with suppliers who we know have processes in place for future-proofing their brand safety techniques and practices.

▶ Brand safety partners

We review our brand safety software providers on a quarterly basis with ███████████ reporting to the Board on whether a revision to the providers is required. Part of this review includes asking them to outline their own continuous improvement plans.

████████████████ is continuously improving their proprietary methods to detect both Invalid Traffic with its ██████ product. As a result of this, the list of invalid traffic types will extend as bots and fraudsters become more intent on avoiding detection. This continual cycle of improvements will prevent Framework Public Bodies from falling victim to fraudulent activity.

███████ (a RoM partner product for pre-bid technology) operate across ██ languages and have specialists based in ████████ who are responsible for updating their taxonomy on a daily basis – checking if words are entering common use or if words are taking a negative connotation in any circumstances. This will future-proof their product and ensure no Framework Body appears in a non-brand-safe display environment.

All Framework clients will have access to our Partner brand safety interfaces in line with our transparent approach.

▶ Future trends

Google (and others) are using advanced **artificial intelligence** (AI) technology and deep learning to avoid ad misplacements next to inappropriate or disturbing content. This approach is already helping car brands avoid placing ads next to news about a road crash or help companies to avoid ads placed on media sites with extreme points of view.

We will continue to investigate and invest in AI to see if it represents a viable, scalable, long-term solution. However we are aware that organised criminals and other bad actors are equally sophisticated in their attempts to take advertiser revenue.

Republic of Media are also a partner agency with ████████ – utilising **blockchain technology** to reduce fraud in the digital supply chain.

Brand Safety will never be a fully-automated process. Human involvement and relationships are key. Sometimes brand safety exceptions must be made for an effective campaign. An example might be advertising █████████████████████████████████████ on sites that feature ██████████████.

▶ Our brand safety breach process

The flow chart below shows our brand safety breach process. The priority at the point of discovery is to pause activity. With self-serve and programmatic systems this can be actioned within 15 minutes of breach as digital staff have 24/7 platform access via mobile devices and laptops. With 3rd party suppliers (e.g. news brands) we will endeavour to pause activity within 15 minutes through supplier contact mobile phones outside of office hours. The Framework Partner is immediately notified of the suspected breach and a full report from the Contract Manager ████████ follows within 24 hours.

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│ Brand Safety    │   │ Activity on the │   │ Head of digital │   │ Investigation   │
│ breach, or      │   │ platform is     │   │ leads           │   │ outcome is      │
│ suspected       │ → │ paused by any   │ → │ investigation   │ → │ reported to     │
│ breach,         │   │ available team  │   │ into extent,    │   │ ███████████     │
│ identified      │   │ member          │   │ cause and       │   │                 │
│                 │   │                 │   │ consequence of  │   │                 │
│                 │   │                 │   │ breach          │   │                 │
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                                                                            │
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│ Processes are   │   │ Exception       │   │ Remedy is       │   │ Contract        │
│ adjusted to     │ ← │ report outlines │ ← │ actioned e.g.   │ ← │ Manager         │
│ improve future  │   │ learnings and   │   │ replacement     │   │ reports to      │
│ outcomes        │   │ next steps      │   │ activity        │   │ Framework       │
│                 │   │                 │   │                 │   │ Client          │
└─────────────────┘   └─────────────────┘   └─────────────────┘   └─────────────────┘
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Advice will be provided to any Framework Body on whether it is safe to go live on the platform again or an alternative media delivery route will be provided.

Once that breach has been resolved, a Brand Safety exception report will be submitted by ████████ to Contract Manager ████████ and the Board of Directors detailing issue, consequence, remedy and lessons for the future. The Exception report will be used as a guide for improving agency process and supplier selection.

The Framework partner will be given opportunities to feedback on consequences of any breach, while Republic of Media will be responsible for feedback to media suppliers, ensuring overall industry practice improves. We will also report breaches to appropriate supplier bodies including the IAB and MRC.

Brand Safety Exception Report

Client:

Campaign:

Exception Description:	
Cause:	
Consequences:	
Options:	
Recommendation:	
Lessons:	

▶ Agency databases

In addition to third-party suppliers, Republic of Media have an ever-expanding list of negative keywords, content restrictions and site blacklists covering sex / nudity, crime / violence and other sensitive areas. The keyword list currently sits at over 300 negative keywords or phrases which are added to all campaigns as standard. The list is updated monthly or when there's something trending which could be deemed non-brand safe. Any Framework Body can have access to this list, which can be useful to them for their own activity and in case they want to make additions for sensitive contexts the campaign should avoid.

It is important we maintain our own blacklist and negative keyword list. Often the major tech companies such as Google can be slow to react to emerging trends or memes, or reluctant to classify something as not brand-safe if it is generating significant interest (and therefore revenue). Developing our own agency keyword lists ensures clients are not exposed to global

trends that we do not consider brand safe. This is an important example of how an agile team with personal responsibility for clients is better able to protect those clients.

▶ Developing a brand safety culture

Republic of Media has led the way on brand safety in Scotland. We hosted a Brand Safety breakfast in April 2017, led by ████████ and including guest speakers from ████ to which all Framework clients were invited. In March 2019, Managing Director ███ ██████ attended a briefing from ████████████████████ about the role of advertisers and agencies in ensuring client digital spend is not inadvertently funding illegal terrorist content. This included practical tips such as not spending money with smaller unpoliced UGC platforms that don't meet standards such as IAB Gold.

We will continue to develop our process, train our staff and upskill our partners to ensure that Brand Safety and responsible digital advertising is a guaranteed element of our service.

Account **Management**

The quality of Account Management is a critical factor in delivering on any work awarded within the Framework. This takes on an even higher significance considering the potential number of Framework Public Bodies eligible to access the Framework, the volume of work projected, the dispersed nature of the Framework Public Bodies and the absolute requirement for this Framework to deliver exemplar levels of service, management information, and Framework Public Body care throughout the duration of the Framework.

- *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 staff, 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.*

CVs - Redacted

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Tracking tools and monitoring mechanisms

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.*

Republic of Media's media planning and buying process and workflow management systems ensure campaigns are delivered to plan, on time and at best value. The processes are well-established with Framework Partners and resulted in 100% on-time and on budget project delivery across the current framework.

The processes and systems outlined in this section are best practice and our recommended way of working. However we regularly adapt these systems to integrate with processes that clients already have in place, as well as innovations in process delivery and external factors (e.g. changes in Government policy).

Management of Framework Contract processes will be the responsibility of Gill Jarvie. Gill's experience as Contract Manager for the Framework ensures the application of best practice in process management and information flow. Oversight and escalation will be the responsibility of the Republic of Media Board.

▶ **Project management process**

At the beginning of each project a **Critical Path** timing plan is completed by the campaign Account Director. This outlines every stage in the campaign process, the person responsible for delivery, and the date it needs to be delivered by. It is an effective, Excel based, management tool, updated as each campaign stage is completed. The Critical Path is a key part of the planning process, providing clarity on deadlines for both Agency and Partner and highlighting any timing issues at the start of the process. The Critical Path should be signed off by the Partner before work begins. This document provides a record of authorisation for all project sign off stages. Throughout the campaign, the Account Director is responsible for providing revised timing plans as each stage is completed.
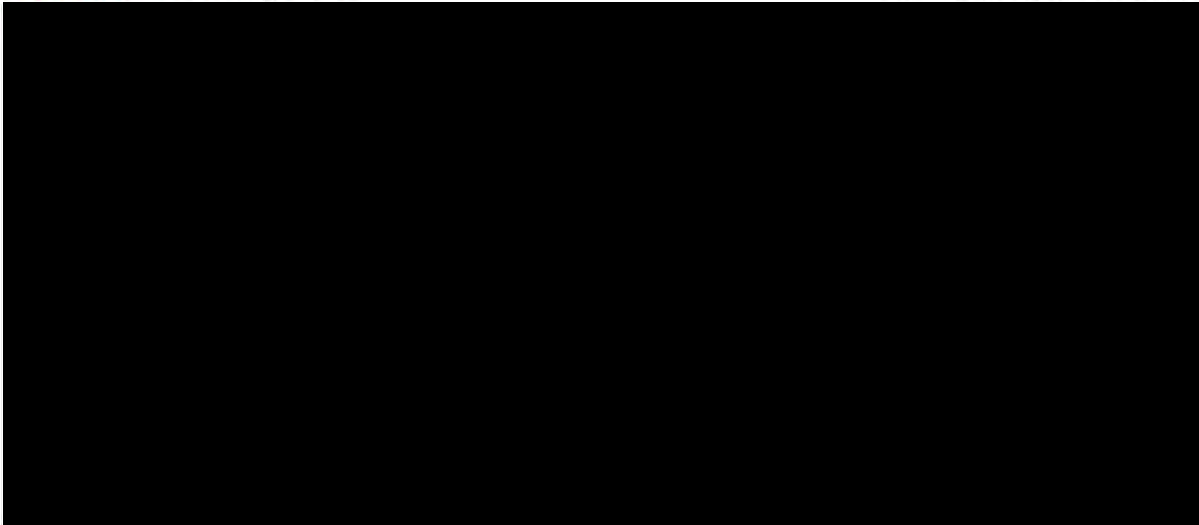
The Critical Path is also linked to a master timing plan to provide a complete overview for the Contract Manager. If a deadline is missed this is highlighted immediately through the system, to the Contract Manager.

We have a rigorous campaign process in place to ensure all parts of the campaign are delivered. Each key stage shown below requires the sign-off of at least 2 senior management members to ensure the project is delivered:

▶ **Briefing stage**

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▶ **Schedule development stage**

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  ████████████████

- ██
  ██
  ████████████████████████████████

- Signed off by Account Director and Insight and Strategy Director.

▶ **Example media schedule:**

██
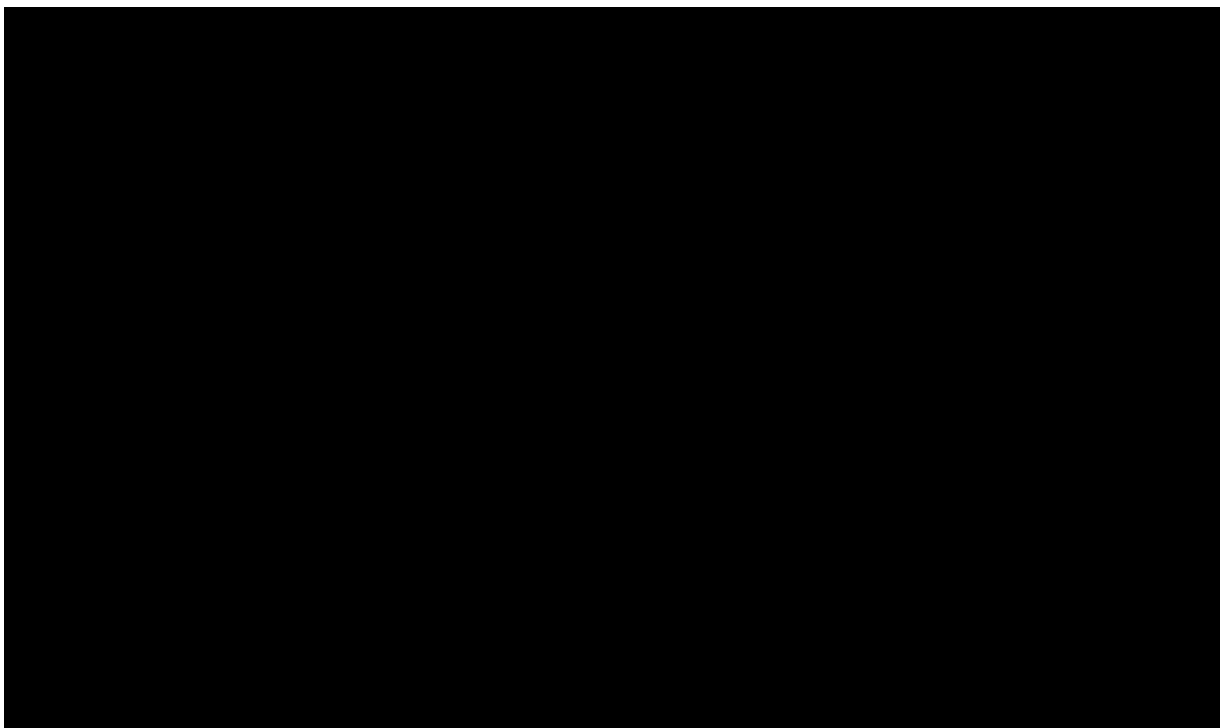
▶ **Booking stage**

- Media bookings and invoicing is managed by ███████████ ensuring accuracy and providing reporting for Management Information.

- Campaign bookings are communicated by email with signed IOs (insertion orders) used for digital media, and CARIA approvals for Television.

- Signed off by the Account Director, Trading Director and partner.

▶ Live campaign stage (campaign monitoring)

- ███████████████████████████ ██████ ████████████
  ████████████████

- ██████████████████████ ████████████ ████████
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- ███
  ██████████████████████

- ████████████████████████████████

▶ Status meetings

In addition to the systems above, regular meetings are held to ensure that work is progressing on time. These include:

- Account Management weekly meeting updates ████████ on all live projects and progress against deadlines.

- The Contract Manager meets the Senior Management Team and heads of trading teams monthly to discuss all campaigns.

- ████████ meets Finance Director ████████████ monthly to report invoicing issues including invoice queries, outstanding payments, and finance reports.

▶ Management of risk

The process and information flow outlined above allow issues to be avoided; or if unavoidable to be identified, communicated and corrected as quickly as possible.

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▶ Improving future activity

████████, and the individual Account Directors, will work with Framework Partners to identify and recommend best practice in campaign development and management. A good example of this would be the 'Best Practice for Using Online Video' guide created for ████████ ██.

Campaign best practice will be identified through the campaign evaluation (or wash up) approximately █ weeks after the campaign. Contract management best practice will be identified through the formal client appraisal system and the Balanced Scorecard.

Our planning process ensures we are frequently testing and evaluating new platforms and formats, allowing us to continually improve performance.

▶ Remedying errors and under delivery

Media deadlines are rarely flexible, therefore our processes ensure that they are not missed. On rare occasions where projects deviate from the agreed time-frames, our response is to:

Stage	Action
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█	███████████████████████████████
█	███████████████

In the event of an error or under-delivery, our process would be as follows:

Stage	Action
■	███
■	████████████████████
■	██████ █████████████████████████████████
■	██████████████████████████
■	██ ██
■	███████████████████████
■	███████████████████████
■	██████ ███████████████████████████████████ ███████

If a satisfactory resolution was not reached, █████████ would escalate to Managing Director ████████████ who would attempt a resolution in consultation with the Strategic Contract Manager. In the event that this was unsuccessful, an independent arbitrator would be engaged to secure satisfactory resolution.

▶ Project management process

The last area we use systems and processes to track delivery is in performance management. To ensure we are delivering the best service to our clients we use a client evaluation grid (below). The evaluation is tailored to each client depending on the key performance indicators agreed at the start of the contract. For instance the key areas of **Delivery, Service, Quality** and **Cost** which are identified in the framework could be used in the client evaluation grid. We would then identify, with the partner, the relevant KPIs in each area such as Invoice accuracy or Added Value under Cost.

▶ Example of client evaluation grid:

The written evaluation is in conjunction with a face to face meeting between the Contract Manager and the Partner and would take place either at the end of a campaign or as required.

This structured process monitors our performance and immediately highlights areas that need improvement.

It will be the responsibility of the Contract Manager ██████████ to highlight areas which need to be improved and identify a strategy to resolve them. All client evaluations and subsequent actions are reported to Managing Director ██████████.

Service Levels

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.

The Contract Manager ▮▮▮▮▮▮ would be responsible for ensuring we exceed the service levels in Schedule 1.

▶ Invoicing procedures

We know the importance of accurate invoicing to the Framework partners. By prioritising invoicing at Republic of Media we have achieved 100% accuracy on the Scottish Government since appointment.

We subscribe to ▮▮▮▮▮▮▮▮ the leading software platform for the advertising industry; an integrated media and accounting system which creates client invoices directly from the media order input, ensuring invoice accuracy.

Invoices are drafted for checking by the Finance Team prior to running live, to ensure that all details are correct and match the purchase order. This is checked again by the relevant account team against the media schedule.

We have set up a dedicated email in-box to receive purchase orders produced by PECOS P2P, accessed on a daily basis by Contract Manager ▮▮▮▮▮▮.

The monthly billing run includes one invoice per medium for each campaign, with ASBOF/BASBOF, VAT and framework levy, shown separately on all invoices.

Invoices can be provided on paper or by PDF, facilitating e-invoicing where available.

Our aim is 100% accurate invoicing but should an invoice be queried, the Finance Team will investigate and resolve the issue with the Framework Public Body within two working days, having first notified the Agency Account Manager. Where a solution is not found, the Finance Team will escalate the issue to ▮▮▮▮▮▮.

▶ Unbilled media / rebates

It will be ███████ responsibility to provide all reports to the Strategic Contract Manager for unbilled media and rebates by the required deadline. In addition ██ will ensure payments are made on time to the Framework partners.

Using the ███████ system, we can quickly supply details of any booking which has not been invoiced, in part or in full, by the relevant media supplier.

A report detailing this information for each Framework partner will be provided to the Strategic Contract Manager within six weeks from the end of every quarter and within three months from the end of each Framework year. The full value of both unbilled and part-billed media which has been outstanding for more than three months at the end of the Framework year, will be returned to the Framework partner.

All rebates received by Republic of Media, such as year-end rebates and agency volume bonuses relating to a Framework partner's activity, having been identified in advance, will be passed back to the Framework Public Body within 30 days of receipt.

For outdoor expenditure, Republic of Media will rebate to the Framework partner, the outdoor rebate percentage figure as specified in the Pricing Schedule once a full year's expenditure has been fully reconciled, agreed by both parties and fully paid by the Framework Public Body.

▶ Audit reporting

Working closely with the auditor for 4 years, we understand the detailed management information they require, in the format needed. The quarterly reports, compiled by Account Director ███████████████████████ are efficiently produced with few queries. Any queries raised by the auditor will be resolved within 5 working days.

███████ will be responsible for ensuring payment of any rebates to Framework partners by the specified deadline.

▶ Response times

We are committed to the following response times (note: these apply to non-urgent situations, for emergency situations an immediate, high-resource response would be standard):

Action	Guaranteed Response
████████████	██████
█████████████████	██████
█████████	██████████
███████████████████████	██████
██████████████████	█████████
████████████████████	█████████
█████████████████████	████████████████

We would commit to attend meetings anywhere in Scotland on the next working day.

▶ Exception reporting

Where service levels are not met, the following procedure would apply:

Stage	Action
█	████████████████████████████████████ ████████ ██████████████████
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█	████████████████████████████
█	███████████████████████████████

Exception Report

Client:

Campaign:

Exception Description:	
Cause:	
Consequences:	
Options:	
Recommendation:	
Lessons:	

▶ Management reporting

Over the last 4 years Republic of Media have diligently supplied all requested management reports, without exception. Reports are supplied:

- To the specifications of the service agreement
- Within the required deadlines
- Written in plain English and with key points highlighted
- Only after sign-off by senior management

▶ Framework Public Body care methodologies

We have a cultural commitment as an agency to high quality service regardless of contract size and we will:

- Follow IPA best practice on client care
- Institute a learning culture, led by senior management, ensuring staff welcome Partner feedback
- Strive to continuously improve Balanced Scorecard and Client Appraisal scores
- Use continuous professional development (CPD) and appraisals to train staff in professional, high-quality, effective media planning and buying and ensure they are up to date with market developments and emerging technologies
- Provide a team with the right experience and expertise and ensure that those staff are, where required, replaced by people with similar levels of experience and expertise
- Ensure sufficient resource is available for all Partners and particularly for urgent need and Code Red briefs
- Make efforts to secure every call-off contract in line with our ambitions for business growth
- Behave ethically, and in compliance with the Scottish Minister's sustainability and "Greener Scotland" strategies

▶ Customer relationship management

To help Framework Partners achieve their objectives and enjoy the process of working with Republic of Media, we encourage our staff to be positive, can-do people who are approachable, professional and aim to deliver ahead of deadline.

Account Directors are responsible for ensuring Framework Partners are well-serviced and are benefiting from our learning culture. Customer satisfaction scores are a key metric for Account Director appraisals.

Framework Partner staff at all levels, will have Senior Management Team contact details and will be encouraged contact them about any concerns or issues.

Sufficient Capacity

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.

▶ Capacity

The current Framework team at Republic of Media has a total of █ people allocated; █ people in the Senior Management Team, █ in Account Management, █ in trading and █ support staff. All are current employees of Republic of Media with experience of working across a range of Framework partners.

Contract Manger ███████ is responsible for ensuring that sufficient capacity exits at all times. ██ will track capacity through the weekly account management meetings and feedback given through client evaluations or from the Strategic Contract Manager.

Each Account team has █ members meaning that short-term absence such as sickness or holidays are covered. For longer term absence (4 weeks+) ██ would arrange for additional resouce from another account team and if necessary begin recruitment for additional resource.

▶ Contract transition

███████ will be responsible for the smooth transition of the contract. As we already have a large Framework team in place we do not anticipate having to recruit additional people if we were to be reappointed. Our **Transition Process** for new Framework Partners would include:

- ██████████████████████████████ ████████ ██ █████████████████ ████████████████████████
- ██████████████████████████████ ████████ ██ █████████████████ ██████████████████
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- ██ ██████████████

▶ High demand

Periods of high demand can occurr on the Framework such as financial year-end and at the start of the financial year as budgets are confirmed and planning begins. High demand will

be identified by ████████ at the weekly account management meetings and the following procedure will be put in place:

Stage	Action
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▶ Ensuring quality of service

Our approach to servicing will be the same across all Framework partners regardless of spend or location. There are no tiered servicing arrangements depending on spend at Republic of Media. As an example. ████████ leads the account team on ███████████ with a spend of ███████ and based in ███████ but also leads the team on ████████████████ account with a spend of █████ based in █████████. Both Framework partners receive the same high standard approach to client service. This approach also reflects our agency philosophy that every client should receive the very best service as it enhances our reputation, leads to recommendations and ultimately business growth.

All Framework partners, regardless of size and location will receive:

- A team of █ account managers, led by an Account Director
- The same rigorous planning processes, led by Strategy and Insight Director ██████ ██
- Regular access to the senior management team as required
- Regular face to face meetings as required, regardless of location
- Access to additional resource in periods of high demand

Profitability on contracts are only analysed by staff of Account Director level or higher. This ensures that account management and trading staff are not under pressure to allocate their time in a more profitable manner. Instead they would be tasked (via objectives and

continuous evaluation) with delivering outstanding results and scoring well in client evaluations regardless of client size.

Travel costs have been factored into our commission structure and all Framework partners would have the opportunity for face to face meetings at their location at the briefing, campaign proposal and post-campaign analysis stages of the campaign process – and on request as required.

▶ Measuring high quality service

Contract Manager ███████ will be responsible for ensuring high quality service across all the Framework partners using the following methods:

- Analysis of staff timesheets to determine whether enough time and senior input was being allocated to each client
- Feedback given by Account Directors at the weekly account management meetings
- Feedback given by the Strategic Contract Manager at monthly meetings
- Performance scores through the Client Evaluation (example below), carried out in conjunction with the Balanced Scorecards and submitted to Framework partners at the completion of each call-off contract, or quarterly for duration contracts.

███ would be responsible for developing action plans to address areas of concern and communicating these to Strategic Contract Manager and Framework partner.

▶ Example client evaluation
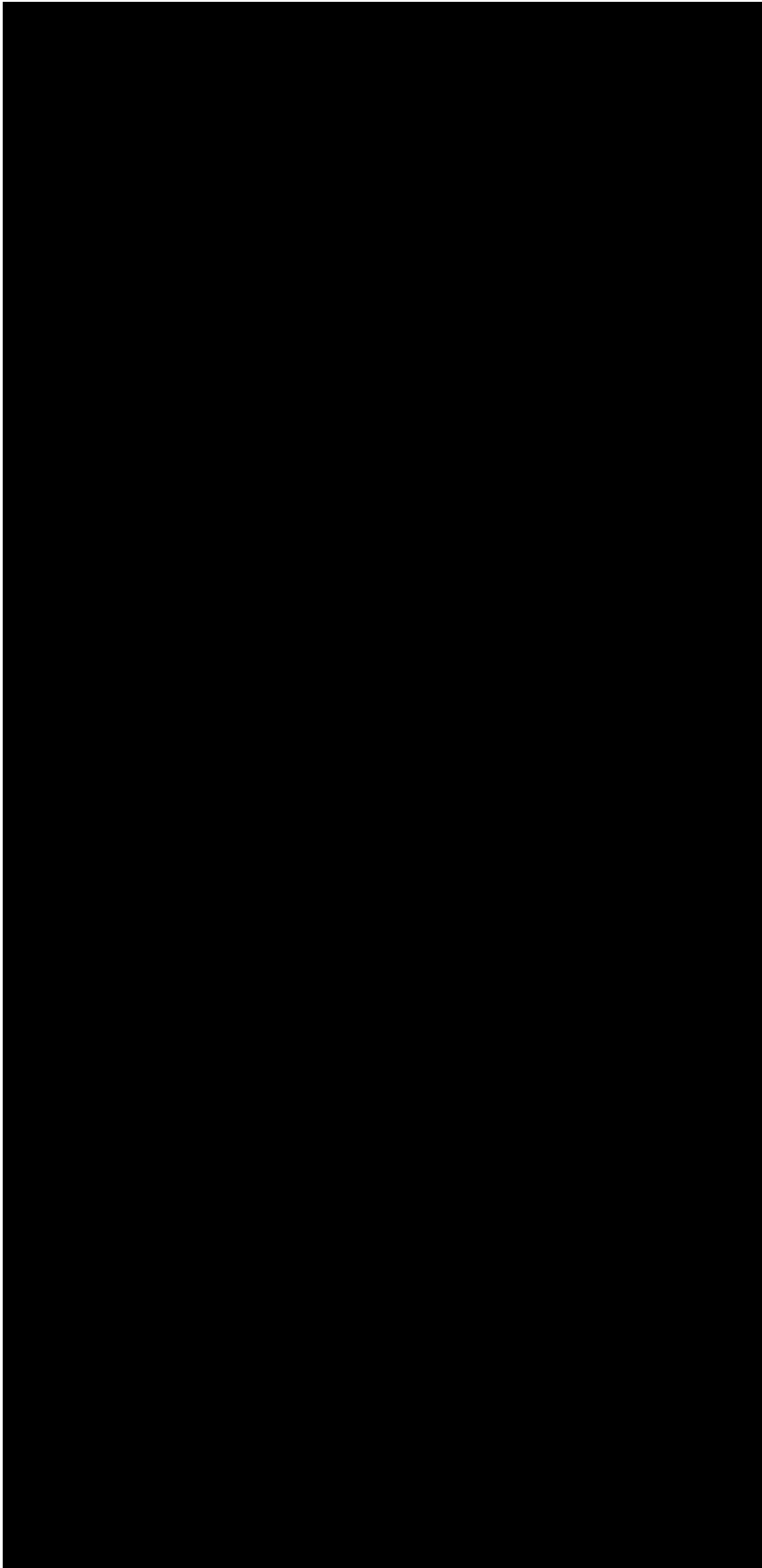
Urgent and emergency requirements

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.

Being able to respond to an emergency or Code Red situation is an important part of the service we provide, particularly for clients such as ██████████████████████████.

Since our apppointment, Republic of Media have successfully activated ██ emergency campaigns for Framework partners.

We work with ██████████████████ on ████████████████, responding to amber alerts for ████████████████████. Each response is different with varying spend levels depending on the size of the threat and ██████████████████████.

For ████ emergency activity is activated in areas ████████████. These tend to be smaller, localised campaigns but still require immediate activation.

Finally we have been involved in emergency scenario planning in preparation for ██████████ ██████████████████████.

In each case we have had activity running **within █ hours of approval** including over weekends, Christmas holidays and the Easter weekend.

▶ Our approach

Experience has taught us that preparation is key. Not all scenarios can be anticipated in advance but where possible we would recommend the following preparation:

- ██ ██████████████████████
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- ██ ██ ██████████████

- Create a WhatsApp group. This is particularly effective at reaching the emergency team quickly, outwith office hours.
- If possible, client should raise a PO in advance
- Anticipate emergency by ensuring the emergency team sign up to sources such as BBC Breaking News Alerts or Met Office Advisor reports.

In the event of an emergency or Code Red the following **Emergency Action Plan** would be put into place:

Stage	Action	Timing
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██	██████████████████████████████████ █████████████	████████

The process outlined above is part of the induction for all agency Framework staff and a pdf version of the **Emergency Action Plan** is distributed alongside the Emergency Contact Sheet to all staff and relevant Framework partners.

▶ Remote access

All our account and trading teams can access our network remotely meaning they can access client files and emails from home. Our digital team can also activate all Social Media platforms remotely. This is particularly important for emergencies outwith office hours or over the holiday period.

▶ Cancelation of activity

For emergencies which require us to cancel booked activity, we would look to negotiate all cancellation penalties. This would be carried out by the senior management team who would leverage our buying power and senior relationships to reduce any cost or value penalities. If necessary this would be escalated to Trading Lead ███████████ who, over ██ years, has built outstanding relationships at the highest level. Since being appointed to the Framework, █ campaigns have been cancelled or postponed. In each case Republic of Media were able to avoid any cancellation penalties.

▶ Business continuity

In the event that the Emergency leads to, or coincides with, the Edinburgh office of Republic of Media being unavailable, our Business Continuity Plan would come into action.

Management **Information**

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.

As current Contract Manager on the Framework, ██████ would continue to be responsible for the supply of all Management Information. Having held this role for █ years she is experienced in delivering the correct information, in the required format by the set deadlines.

Whist ███ is responsible for the collation and distribution, our Financial Director ████ ██████ is responsible for all Financial Reporting.

The majority of reports would be generated from our subscribed systems ████████ ████ and █████████. These industry leading platforms provide accurate, timely and transparent reporting, examples of which are included here.

▶ Management information - financial

Financial reports can be provided monthly, quarterly or annually as pre-agreed with Framework Partners, or outlined in the service agreement. All reports shown can also be provided on request within 24 hours. Standard financial reports will include:

1. Audit Reports (Quarterly)

We would continue to provide quarterly reports to the appointed auditor which would include an Expenditure Report detailing total gross and billable spend broken down by Framework partner, medium and campaign. This will be supplied on the first Friday following the 15th of the month (following the quarter in question).

Example of Quarterly Expenditure Report:
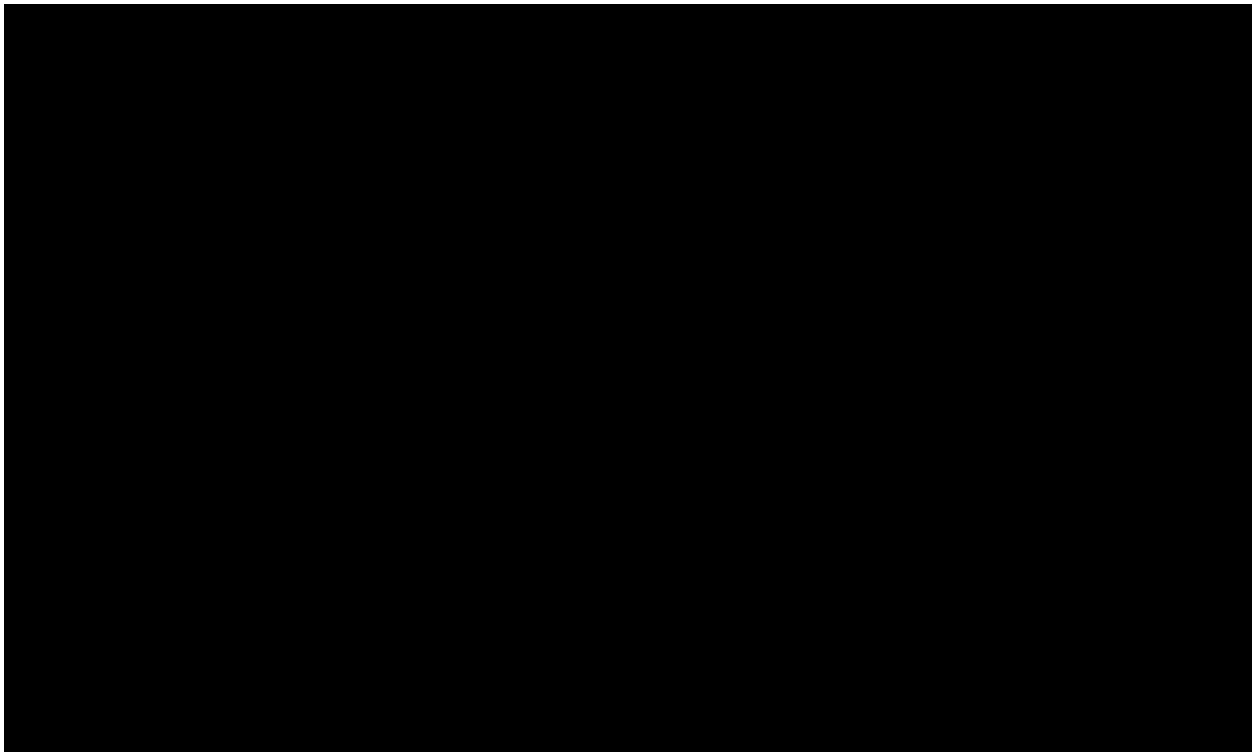
We would also continue to supply full media booking details to the auditor, using their template, by the end of the following week.

Example of full media booking details supplied to the auditor:
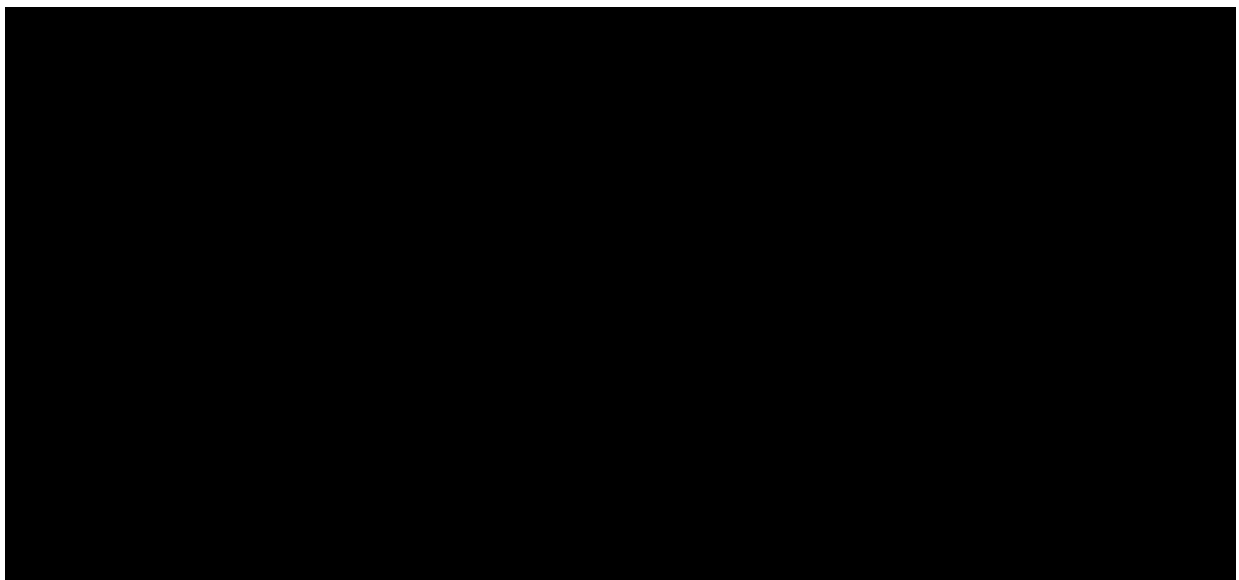
2. Partner Costs Report (Monthly)

This report outlines spend by Framework Public Body, cost-centre, number of campaigns (not shown in example), and media, by time period.

Example Partner Costs Report:
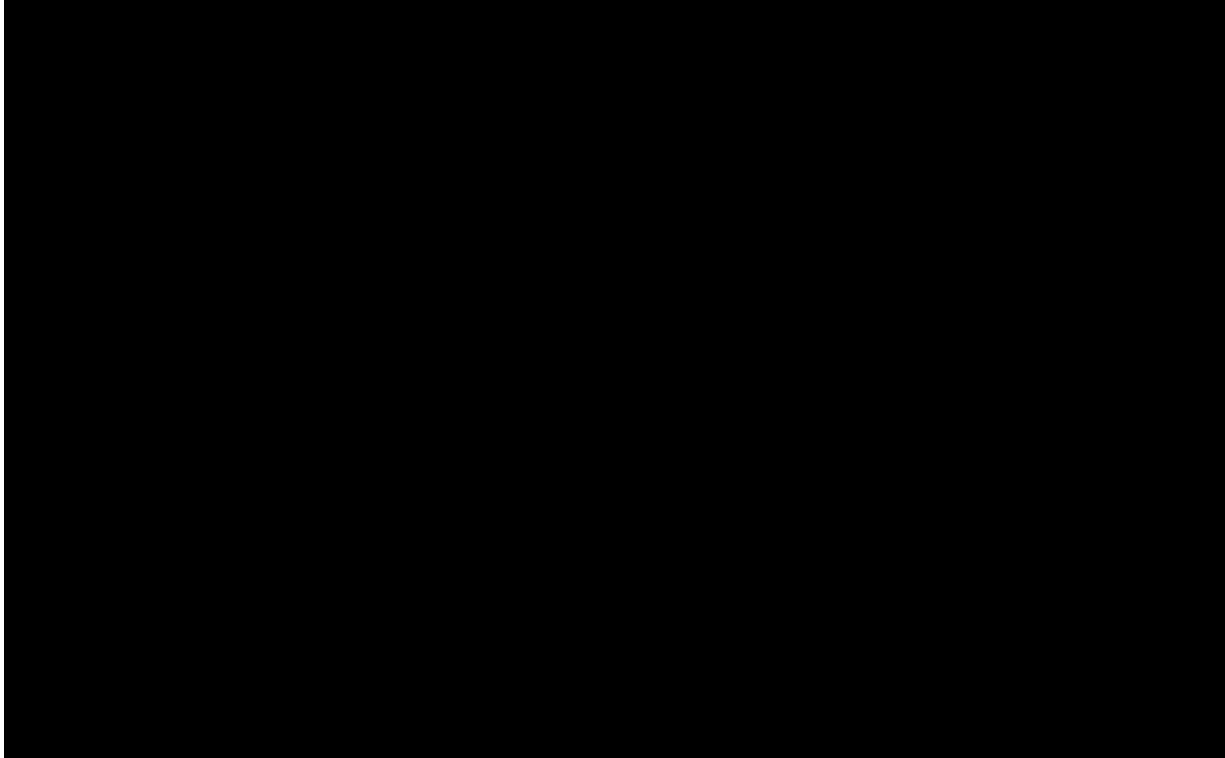
3. Volume of Business Report (Monthly)

This report outlines spend through each media, media owner and publication by Partner.

Example Volume of Business Report:
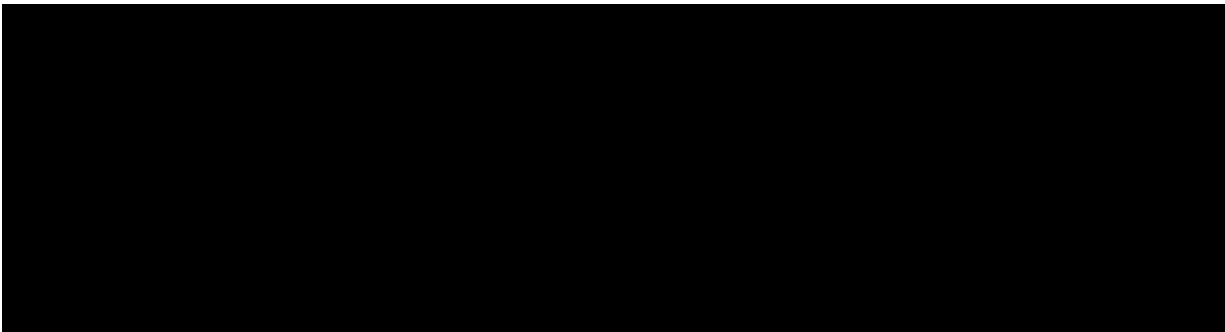
4. Invoicing Report (Monthly)

This report outlines all invoices issued and the details of each invoice as well as showing payment status.

Example Invoicing Report:
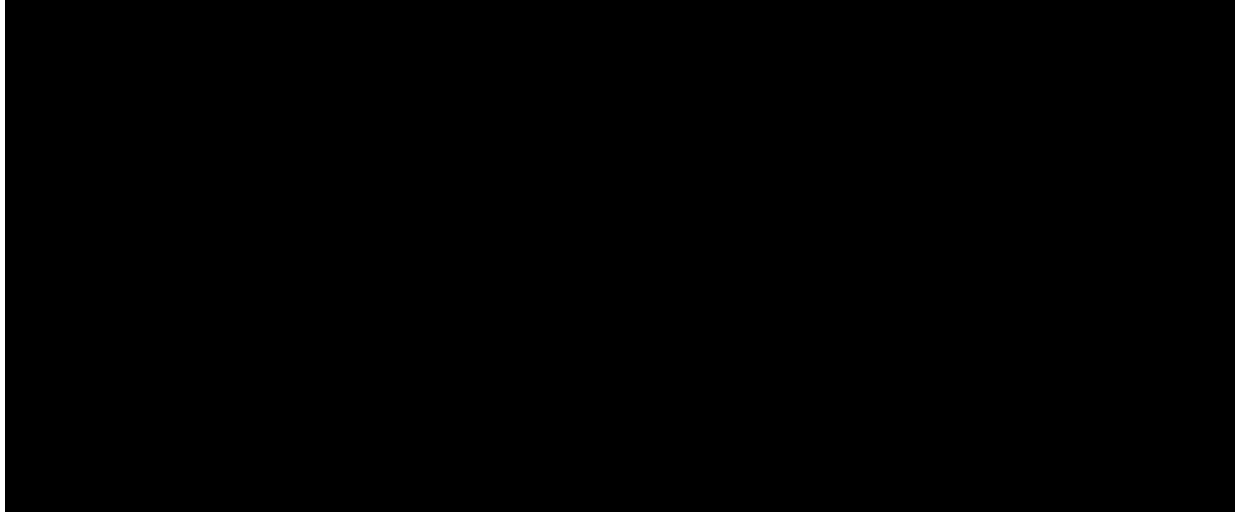
5. Unpaids Report (Quarterly)

Shows all unpaid media buys and related status to allow for rebate of unpaid invoices to Framework Partners.

Example Unpaids Report:
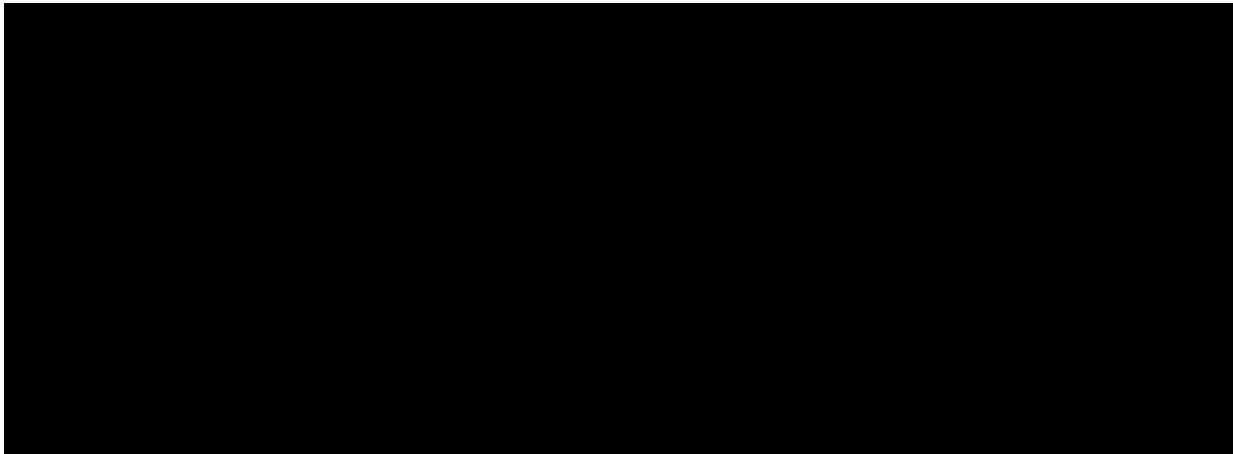
6. Timesheet Analysis (monthly)

Hours by partner/ campaign/ team and individual generated from the BrandOcean system.

Example Timesheet Report:
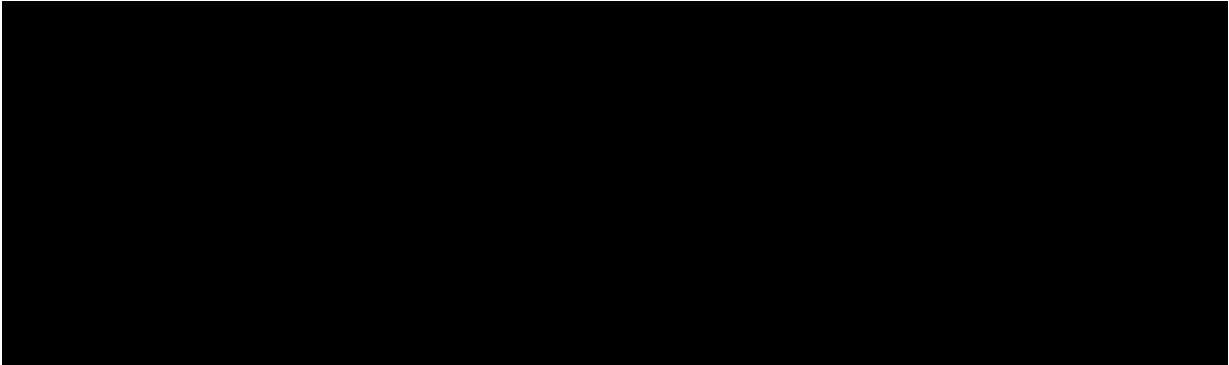
8. New Media Pricing Report (Quarterly)

Outlining price guarantee proposals and rationale for inclusion of new media where no price guarantee exists. This is provided with the quarterly management reports in the required template.

Example New Media Report:
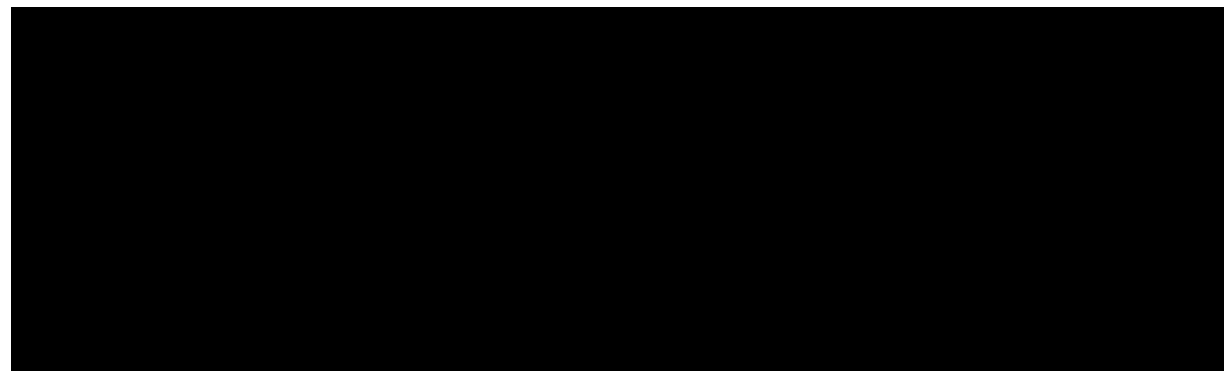
▶ Management information – service and technical

In addition to the financial information outlined above, Republic of Media will provide the following reports and updates to Management Information.

1. Sustainability Report (Quarterly)

Our record in sustainability is tracked in a report we produce as part of the quarterly Management information:

Example of Sustainability Report:
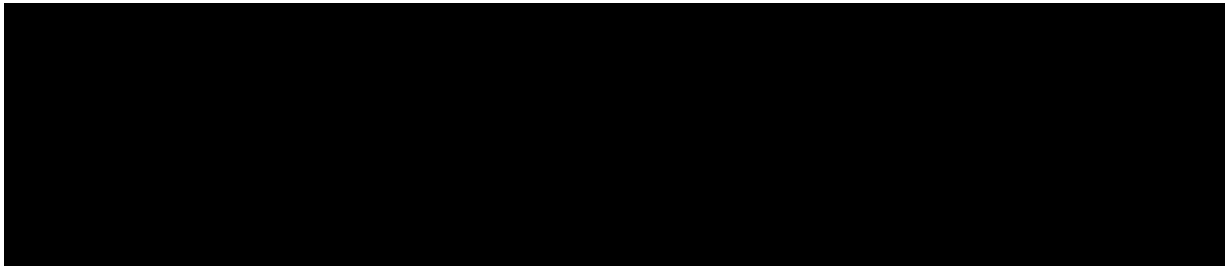
2. Community Benefits Report (Quarterly)

We also produce a Community Benefits Report which tracks our performance in this area

Example of Community Benefits Report:
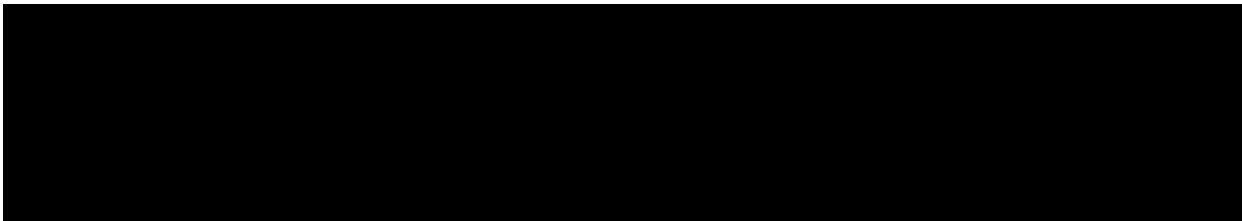
3. Exception Report (Monthly)

Details of complaints, or incidences where service levels were not met, including the resolution of those incidences and recommendations for ensuring they do not happen in future. These are discussed at the monthly meeting with the Strategic Contract Manager.

Example of an Exception Report:
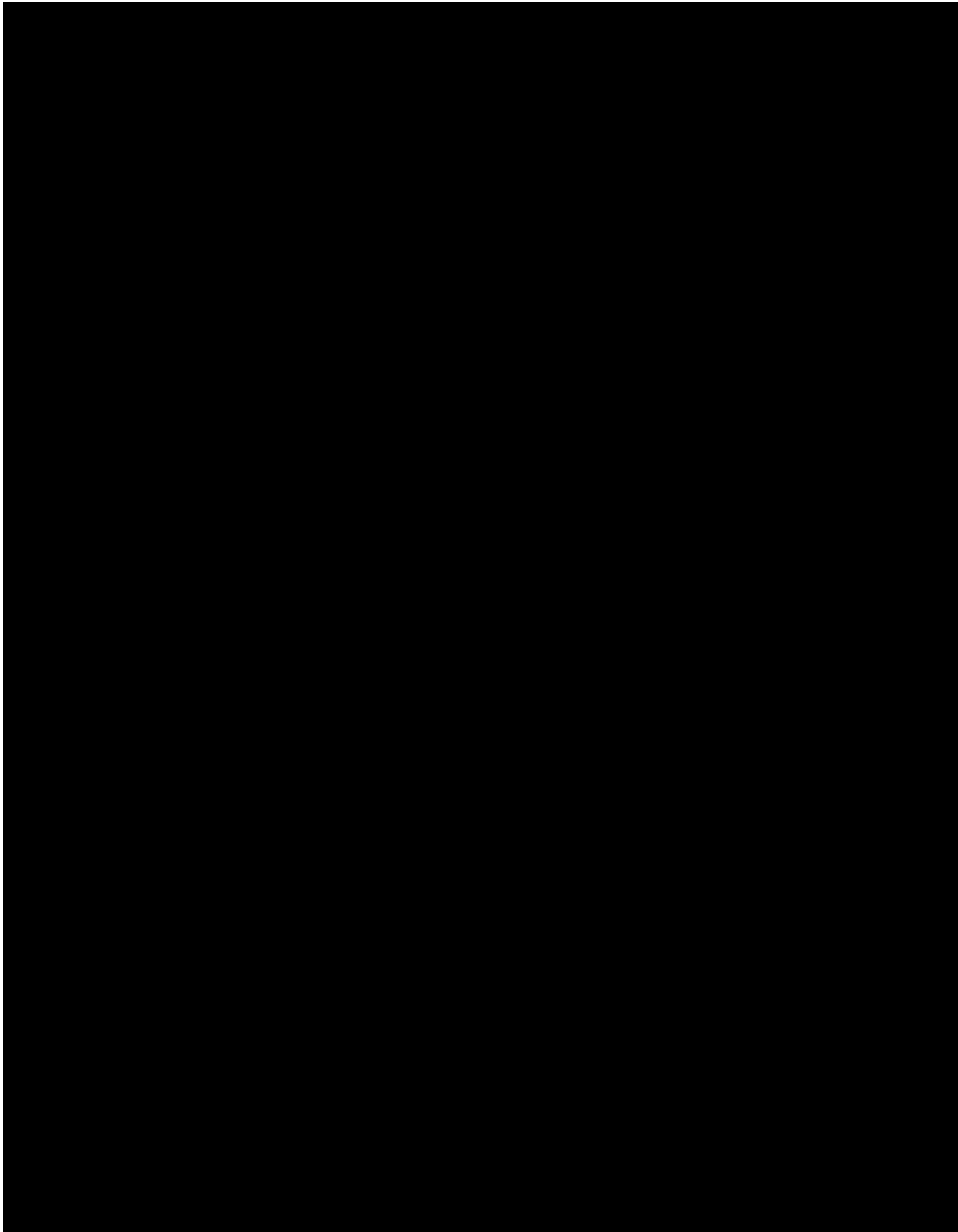
4. Client Evaluation Report (Quarterly)

Client Evaluation Reports and Balanced Scorecards will be submitted to Framework Partners at the end of each call-off contract or quarterly for duration contracts.

Example of Client Evaluation Report:
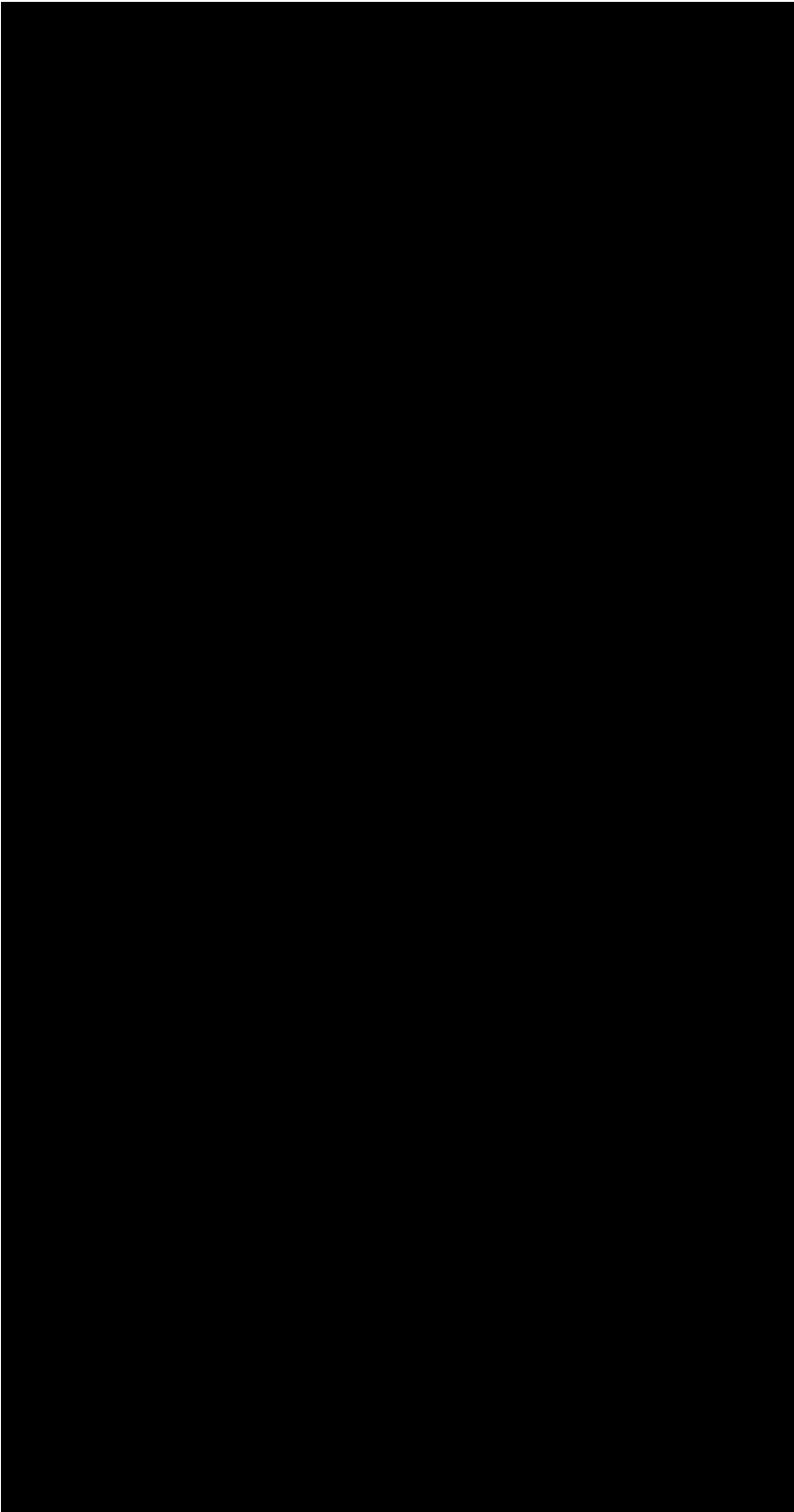
▶ Real time digital dashboards

Digital Dashboards allow clients and agency staff to view at-a-glance, live information about campaign delivery and performance. Dashboard outputs will available at all times to all Framework partners.

Example Digital Dashboard:
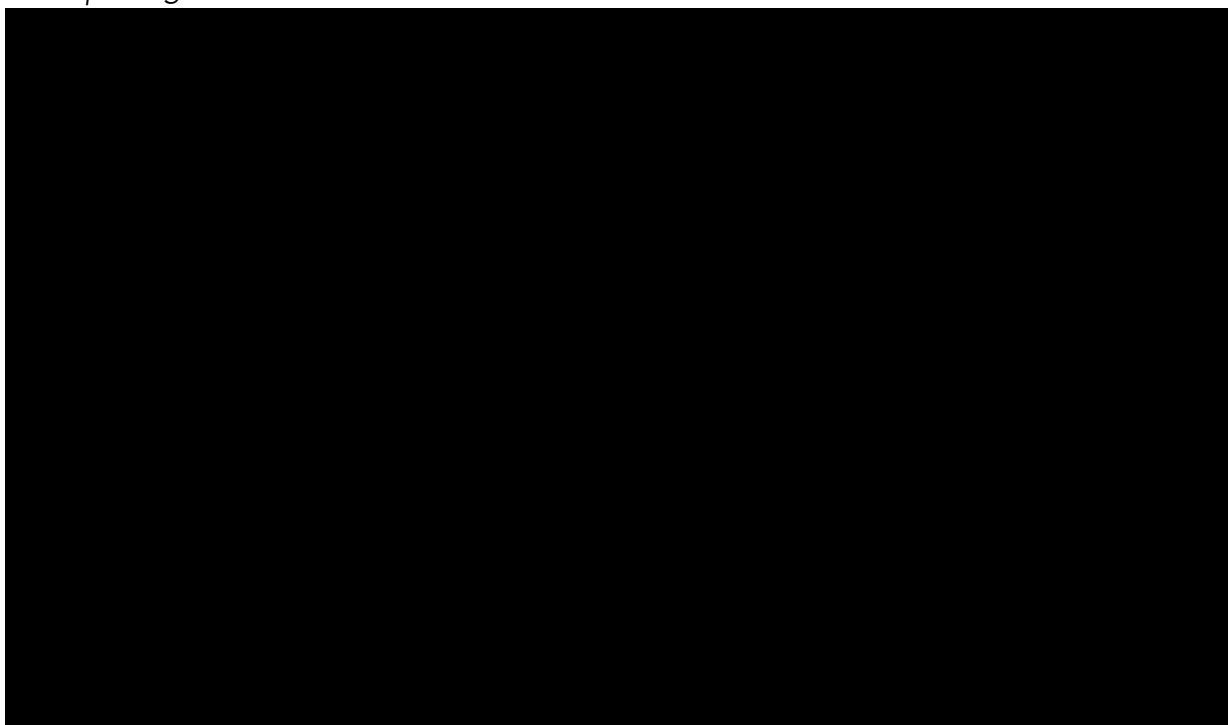
▶ Tailored management information

Republic of Media recognises that each Framework Partner has unique reporting requirements. Our service commitment extends to providing bespoke finance and technical reports as required.

Feedback on reporting will be shared with the Strategic Contract Manager to improve information flow across the Framework Contract.

▶ Using management information to manage activity

Management Information is an important element for justifying the use of public funds by Framework Partners, and the understanding of media spend by all stakeholders. In addition both Republic of Media and the Framework Partners will use management information to:

- Ensure best value is achieved

- Aid the Media Auditor, ensuring cost and quality guarantees are met

- Ensure continuous improvement

- Make progress towards environmental and community benefit targets

- Improve levels of service by highlighting exceptions and areas for improvement

- Assist the Senior Management Team in the staff appraisals

▶ Managing clash activity

Under a Framework Agreement, Management Information is vital for assisting the Strategic Contract Manager in managing clashes across different agencies. To assist this process, Republic of Media recommends:-

- An Upcoming Campaign Report that details media to be used in the coming 6 months in a consistent template to assist in clash identification
- Quarterly meetings of Contract Leads from appointed Media Agencies, together with the Strategic Contract Manager, to discuss how to mitigate clash issues

Continuous Improvement

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.*

Republic of Media is committed to outstanding service delivery and the highest quality of work for framework clients. This is a business imperative as the majority of business growth comes from recommendations from existing clients, or inclusion on pitch lists based on our service reputation. Monitoring and improving our service delivery is therefore a key priority for the Board of Directors and forms part of our strategic business plan.

Over the four years of the previous framework we have monitored and continuously improved our service and increased the experience, expertise and skills of the framework team. At the heart of a great media planning and buying service is the people delivering it. We hire the best people, train them well, reward them and give them advancement opportunities and keep them learning and growing to retain them.

▶ Training and information

Staff training is guided by the Institute of Practitioners in Advertising's (IPA) Continuous Professional Development (CPD) scheme. CPD ensures member agencies provide development opportunities and structured learning for all staff. Staff are required to complete a minimum of 24 hours training per annum, with RoM staff averaging more than 40 hours pa.

Our **learning & development program**, led by Board Director ████████, is aligned with developments in technology, optimising the understanding of digital and social media and innovations.

Our L&D training program includes specific modules on public sector for the benefit of framework clients. This includes subjects such as GDPR and public sector stakeholder training.

On the job internal media training is combined with external and media owner training to keep staff up to date. Staff are expected to meet media owners regularly to hear updates on their products and services.

All digital staff are enrolled in the **Squared Online** programme in year 1 – an intensive 6 month digital training programme with a recognised industry qualification, backed by Google.

As well as adhoc information sharing about media innovation at team meetings, and via email, each week we produce a **Media News Digest** which is distributed to staff and clients and focuses on the top 4-6 stories and innovations in media with a focus on digital.

▶ Appraisals and innovation culture

Appraisals focus on personal development and training and are a key element of CPD. Annual appraisals are the opportunity for managers to discuss performance and framework client evaluation results. Objectives are set for improvements in those areas. RoM Appraisals include sections that highlight and encourage freethinking and innovation.

Appraisals are complimented by a company awards scheme, the Freethinking Awards, which provides recognition and cash rewards for the best ideas and innovation from across the company in the previous quarter.

To foster a culture of collaborative change, we have twice yearly away-days for all staff to discuss and review company performance, share their best and most innovative work, and develop big ideas and areas of focus for the period ahead.

In a recent confidential survey, 100% of staff agreed "Quality is a top priority with this organisation[1]".

▶ Qualifications

All planning and buying staff are required to complete the IPA Foundation Certificate and encouraged to work towards the Advanced Certificate, with opportunities to complete other IPA qualifications including the Search Certificate, Commercial Certificate, MIPA status and Eff Test (effectiveness and measurement for planners), as well as CIM and marketing qualifications. We provide paid study leave for all external qualifications.

Digital staff are required to complete the IPA Digital Performance Certificate, become Google Ads Certified and complete multiple Google Academy for Ads courses, and this is encouraged for all planning staff.

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[1] Best Companies Group Confidential Survey, November 2018

We encourage staff to attend events as a great source of inspiration and knowledge. We also leverage our role as an independent thought leader to speak at events including Marketing Society Digital Day and Advertising Week Europe.

▶ **Monitoring and improving service levels**

Client evaluations and continuous improvement are the responsibility of the Contract Manager ███████ with Account Directors responsible for service levels on individual framework clients.

Client evaluations would be submitted to Framework partners at the completion of each call-off contract, or quarterly for duration contracts. ███████ is responsible for developing action plans on areas not considered 'Outstanding' or 'Very Good'.

A face to face meeting for qualitative feedback is held quarterly or at the end of a contract to discuss service, partner satisfaction and areas for improvement.

███████ will discuss all feedback at management meetings with recommendations made to the Board for investments in training and knowledge.

Continuous Improvement actions would be integrated into Management Information and lessons learned would be discussed with the Strategic Contract Manager at quarterly meetings with ███████.

Evaluations are in addition to Balanced Scorecard monitoring which would be completed quarterly and reported to the Authority using agreed templates.

▶ **Sample client evaluation grid**
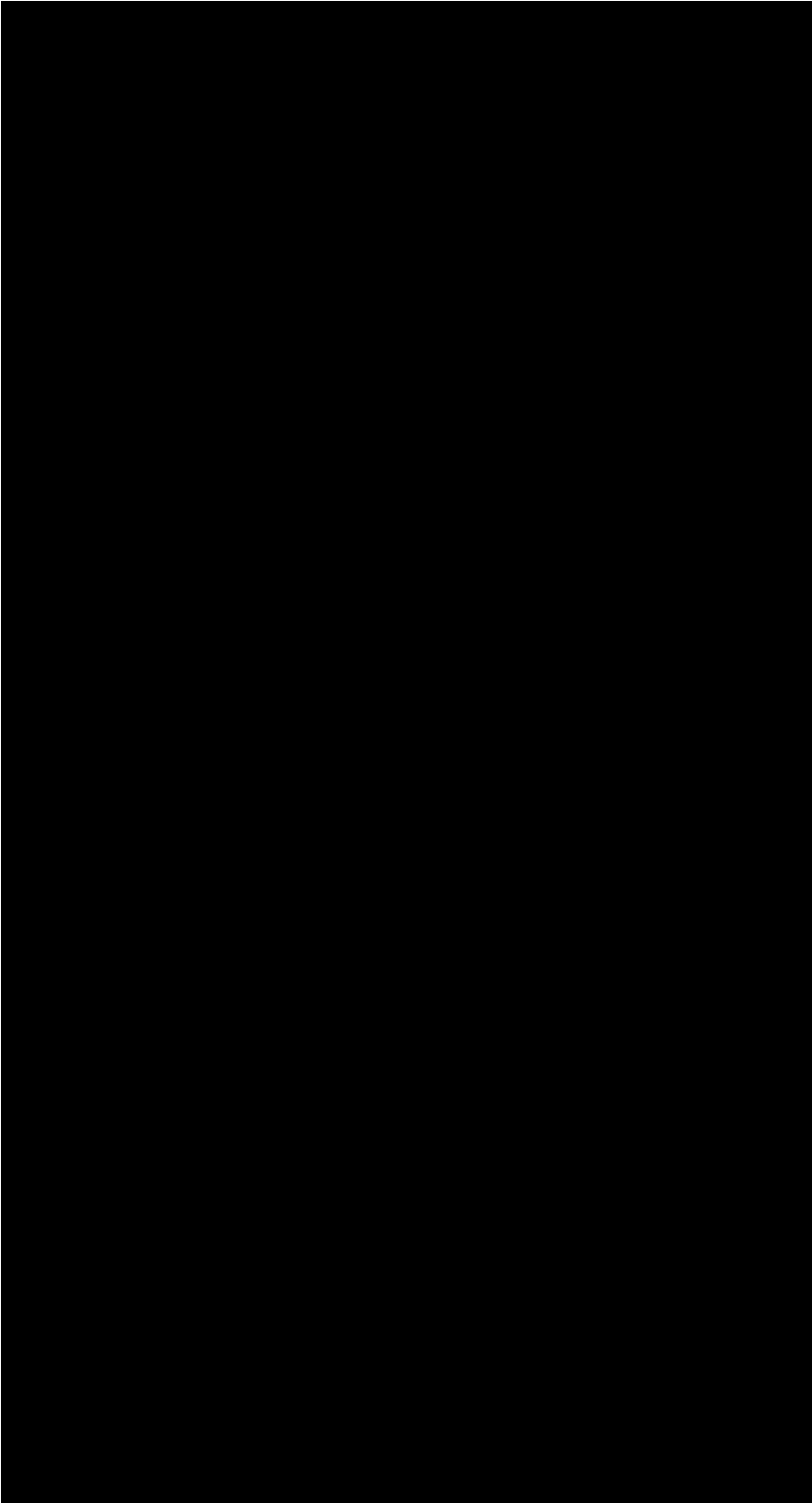
Data Security and Cyber Resilience

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.

The advent of GDPR legislation is one of a number of factors that has codified and improved data security. At the same time, proliferation of data in media buying, combined with advances in cyber-threats, has increased the complexity and challenges inherent in providing the service.

Republic of Media maintains best in class Cyber-Security, Data Retention and Data Protection policies to ensure framework client data is protected and threats are protected against.

▶ Cyber essentials

Republic of Media is Cyber Essentials certified (Certification number: ███████████) and is working towards Cyber Essentials Plus. We are in the process of becoming IAB Gold Standard certified and will have that in place by September 2019.

▶ Cyber-security

Cyber threat and data breaches are seen as a significant business risk at Republic of Media and are an ongoing priority for the Board of Directors. The Board is committed to management and mitigation of the risk through effective strategies, policies and use of technology. Cyber resilience is the responsibility of Managing Director ███████████, with Contract Manager ████████ responsible for ensuring standards are in line with our Framework contract requirements.

The threat from cyber-attack has never been higher and evolves constantly. Republic of Media is committed to continuous improvement and agile adaptability in our data security and cyber resilience. We take concrete actions including software review, certification review and media supplier audits. We leverage our memberships of the IPA, Advertising Association, Marketing Society and Google Premier Partner Status to understand and implement best practice.

We comply with all relevant legislation and review future legislation (such as that resulting from the EU NIS Directive) to take appropriate action. Our external IT Consultant is required to report on emerging trends and threats on a quarterly basis, while our internal data executive provides day to day review. Together they deliver an action plan for development and implementation.

We take steps to ensure understanding of developing cyber threats. An example includes Managing Director ███████████ attending ███████████████████████████████████ ███████████████████████████████████, organised by ████, which highlighted ███████████████████████████████████

Staff are trained in data security and cyber resilience as part of our L&D framework, administered by Board Director ███████████

Republic of Media are proud to have had zero cyber security or data breach issues in our history.

▶ Administration and improvement

Administration and record control of our data security and cyber resilience strategies are the responsibility of Financial Director ███████████, reporting to the Board of Directors. Policy review at Board level is annual with quarterly review by an external IT consultant. Contract Manager ███████ is the Board member responsible for ensuring policies meet Framework and Scottish Public Sector standards.

Future risk assessment is the responsibility of the Board with ███████████ – our data and technology executive – tasked with tracking and reporting developments in data security and cyber-threats.

▶ Data Transfer

In nearly all instances for Framework clients, Republic of Media will act as a Data Processor and not as a Data Controller. In line with GDPR Legislation terms, we will generally be a Data Controller whenever we process the personal data of our staff and the staff of our business partners and clients as well as consumer personal data if we process it for our own purposes (such as when we build our own proprietary databases). When we are a Data Controller our Data Protection policy will apply. When we are a Data Processor, our Data Retention Policy will apply.

Encrypting data whilst it is being transferred from one device to another (e.g. across the internet or over a wireless connection) provides effective protection against interception of the communication by a third party whilst the data is in transfer. We will use encrypted communication when transmitting any data over a wireless communication network (e.g. Wi-Fi) or when the data will pass through an untrusted network.

Data can be transformed into an encrypted format and transferred over a non-secure communication channel yet still remain protected. An example would be sending an appropriately encrypted attachment via email. Republic of Media uses Transport Layer

Security (TLS) or a Virtual Private Network (VPN) to provide assurance that the content of the communication cannot be understood if intercepted.

Republic of Media Ltd. will not accept any physical transfer (e.g. USB) of Personally Identifiable Information (PII) for use or exchange internally or externally on the data controller's behalf. Official data or PII will not be stored on solid-state drives or memory sticks.

Official-sensitive (or higher) data will be encrypted and any transfer signed off at Account Director level or above. All other data and communication will be treated as Official and handled securely.

▶ Third party vendors

Where data is transferred to a third party media supplier (e.g. a digital network for profiling), Republic of Media would ensure the media owner uses a third-party data handler (we recommend ▮▮▮▮) so that all PII-style data is syndomised and anonymized. Vendors are audited and contracted to our Brand Safety standards and IAB Gold Standard IO which ensures they cannot utilise Framework data for reasons other than specified.

▶ Demand Side Platform

Where Framework partners access Rommatic (Agency Trading Desk) inventory, partner DMP or data will be kept entirely separate and 100% transparency view will be provided including partner access to the platform.

▶ Data storage

Any PII data required to be stored is encrypted prior to upload to our cloud based storage. The cloud provider, or other third-party, is therefore unable to gain access to the personal data whilst it is stored in the cloud.

For both the safe transfer and accessible end point storage of PII, or confidential client data, our provider, adhering to the standards of E.U. General Data Protection Regulation (GDPR), is Google. Google is committed to complying with the E.U. GDPR for G Suite and Google Cloud Platform services. Google delivers full disk encryption for all data at rest using ▮▮▮▮ ▮▮▮▮

Data is stored in shared, secured drives on our Google Cloud servers with access limited to authorised Framework teams to reduce the chance of accidental or malicious access.

Data retention

Our Data Destruction policy mandates that we only keep data for as long as it is needed for the purpose it was collected (or for a further permitted purpose) and also:

- securely destroy outdated records (to US DoD standards), or on request/ end of contract
- optimise the use of space; and
- minimise the cost of record retention.

Exception management (e.g. data retained for litigation) is only at the approval of Managing Director ███████████.

Any employee who fails to comply with Data Policies may be subject to disciplinary action, up to and including dismissal. Staff contracts cover confidentiality as well as compliance with Data Policies.

3rd Party Contracts (e.g. with ███████████████████) extend the same levels of protection, destruction, confidentiality and compliance.

Network security and controls

Republic of Media operates a 2 site LAN server system connected through a VPN. Wifi at each site is provided by ████████████████████████ All computers are domain joined and have firewalls enabled by our IT administrator. A Firewall Draytek Router is placed at the boundary between LAN and internet connection. Remote workers have secured wifi connections from laptops to ISP Router/Firewall.

Extraneous software is removed from devices and installation is by administrator approval and limited to a defined whitelist of secure products. Suppliers must provide regular security updates (patch management) across all operating systems and software. We use a third-party patch management solution (████████) to install all operating system updates with ██ days of release.

Anti-malware software is installed on all computers, including malicious website scanning. Approved application whitelisting is used on all mobile devices. Phishing and anti-spoofing protocols are built into our Malware controls as well as staff training programme.

Complex password protocols require changes every ██ days and are monitored by administrators.

User controls ensure access is provided only to authorised individuals and provides the minimum level of access to applications, computers and networks.

▶ Continuity and recovery

Republic of Media maintains two offices (Manchester and Edinburgh) with separate servers, utility supply and web connection. Each office acts as an always-on back up, recovery and continuity centre for the other. In the event of any loss of access to Edinburgh office data or facilities, all services would be provided from the Manchester office with no down time, as per our Disaster Recovery policy.

Disaster recovery is tested quarterly with the policy reviewed annually ███████ by the Board of Directors.

Republic of Media also has a **Cyber Incident Response Plan** which outlines the process of communication, response and recovery in the event of an incident.

Republic of Media is committed to due diligence in our supply chain and will responsibly audit and evaluate framework media suppliers to the standards of Schedule 1.

Fair Work Practices

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.*

Republic of Media is proud to be a progressive, modern employer. Our award winning people culture is at the heart of our success. We achieve all the expected requirements as outlined below, but go beyond that to create a company where employees are proud to work and feel supported and secure. In 2017 we were named Marketing Society Scotland Agency **Employer Brand of the Year** and in 2019 have been named at number 15 in the UK and number 1 in Scotland in the Campaign Magazine **Best Places to Work 2019**. The latter award included a company-wide confidential survey by the Best Companies group which has provided some evidence of our progress in this area.

100% of staff agreed in the recent confidential survey that they "understand the long-term vision of the company[1]" which is vital for giving purpose to their employment. We want our people to be happy to come to work, to feel valued and to enjoy themselves, and know they'll be rewarded for creative thinking and good work. At the heart of our success is our belief in our people as individuals - 100% of RoM staff agree "this organisation treats me like a person, not a number".

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[1] Best Companies Group Confidential Survey,November 2018

Republic of Media is an accredited **Living Wage Employer**. In addition we have a policy of pay equality to ensure the removal of any gender pay gap. Republic of Media has never used, and commits never to use, zero hours contracts.

Republic of Media has a policy of equality of employment and zero tolerance for discrimination. In addition we have taken positive steps to develop our workforce to reflect the population of Scotland. In 2015 our Board of Directors was 100% male and 80% full time. Our 2019 Board of Directors is **50% female and 50% part-time** to better reflect our workforce and the Scottish population.

The Board of Directors is responsible for the development of talent and people policies at Republic of Media. Responsibility is shared between the 4 directors with key areas of focus: ███████████ (Insight and Strategy Director) is responsible for our structured learning & development programme; ████████████ (Managing Director) is responsible for people strategy and recruitment; ████████ (Client Services Director, Edinburgh) is responsible for equality and diversity and Edinburgh office people; and ███████████ (Client Services Director, Manchester) is responsible for culture and Manchester office people. The Board are supported by the Management Team in developing our people culture and fair work practices.

Board director ████████ is on the ███████████████████████████████████████ and was instrumental in producing the ███████████████████████████████████████ ███████████████████.

The diversity transformation at Republic of Media has been a central part of our business growth strategy. Diverse perspectives are a key element of our Freethinking proposition. Different people bring different viewpoints, a more diverse workforce means better ideas for Framework clients. 86% of RoM staff agree "my employer enables a culture of diversity[3]".

Republic of Media believes in the power of young people and actively supports Scottish youth. We support the Scottish apprenticeship programme and have a Modern Apprentice in our digital team. We are further committed to hire at least one Modern Apprentice every year for the foreseeable future. This is in addition to our graduate recruitment scheme which hires at least 2 young people per year in Scotland. We offer regular work experience to school and university students including a paid placement to the IPA Scottish Student Advertising awards winners.

Republic of Media is a signatory to the **TimeTo** code of conduct developed by the Advertising Association and NABS and believes in zero tolerance for sexual harassment[4].

As members of the IPA we follow the Continuous Professional Development (CPD) diary system requiring a minimum of 24 hrs of training a year. Our staff far exceed this with well

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[1] ███████████████████████████████

[3] Best Companies Group Confidential Survey,November 2018

[4] https://timeto.org.uk/

over 40 hrs on average in addition to on the job learning. Our learning and development programme is developed at board level and reviewed monthly.

Keeping our clients at the cutting edge of digital transformation means keeping our staff motivated to learn new things, grow as people and adapt to the lightning fast changes of the digital era. We invest in training courses and encourage staff attendance at industry events, but we also ask our media partners to allow staff to spend time in their offices shadowing their staff. Staff are given paid study leave for qualifications such as CIM diplomas and creative design courses. 91% of staff agree "This organisation provides as much ongoing training as I need"

Our investment in people yields results. Our 2018 staff retention level was an industry leading 97%.

We're proud to have made mental health and wellbeing a priority at Republic of Media. We work with clients including the Scottish Association for Mental Health (SAMH) and the Scottish Government around mental health projects. Staff including directors are encouraged to share their issues with anxiety, insomnia and depression, helping normalise mental health discussion in our office. Our **Wellbeing team** (made up of volunteer staff with a passion for mental and physical wellbeing) provides hints and tips as well as structured training to improve wellbeing. Staff are invited to join the company private medical scheme after 6 months service which includes free access to a 24 hour **stress counselling helpline**.

In February 2019, we hosted a NABS "Building Resilience to Pressure" masterclass at our Edinburgh office – a half day event with expert advice on managing pressure and improving mental wellbeing. This event was attended by other agencies in Scotland reflecting our leading role in this field. 97% of RoM staff agree "the leaders of this organisation care about employees wellbeing[5]"

Staff feedback is a key priority and staff are encouraged to contribute. 91% of staff agree "I feel I can express my honest opinions without fear of negative consequences". In addition staff are provided with access to trade bodies the IPA and NABS who can assist with grievances and provide legal or financial advice.

We provide flexible working with staff able to reduce their hours on request. More than 20% of RoM staff work less than full-time including half of our Board and 20% of staff have specific work from home days. Flexible working is available to all staff including those with families. 91% of staff agree "I am able to maintain a reasonable balance between work and my personal life"

Our commitment to culture and fair work practices extends to our chosen suppliers. Our OOH partner Talon is an exemplar in this field evidenced by their number one ranking in the 2017 Sunday Times Best Small Companies to work. Best companies gives Talon a coveted 3* ranking and describes the company as "extraordinary".

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[5] Best Companies Group Confidential Survey,November 2018

Republic of Media is proud of the company we have created and how we treat our people. Perhaps the most heartening result of the Best Companies Survey was that 97% of our team agree "I'm proud to work for this organisation".

Sustainability Statement

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.

Republic of Media can confirm we will support Scottish Ministers policies on Sustainability and Corporate Social Responsibility in delivering the framework services.

The Board of Republic of Media considers sustainability and environmental management an integral and fundamental part of the Company's corporate business strategy. Contract Manager and Board Director ▇▇▇▇▇▇ has responsibility for the sustainability with regards to the framework, while Finance Director, ▇▇▇▇▇▇▇▇▇, has been appointed to represent environmental issues.

We take all necessary steps to comply with all current and future Scottish, U.K. and European legislation and keep abreast of new and forthcoming legislation by using sources such as NetRegs which provides regular updates.

As an SME business, we are committed to support the SME community and local businesses and will endeavor to support our fellow SMEs in Scotland at every opportunity.

As the media agency for ▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇, we share a commitment to ▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇▇ Our Corporate Social Responsibility strategy includes measures to address each of these areas, from use of Modern Apprentices, to measures designed to improve employee well-being.

We currently operate an in-house Environmental Management System which is bespoke to our business. It is our intention, as the business grows, to implement a certified EMS. Our guiding principle is to reduce, re-use and recycle.

We encourage clients to use digital alternatives where the media impact is not reduced. An example would be digital outdoor which reduces paper printing costs.

We encourage the use of video and telephone conferencing where possible to reduce travel costs, time and environmental impact.

Sustainability and environmental policies are reviewed annually by the board of directors.

Using the principle of **continual improvement,** our Environmental Management System covers the following areas:

1. Carbon emissions

We are committed to reducing our carbon footprint by ensuring:

- All company vehicles comply with exhaust emission standards and have a valid vehicle test certificate.

- Vehicle Carbon emissions are measured and reported

- Employees are encouraged to use video conferencing where possible rather than travelling to meetings

- Employees are encouraged to use public transport or walk to meetings where possible

- Flexible working is encouraged which includes working from home for employees

- We operate a Workplace Bikes Scheme as an employee benefit and incentive

- Flights as part of business travel are only taken when absolutely necessary and require Board member approval

2. Minimising waste

We are committed to reduce, reuse and recycle our business waste through a number of measures:

- Different storage containers are provided and clearly marked for each different waste type (Cardboard, Plastics, Glass, Cans and Food)

- All Containers are regularly checked and fit for purpose and waste carriers are fully qualified

- Guidelines and provisions are made for the disposal of hazardous/special waste e.g. batteries, ink cartridges, old computer equipment

- Use electronic transfer and storage of data rather than paper copy wherever possible

- Reduce the use of paper by double-sided printing and copying, and by encouraging employees to use the preview function before printing

- Work with media owners to reduce the amount of media packs, newsprint and other printed material given to us

- Advise publishers to restrict number of multiple copies of magazines within the office to a maximum of 2

3. Air-conditioning

- We recently installed a new F-gas air-conditioning system (Mitsubishi R410a) which has substantially reduced running costs and carbon emissions

- Our system is serviced every 6 months by a qualified engineer and tested for leaks

4. Building energy performance

- The office building records all energy usage and has an Energy Performance Certificate

- The lighting system uses a PIR sensor and energy efficient LED lightbulbs.

5. Purchasing

We select products based on evaluating their environmental impact:

- **Furniture and fittings**

Specify in orders and contracts that timber and timber products (e.g. joinery, fittings, furniture and veneers) come from a sustainably managed forest whenever possible. Low-solvent or solvent-free products should replace potentially harmful solvents (e.g. paints, varnishes and glues).

- **Paper and ink**

We use recycled, chlorine-free paper wherever possible and ensure that paper which is not recycled comes from sustainably managed woodlands. Ink purchased should be made from environmentally sustainable bases. We ensure that all material produced by Republic of Media is recyclable.

- **Appliances/equipment**

All electrical appliances purchased should be energy efficient. Batteries purchased should be rechargeable wherever possible. Obsolete IT equipment is recycled, re-deployed or passed on to brokers of obsolete IT equipment.

- **Services**

We require all suppliers and contractors to supply their Environmental Policy to be evaluated

6. Employee awareness and training

- All necessary training and resources are provided to enable those with specific duties to carry out their responsibilities within the EMS

- We also ensure awareness and participation of all our employees through communication, training and participation in continuous improvement teams.

This policy is publicly available to suppliers, customers, stakeholders and the general public through distribution of copies, public registers and the use of information technology.

Finally, this policy, its underlying procedures and the effectiveness of its implementation is monitored and reviewed by the Board of Directors.

Republic of Media applies the same standards of sustainability and environmental impact when evaluating suppliers across our supply chain.

Community Benefits

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

As the media agency for ████████████████████████████, we share a commitment to ████████████████████████████████████

Most of our community benefits are indirect, such as our charitable contributions and support for charity work, which have positive effects on the local community. Republic of Media has commitments to continue charitable giving to both domestic and international charities. Charities supported include *Finding Your Feet*, *Macmillan Cancer* and *SAMH*.

Republic of Media has designated charity partners in Edinburgh (Edinburgh Rape Crises Centre) and Manchester (Mustard Tree) and offer pro-bono media planning advice as well as fundraising to these organisations.

Any fundraising by individuals directly connected to the company through a client or event (e.g. the SAMH Stomp team) is match-funded by the company.

Provisions are also made within the company to help employees who undertake voluntary service or charity work. This can be up to 5 days per year paid.

Republic of Media is committed to equality and diversity. Our board is 50% female and 50% part-time, to better reflect the Scottish population. Our flexible working practices allow for different working hours or days during a week to suit each individual. Particularly relevant to parents, this also allows Glasgow-based employees to work from home up to two days a week.

We are currently employing a Modern Apprentice and commit to do so each year alongside our graduate recruitment programme. In addition we provide work experience and paid internships on an ad-hoc basis.

Our CPD standard training and development is about developing and retaining the best people.

As an SME, we actively support other SME's in Scotland and offer them guidance and support when considering them as a supplier or partner. We have helped start-up businesses with access to clients, access to insight and other benefits. We aim to use local suppliers where possible e.g. for food and drink; cleaning contracts etc.

We champion Scotland and Scottish businesses and act as a positive voice for the regions in the national agency scene. An example includes MD ████████████ speaking on a panel on ████████████████████████████ – advocating for the use of agencies outside London.

We also speak at Scottish business events to help upskill practitioners. Examples include ████████████ providing a social media workshop at ████████████████████████████ ███████████

TUPE Statement

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.

Our understanding is that TUPE will apply to individual contracts awarded under the framework and some employees of the outgoing employer might be eligible for transfer. With the overall framework TUPE may apply but it's almost certain that no employees will be eligible for transfer. Where a new contractor takes over activities from another contractor (known as re-tendering) then TUPE regulations apply. As the framework itself does not require a volume of work (with the exception of very limited management time e.g. annual meetings with Scottish Government Procurement), we are confident TUPE transfers will not take place based on the framework itself.

For call off and duration contracts, we will evaluate each contract to see if TUPE will apply. Where TUPE applies and Republic of Media is the winning tenderer, the employees of the outgoing employer may be eligible to become employees of Republic of Media at the point of transfer, subject to fulfilling the qualifying conditions within the legislation. They carry with them their continuous service from the outgoing employer, and will continue to enjoy the same terms and conditions of employment with Republic of Media.

While the costs of TUPE transfer represent a risk that must be assessed, the income generated from the contract should cover the cost of the transferred employees e.g. a large account which requires a full-time account manager should generate income commensurate with that workload.

TUPE obligations are a standard risk in any media pitch and Republic of Media is well used to the consideration and management of TUPE implications.

Commercial Bid

[Redacted]

> *1.2 Delivery of the Services*
> *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)*

Processes for Taking Framework Public Body Briefings

Once a brief is received agency teams will discuss internally and respond with initial questions prior to starting the planning process.

The key criteria required include:

[Redacted]

This ensures that all key requirements, background and mandatory items are noted and acted upon, and that there is a written reference point to return to as the campaign progresses, and at the post campaign analysis stage.

[Redacted]

Subsequent Processes to Develop the Brief Internally

Once the brief is confirmed, the following internal processes are put in place to develop the brief:

[Redacted]

The team then move to detailed planning phase, working collaboratively at all stages.

Delivering the Right Media Outcomes to Achieve the Marketing Objectives from the Outset

[Redacted]

Approach to Incorporating New and Innovative Solutions

The advertising marketplace is dynamic and innovative options are always investigated and considered. Often new and innovative solutions will differentiate the message in a cluttered media market place.

> **1.2 Delivery of the Services**
> **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)*

Most campaign proposals will include a mix of channels/formats that have been tried and tested, along with those that provide new opportunities to test. So long as we can provide a rationale based on performance against the target audience, we look to maximise opportunities to bring new and innovative solutions whilst minimising any risks involved in terms of proportion of budget, and a rigorous assessment of what the innovation may bring to the party is taken.

The exception is where budgets are tight versus objectives, and in these instances we err on the side of the tried and tested.

Our Approach to [Redacted]

[Redacted]

Adjustments can be fed-in wherever feasible to optimise campaign performance.

Reporting at Campaign and Framework Level

A timeline on reporting stages will be proposed prior to the start of each campaign giving a clear expectation on when updates and interim reports will be available. Post campaign reports will be provided within two weeks from the end of the campaign.   All levels of reports will include key findings and insights.

The findings of individual Public Body campaigns will be fed into a central point where overall insights and conclusions can be made at Framework level and shared across the full key team.

> *1.2 Delivery of the Services*
> *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)*

Audience Insights to Identify Behaviours of Interest

[Redacted].

We subscribe to [Redacted].

The following details the methods and processes used to inform media planning by type:

Planning: Digital/Mobile

We are a fully certified as [Redacted]. We operate to industry agreed standards.

As an [Redacted] we access online resources including research, case studies and guidelines, keeping us up to date with industry trends, developments and innovations. [Redacted] is also a comprehensive source of data on desktop and mobile spend and growth, internet usage trends, effectiveness and reports.

Additional tools include:

[Redacted]

Planning: Press

Press planning will involve comparisons against relevant criteria, generally:

[Redacted]

Research tools used to determine comparisons between press options include:

[Redacted]

Once individual titles have been compared we are then able to look at the optimum mix of titles and how they deliver against the objectives and the target audience(s), with coverage and frequency analysis.

Planning: Out Of Home

We have recourse to a variety of audience measurement tools to support recommendations:

> **1.2 Delivery of the Services**
> **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)*

[Redacted]

Planning: Broadcast

We have access to all key media planning tools and systems which will identify:

[Redacted]

Specific resource include:

[Redacted]

There are also a multitude of research surveys to draw upon to support campaigns. [Redacted] offer research on the relationship between TV advertising and sales, impact on brand awareness, the synergy between online and TV usage, among many others. [Redacted] also allows us to make direct comparisons between usage of, and attitudes to, local radio, digital radio, Spotify, TV and cinema consumption against other media usage.

Other Areas of Expertise: [Redacted]

We plan across all media and have the tools, experience and resources for planning door drops and direct mail. Planning process include:

[Redacted]

[Redacted] **to Deliver High Quality Opportunities and Highlight Risks**

We use all available opportunities to keep up to date with current thinking and challenging past assumptions, keeping pace with change. We keep up to date with new thinking, new technologies and marketplace changes through trade press, research, case studies and insights offered by the IPA, IAB, WARC, among others. Information and research is only valuable in its interpretation, and that is why our most important resource is our people. We have built a strong team from differing backgrounds with different specialisms, a combination of years of experience with new thinking. We continually nurture people's skills to keep up with the changing market championing learning and development through the IPA's Continuous Professional Development programme.

> *1.2 Delivery of the Services*
> *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)*

Market intelligence on the UK and Global media market place on new launches and new developments will be provided to Framework clients with analysis and implications, including media inflation/deflation estimates, trend spotting and digital innovations with workshops, presentations and monthly reports offered to communicate updates on topical media issues.

Risk assessments and all available measures to ensure all risk is at a minimum will be taken, including:

[Redacted]

Resources, Methods and Processes Drawn on to Develop Robust and Effective Media Strategies and Planning

Each member of the team is fully trained in, and regularly utilises, a wide variety of industry research tools/resources, including:

[Redacted]

These tools inform our planning processes in a number of ways:

[Redacted]

Developing Media Strategies

A combination of desk research and strategic thinking result in the recommended media strategy. The media mix is not always clear cut and the strategic approach needs to take into account more than the research findings.   In addition to desk research, other factors that influence the development of the media strategy include:

[Redacted]

How Insights are Drawn from Specialists

Every member of the team at Spiritmedia is fully trained across all media and is proficient across all aspects of media planning, understand the strengths and weaknesses of each channel, and have an appreciation of the wider media mix. This ensures that every Public Body will be managed by account teams who are proficient in all areas of media planning and buying.

> **1.2 Delivery of the Services**
>
> **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)

At the same time we do have specialists in Digital. Digital does require specialist attention and knowledge, due to rapid and ongoing development. The role of our Digital Manager is to ensure all developments and trends in the digital sphere are disseminated throughout the account teams in the agency.   The principle that all team members operate across all media still applies, however our Digital Manager, and the team of digital planners, have specific responsibility for keeping the account teams informed of new developments.

Our digital planner/buyers are google certified and fully trained in setting up all pay per click activity including paid search and social media, and on the processes involved in monitoring and optimising campaigns. Although all team members understand the principles involved, it is our digital planners who are at the coal face of pay per click campaigns, with ongoing monitoring, reporting back to account teams.

We also work with [Redacted] as our outdoor specialist. They are part of the [Redacted] network with access to the biggest global network in the market.

Digital Out Of Home (DOOH) is the fastest growing part of the market and provides some of the most innovative solutions when used creatively. [Redacted] has the specialist knowledge and has access to advanced software that allows DOOH to come alive, with innovations including live feeds and creative executions that react to the immediate environment in real time.

Ensuring Highest Quality of Specialism and Continuing Sector Knowledge

Processes involve:

[Redacted]

Internal Processes for Evaluation and Approval

We have a team structure and each Public Body will be allocated an Account Director, and an Account Manager. This account team are then supported internally by the wider team of planner/buyers and a digital team.   The role of the Account Director includes overseeing and coordinating all campaigns, and allocating tasks.   Each team member reports to the Account Director and the overall responsibility for all campaign proposals is theirs.   Any manager or

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>
> **1.2.5.** Campaign Development - Please outline your process for campaign development, paying particular consideration to the following:
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> - 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)

planner/buyer preparing proposals will report to the Account Director for sign-off prior to recommendations being put to the Public Body.

During this process we encourage discussion and the methodology used to support a recommendation is discussed, the findings are discussed, and the subsequent rationale for the media proposal is discussed. Once a strategy is agreed a full written rationale is completed with the final approved sign off given by the Account Director.

Implementation of Campaigns

Once a campaign is approved the following processes apply:

[Redacted]

Delivering Greatest Value and Ongoing Price Reductions

Our research tools allow us to monitor trends in media consumption. This is used to our advantage in our negotiations with media owners as we look to build a case for improved/low prices. A notable example is the steady decline in circulation and readership of print, primarily due to the increase in digital provision. This trend is used to renegotiate prices in line with falling delivery and we expect to over-deliver procurement targets.

To ensure our negotiated rates maintain their competitive advantage we benchmark against our pool of rates built up over time. We also use Mediaocean to collate and organise these rates for instant comparison when actively negotiating.

Additional value for the Public Body is not just measured by price. Spiritmedia actively deliver added value to every campaign incorporating elements such as:

[Redacted]

We will always take the time to push for as many additional impacts through free/low cost opportunities as we feasibly can. All within the confines of the right strategy and the right media mix, and without compromise on quality.

Developing Ongoing Cost Reductions for the Framework

All Framework activity prices and volume of spends across media channels will be monitored. We will also track year on year spends by media channels to identify where greater commitments are being made. This will be used to support re-negotiated costs and we will look to improve on prices quoted in the Framework price matrix wherever feasible.

Managing Process to Ensure Recommendations Represent Greatest Value and Cost Reductions

All team members appreciate the accountability of public funds and understand the importance of delivering cost-efficiencies and value for money. Each team member has been trained on negotiating skills, however our reporting structure requires that all key negotiations require Account Director level approval, or their direct involvement.

Clash Management

[Redacted].

Meetings and Touchpoints: External

We would be available for face to face meetings on request and whenever required.   Requirements for meetings will vary depending on the complexity of the campaign, however our overall working practice is to work collaboratively at all times and we encourage face to face meetings.   Generally we would recommend:

> **1.2 Delivery of the Services**
>
> **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)*

[Redacted]

Response times would be as follows:

[Redacted]

Meetings and Touchpoints: Internal

Requirements for internal meetings will also vary depending on the complexity of the campaign, however our overall working practice is to work collaboratively at all times and our open plan structure allows for ongoing constructive discussion on campaign development issues.

At the same time the Account Director's role includes setting clear deadlines for all tasks and these will include timings for regular progress meetings.

> **1.2 Delivery of the Services**
> **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.
> (Weighing 10% - Word Count 1,500)

Our Campaign Management Process in Summary

Spiritmedia take great pride in the quality of our client servicing, recognised by many clients. This is due to our all-encompassing philosophy of collaborative working. Our best results occur when campaigns are managed across all parties involved in the campaign at all stages of the process. Our achievements have been recognised by the IPA, where we were awarded Best Integration for the [Redacted] campaign for [Redacted].

[Redacted].

This collaboration would then continue throughout the campaign, with all parties being kept abreast of developments. [Redacted], an online software package, allows status updates and support materials to be shared amongst the wider group. This enables continued open dialogue between all parties and collaboration throughout the campaign process with all parties on the same path to create a successful campaign that meets/exceeds objectives.

[Redacted].

Procedures we adopt from briefing session with indicative timings by week:

[Redacted]

This timing does not include code red briefs which will be met [Redacted].

Meetings, Touchpoints and Response Times

We are available for meetings whenever required. This will vary depending on the campaign's complexity. Generally we would recommend:

[Redacted]

Response times would be as follows:

[Redacted]

> **1.2 Delivery of the Services**
> **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.*
> *(Weighing 10% - Word Count 1,500)*

Outputs and Reports

Our service and reporting would be tailored to the Public Body's individual needs. However, we provide the following general reports:

[Redacted]

All reports will be signed off and approved at Account Director level.

Campaign Monitoring, Management and Optimisation

We continually monitor all media activity, whether online, in print, on air or on street.

The following measures are put in place:

[Redacted]

All key proposals and negotiations are based on full and detailed discussions with the Account Director, who will be fully involved in all aspects of the account. We rigorously monitor rates paid to media and continually track market developments and conditions which may affect market rates, to ensure that best achievable prices are achieved, without compromise on quality.

Regular internal team discussions are held, which provide a forum for debate on key issues from strategy, to buying rates, to service.

Digital activity will be tracked through an adserver to set up tracking criteria, to track and manage performance, measure reach, verify performance by publisher, store and manage pixels for retargeting and conversion tracking and support optimisation in real time. This allows for time targeting, creative sequencing, frequency capping and real-time reporting including notification alerts, custom reports and granular reports on clicks, impressions, costs, ROI and eCPI.

Online Reporting

[Redacted].

> **1.2 Delivery of the Services**
> *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.*
> *(Weighing 10% - Word Count 1,500)*

Our digital planners ensure that all pay per click campaigns are continually monitored and optimised in real time.

As part of the Pay-Per-Click planning process, we use tools such as [Redacted].

For more mainstream campaigns, we consult [Redacted].

For niche markets where there is no industry benchmark, we will benchmark against our own database of comparable campaigns in the same sector.

This enables us to make predictions for future bursts, and for similar campaigns.

Additional Systems: Supporting Team

In addition to your day-to-day account team, we have an extremely experienced back office team, who will work with the account team dealing with invoicing, financial reporting, voucher copies and any other requirements. Already working with a number of relevant stakeholders in the framework, they understand and are set up to deal with the complex nature of the Framework.

Invoices will be provided in a machine-readable data format (PDF), are HMRC compliant, and will include all required data.

Third Party Contractors

[Redacted].

Information Management and Quality Assurance

A robust Quality Control System is in place. In the unlikely event of a breach, we will undertake the necessary processes to rectify and prevent similar occurrences.

Our quality control policy states:

[Redacted]

1.2 Delivery of the Services

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.*

(Weighing 10% - Word Count 1,500)

The objectives of the Quality Assurance System are:

[Redacted]

spiritmedia

1.2 Delivery of the Services

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)

Evaluation Methodologies and Benchmarking: At Campaign Level

 Specific evaluation methodologies include:

[Redacted]

Evaluation Methodologies: Online

We measure the effectiveness of our online campaigns on an ongoing basis. Reports confirm:

[Redacted]

This is enhanced by Google analytics allowing us to identify the quality of referrals by source according to:

[Redacted]

With paid search campaigns our reporting will also include:

[Redacted]

With social media our reporting will also include:

[Redacted]

For more mainstream campaigns we consult YouGov, IAB and Quantcast to benchmark against industry averages.

For niche markets where there is no industry benchmark, we benchmark against our own database of campaigns in this sector.

Online campaigns are monitored on an ongoing basis by a team of digital planners as follows:

[Redacted]

> **1.2 Delivery of the Services**
>
> **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)*

Optimisation Tools include:

[Redacted]

Any modifications to campaigns of any significance involve both the Digital Manager and the Account Team.   No adjustments that could be considered strategic would be made without the full knowledge and buy in of the relevant Public Body.

Additional Optimisations and Continuous Improvement

TV airtime is continually monitored and checks are made on daypart delivery, strike rates, positioning in break, programming, with any moves/pre-emptions analysed fully.

Radio spot checks and daypart delivery are monitored. Cinema film lists, screens and spot times with weekly admissions delivery and pacing monitored.

We are consistently looking for ways in which campaigns can be optimised and improved. By having the above processes in place for evaluation and reporting, it allows us to monitor and adjust campaigns on an ongoing basis as well as informing strategies for future campaigns.

Post campaign reports will identify key findings to take forward to future planning, and an assessment against original objectives and KPI's. This effectively ensures that our campaign planning evolves based on performance.

We continually monitoring the market place for new developments and innovations, and our approach is to learn from the past, but to also keep abreast of current and future trends and seek out new opportunities to trial.

We also strive for continuous improvement in service levels and have developed a quality of service questionnaire that allows our Clients to comment openly on their perceptions of our team performance in delivering a high quality of client service.

Sharing Performance with Public Bodies

All campaigns that include online activity are reported back on as follows:

[Redacted]

> ***1.2 Delivery of the Services***
>
> ***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)*

Reporting on Value for Money

We have significant experience managing large contracts and negotiating major volumes of international, UK national and Scottish media. Our staff have worked in some of the UK's major media buying points with experience of planning and buying across multitudes of £10m+ brands.

We have [Redacted].

Our approach would involve fresh dialogue with all media owners making them aware of the need for cost efficiencies, looking for their support, and giving them an open brief in terms of what added value they could deliver across their portfolio.

We will also look for the most efficient trading currency with each media channel.

Streamlining media selection, where appropriate, will also result in greater opportunities to negotiate on larger volumes. Each Public Body has individual priorities, but we would maximise, where appropriate, greater consistency across media usage which could have substantial cost benefits.

There are therefore several ways in which we can report back on value for money, as follows:

[Redacted]

Effective Delivery of Transparency in Relation to Performance, Outcomes, Measurements and Evaluation Methodology

We have an open and transparent approach with all Public Bodies, and the Framework auditor as follows:

[Redacted]

> **1.2 Delivery of the Services**
>
> **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)*

Data Access and Separation of Data

Data access will be provided allowing for transparency across all Framework Partners. This will take the form of discrete accounts where full access will be given and where campaigns can be openly viewed, but only by the appropriate Framework body.   We also offer [Redacted].

1.3. Brand Safety

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

Spiritmedia Scotland Ltd (Spiritmedia) takes Brand Safety extremely seriously. As the first Scottish Media Agency to achieve the **IAB Gold Standard accreditation** this body independently audits and checks our internal processes making sure brand safety and data risk management is at the forefront of all we do.

In addition to this accreditation Spiritmedia is also officially verified by [Redacted].

Specifically:

[Redacted]

1. **Performance:**
    All our campaigns run on a strict human checked whitelist/blacklist basis that is created by looking at historical performance as well as brand safety metrics. By utilising proprietary technology across suppliers, we are able to rank websites based on metrics that are relevant and custom to each individual campaign. This has resulted in whitelists specific to each individual market in which we buy media. Solely for YouTube, our ad safety includes channel blacklists and third party ad safety

2. **Brand Safety Settings**
    Our brand safety settings fall into two clear parts: Pre-Bid and Post-Bid:

    [Redacted]

3. **Fraud Blocking**
    –   The method we use for detecting impression fraud is ensuring that the number of impressions served per IP address range over a 7-day period. During the analysis, we saw [Redacted].

1.3. Brand Safety

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)

   – [Redacted]

Process and Timelines to Address Brand Safety Breaches

If, for any reason, a client finds their advertisement in locations deemed inappropriate and which are outside of the existing blacklist or Brand Safety Profile, Spiritmedia have a takedown policy and will action this within [Redacted] being received by our AdOps team during UK business hours.

 [Redacted].

Our domain take-down policy operates in two ways:

[Redacted]

URL Vetting Procedure

As part of Spiritmedia's ongoing process to identify and ensure that we are continuously improving these stringent processes, a set URL vetting procedure is in place.

This is part of the updating of white and black lists that are used on programmatic campaigns. Note that YouTube channels are also vetted.

These are some of the many criteria that we will consider when vetting a website:

[Redacted]

All the above are deemed to be the minimum that should be evaluated for each site.
This crucial process is carried out every quarter to identify any new threats or issues within current white and black lists.

Brand Safety Process

To ensure brand-safe campaigns, [Redacted].

A rigorous pre-mid-post campaign process is maintained for efficient media delivery:

Pre-Campaign:

[Redacted]

Mid-Campaign Process:

Throughout campaign management, performances are monitored in real-time and optimised for efficiency, as follows:

[Redacted]

1.3. Brand Safety
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)

Post-Campaign Process:

On completion of the campaign, clients are provided with full, in-depth analysis of campaign activity. We operate with 100% transparency, ensuring that reports provide a clear breakdown of user engagements and domain placements.

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 staff, 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.*

(Weighing 75%, Word Count 1,200 / 250 per CV)

Delivery of Service Personnel

Based at The Shore in Leith, the Spiritmedia office is spacious and modern. It's the hub for all our strategic media planning and buying services, client meetings, media owner meetings, staff training as well as our finance function. With secure internet connection and a 'clear desk policy' we can ensure that all private and confidential documentation complies with our data security policy as detailed in 1.6.2. All staff have access to secure laptops and mobile phones enabling secure work from any location if required.

Please see below organogram of the Spiritmedia Scottish Government Framework personnel:

[Redacted]

The key personnel in terms of the day to day running of the account will be [Redacted]. There follows a short CV for each:

[Redacted]

> **1.4. Account Management**
>
> **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:*
>   1. *details of all tools and processes to track and report on progress of tasks;*
>   2. *management reporting arrangements employed to monitor tasks;*
>   3. *how these outputs will contribute to the management of risk and inform future activities; and*
>   4. *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

From the outset of the contract, Spiritmedia will appoint one of our two Managing Partners as the Strategic Contract Manager to manage the Framework Agreement with the Authority. They will oversee each Public Body who accesses the framework.

The role of the Strategic Contract Manager will include, but is not limited to:

[Redacted]

All the above will be mandatory as part of the contract.

[Redacted]

[Redacted] is the formal Project Management and Team Communication software tool that Spiritmedia subscribe to. When dealing with multiple parties we've learnt that the problems teams deal with mostly boil down to work being scattered in too many places – emails, Word docs, creative, presentations, research etc. which makes things easy to miss and hard to find which leads to communication gaps, preventable emergencies and extra work. [Redacted] combines all the tools teams need in a single, straightforward to use package.

Its function is to aid project management and collaboration. Using such a system allows all parties involved in the campaign process, from ourselves as media planners and buyers through to the client and creative agency, to track the status of all elements of a campaign to ensure timescales are kept to and deadlines are met.

Some of the key features of the software we utilise are:

[Redacted]

Briefing

We request written briefs which identify key criteria for each campaign. This ensures that all key requirements, background and any mandatory items are noted and acted upon. We will always review the key criteria and tailor items for each Public Body that accesses the framework. Our basic key criteria include:

[Redacted]

> **1.4. Account Management**
>
> **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:*
> 1. *details of all tools and processes to track and report on progress of tasks;*
> 2. *management reporting arrangements employed to monitor tasks;*
> 3. *how these outputs will contribute to the management of risk and inform future activities; and*
> 4. *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)*

Wherever possible we will agree KPIs from the outset of the brief; this ensures that all parties have a clear indication of what is required from the campaign. Pre, during and post the campaign, collaborative dialogue is essential to receive and give feedback on the KPIs.

With these elements completed we will then have a full understanding of not only what the campaign aims are, but also an indication of expectations and preferences.

To confirm these details, we generally encourage a briefing meeting with all relevant stakeholders in the campaign. This would ideally include other marketing agencies. Our experience is that this collaborative approach delivers the best results.

Planning

We have invested in a broad spectrum of research resources both on and off line and behavioural targeted. These allow us to evaluate and recommend the media platforms that best reach our target audience(s) and meet the objective(s) of the campaign.

Learnings from previous campaigns are taken from our post campaign analysis report of previous activity. We apply these to our planning to ensure the most efficient, effective and accountable media proposal is put forward to the client.

Our discipline involves providing the right media solutions delivering proposals which are fully integrated with the wider marketing and communications strategies.

Once the brief is clarified we then research the market to investigate the market place and the media consumption habits of our target audience(s). This [Redacted].

Approval

Media proposals are supplied on a version basis. Amends will be made on a new version (v2, v3 etc.) of the schedule issued with the amends highlighted.

Approvals to book the schedule are required in writing from the client, along with the relevant PO number.

An updated schedule is issued to the client and creative agency which clearly shows what is booked and copy deadlines.

It is essential to be accountable for bookings with all parties clear on approvals and campaign activity.

> **1.4. Account Management**
>
> **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:*
>   1. *details of all tools and processes to track and report on progress of tasks;*
>   2. *management reporting arrangements employed to monitor tasks;*
>   3. *how these outputs will contribute to the management of risk and inform future activities; and*
>   4. *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)*

Implementation

Bookings are made to media owners in writing detailing the following:

[Redacted]

This accountable system ensures any potential failures on the media owner side are minimised and failures are called to account.

Reporting

All campaigns are monitored on an ongoing basis and optimised. If any media is not performing, we will notify the client with recommendations and pause/cancel/ amend the activity accordingly.

At the end of all campaigns, a post campaign analysis report is issued to the client which evaluates the success of the campaign against the agreed objectives and benchmarks from the briefing. It informs our planning for future campaigns to enable us to build on successes.

Management of Risk

Maintaining a record is critical to effective risk management, as we have demonstrated above. The Account Director on each campaign will be assigned the duty of ensuring that risk is effectively managed over the course of the campaign. This will be achieved by identifying any potential risks from the outset and monitoring progress to ensure the impact of the potential risk is not realised.

It is our experience that adhering to the processes we have outlined in this, and the other questions, minimises the potential for risk has much as is possible. This along with the breadth of knowledge and experience of the team which enables them to identify any areas of risk has proven to be a successful formula.

Identifying and Addressing Errors/Under-delivery

The formal processes detailed above are designed and implemented to minimise the risk of errors occurring. However, errors can and do happen, whether it be media owner failure, or technical faults. When they do, we again apply a process driven approach to tackling the situation and to resolving it as quickly and efficiently as possible.

> **1.4. Account Management**
>
> **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:
> 1. details of all tools and processes to track and report on progress of tasks;
> 2. management reporting arrangements employed to monitor tasks;
> 3. how these outputs will contribute to the management of risk and inform future activities; and
> 4. 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)

It is important to identify an error or under delivery as quickly as possible. Our service of monitoring campaigns on an ongoing basis and requesting voucher copies/screen shots/photos of ads in situ means we can track the activity to ensure it is being delivered as booked.

If, for some reason, an ad hasn't appeared as it should e.g. wrong position, impressions not being delivered, then it is identified quickly, and the process begins to address the situation:

[Redacted]

Our approach is always to work collaboratively with the client and these circumstances are no different. Although our first step is always to start the process of rectifying the problem to resolve the situation quickly, we will always then speak to the client immediately to work with them to agree necessary compensation.

On the rare occasion that an error is made by Spiritmedia, we would inform the client immediately and work with them to find a suitable solution.

Delivery of Service

Spiritmedia will deliver the following service levels:

[Redacted]

Financial Management

Spiritmedia have provided media planning and buying services to numerous Public Sector bodies and are fully up to speed on the requirement for robust, accurate and accountable financial management systems. Our management reporting and invoicing procedures have been assessed and judged at the highest level specifically by [Redacted] where our service level was assessed for Quality, Service, Delivery and Cost.

[Redacted] is the main software platform for the advertising community. It enables us to manage and coordinate advertising workflow such as invoicing and payments. We use it to manage billing and accounting. Therefore, financial reporting specific to each client's needs can be pulled off at the touch of a button.

Accurately and Timely Invoicing

Bill runs will occur at the end of each month. Invoices will detail a breakdown of all costs and will include the PO as provided by the client. Each invoice will match the PO.

Each invoice will detail all the required information including but not limited to; [Redacted].

Accuracy of invoicing will not fall below [Redacted].

If an invoice is queried Spiritmedia and the client shall undertake to resolve the issue within [Redacted] days of the dispute having arisen

Each invoice will be supported by a copy or other accepted evidence of the relevant advertisement(s) for example voucher copy or screen grab for digital activity.

Each invoice will bear details relating to the Framework Public Body's order, cost centre code and purchase order number (where applicable).

Management Reporting

Management reporting will be utilised as a source of business intelligence to help the client make more accurate, data driven decisions. They will be used to set i) set strategic goals and objectives ii) focus on KPIs.

1.5 Supplier Performance
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)

Resolution of Unbilled/Part-Paid Media

If space or time has been received, but we have not been invoiced, or not invoiced in full, for the media, we will advise the Framework Public Body of the level and detail of all omissions including, but not restricted to part-billed and unbilled media.

Audit Reporting

[Redacted]

The format of these reports will be agreed with each Public Body but will include as a minimum:

[Redacted]

Response Times

Response times would be as follows:

[Redacted]

Exception Reporting

To ensure the focus of management attention on those areas requiring immediate action, exception report will be provided as necessary. These reports will state any instances in which actual performance deviated significantly from expectations, particularly in a negative direction.

Care Methodologies and Customer Relationship Management

[Redacted].

1.5 Supplier Performance
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.*
(Weighting 20% - Word Count 800)

Capacity

[Redacted].

Transition of Contract

[Redacted].

The next step is to contact the relevant media owners and supply them with written confirmation that we were now the appointed agency. Establishing relationships quickly allows us to gain background information on activity and rates, establishing areas where improvements can be made, and ensuring we are informed at the earliest opportunity of new innovations.

Periods of High Demand

An Account Director, Account Manager, Media Planner/Buyer and administrative support will be appointed to all Framework clients. There will also be wider support from the Managing Partners, Associate Director and additional Account Directors and Account Managers.

Across the wider team there will always be capacity to ensure a consistent level and quality of service and at times of higher demand we will utilise the wider Spiritmedia team.

[Redacted].

Consistent Quality of Service

We also understand that fluidity is required, and tweaks may be needed in certain areas throughout the lifetime of the account. We have regular reviews (usually quarterly) and open communication with our clients on an ongoing basis. We welcome all feedback, positive and negative, so that we always achieve the highest levels of service. As such Spiritmedia would embrace the installation of a Balance Scorecard mechanism. This allows for overall performance to be monitored and is an open, fair and transparent means for clients to monitor and report on the performance of service.

Spiritmedia will always work collaboratively with other agencies on the Framework, and where this is needed, we will use our skills and experience to be the lead collaborative partner for the Public Body. All members of the Spiritmedia media planning/buying team work across all media and are fully trained in all research tools, and we have sufficient capacity and experience to draw on from the wider team as and when required. We would ensure that the wider Spiritmedia team are familiar with the workings of the Scottish Government account and as such would be aware of the specific requirements and procedures, ensuring that there would at no times be a drop in service.

We believe working collaboratively is critical for success with media and partner agencies communicating effectively to support clients marketing activity. With the increasing choice of media

channels and new innovations and opportunities, there are more moving parts than ever before and it is important that we stay ahead of change and inform our clients of developments.

The ability to work collaboratively with other agencies, and keeping all relevant parties informed of media marketplace trends and developments, are both key elements of the overall service provided.

Spend and Geography

The same processes in terms of personnel and processes apply to all campaigns, no matter what spend. We do not have minimum campaign spends and we will work to any budget given.

All Spiritmedia personnel have the ability, with secure laptops and mobile phones, to work remotely and geographical location and travel is never an issue and does not affect work levels or service provision. We are advocates of new technology and utilise platforms such as Skype and Google Hangouts to ensure continued communication, even when in different parts of the country.

1.5 Supplier Performance
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)

Service Provision

[Redacted].

However, we understand that there will be unforeseen activities that will require our support out with normal working hours, and we are prepared for this.

Unforeseen Circumstances

All account team members at Spiritmedia have secure remote access to their work email as well as key contact information and client files. For emergency or urgent requirements, the clients at the relevant public bodies will also have access to the Spiritmedia account team's mobile numbers.

[Redacted].

[Redacted]. When communication quoting "Code Red" is received, it will be dealt with urgently, with instant response and 24/7 support from the Spiritmedia account team.

We will ensure that relevant account team personnel are named at the commencement of the contract, including out-of-hours contact details, as mentioned above. Thereafter they will be responsible for managing the Emergency response and will ensure enough cover to provide continual support.

In circumstances of absenteeism / holidays there will be a 'second tier' contact, details of whom would be provided to the public bodies in advance to ensure continuous levels of service and support. Internally, at the end of each week the Managing Partners will look forward to the week ahead and document who will be on the Emergency Response Team (ERT) for that week.

In instances where the SNBTS need to initiate a quick response in the event of a major incident or shortage, we will increase the number of personnel allocated to the Body within 4 hours of being alerted to the event. In such an event, this team will be dedicated solely to SNBTS.

Process

Our process for dealing with an Emergency / Code Red situation is outlined below:

[Redacted]

We understand that emergency and unforeseen situations can change and will differ in circumstances. From the outset of the contract, and as part of the onboarding process, we will discuss this process with the relevant Public Bodies and agree any amendments or additional steps that may be required. The above process is designed to be fluid and adaptable to suit the client's needs.

> **1.5 Supplier Performance**
> **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)*

Once the process is formally agreed by all parties, the information will be disseminated to the entire Spiritmedia team through a thorough briefing session. Each member of the team will be clear on their role within the process and its requirements. The wider team will also be included in this for instances for major instances where they may be required to be utilised.

Spiritmedia will deal with any 'Code Red' situation with the utmost importance and priority. Once the situation has been evaluated, we will ensure all parties understand the options so that everyone is able to decide the best way to respond in a way that achieves maximum efficiency.

> **1.5 Supplier Performance**
> **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)*

Management Information

Spiritmedia currently work with several Public Sector bodies and third-party auditors. We are aware of the importance of supplying management information in a timely and accurate manner. As standard, Spiritmedia will provide the following management information as required and as part of the Framework contract:

- A full and detailed breakdown of the gross spend and total billable spend by Public Body sent to the appointed media auditor as necessary

- A quarterly report on progress of unbilled/part-billed media payments

   [Redacted]

- A quality report for each, media will be sent to the auditor. An example of the data included is shown here for television:

[Redacted]

- All other media will have their own formatted report as shown here:

[Redacted]

- These reports will provide comprehensive information relating to the charges incurred by each individual Public Body, as well as providing enough information to enable Spiritmedia to monitor expenditure. Requests by the Pubic Body will be reported and accommodated accordingly.

- Reports on price and quality guarantees vs achieved will be kept by Spiritmedia on a monthly basis and given to the public body and auditor as required.

- Reports and media owner trends will be supplied to the Public Body as requested.

- An example of part {headings and first lines) of such a report is shown here. This is for readership trend in press:

[Redacted]

- As a minimum, we will provide the following types of management reports to each Public Body as requested:

   [Redacted]

Additionally, we will provide the following:

> **1.5 Supplier Performance**
> **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)*

[Redacted]

Performance Management

Performance Management is a key area of reporting and is as important to us at Spiritmedia as it is to the Framework Public Bodies. Allowing for identification of any areas for improvement. The application of a Balanced Scorecard system is something that we are used to and which we openly encourage as it allows for the Public Bodies to have their say in an open and transparent manner. With all areas of performance being marked against clear KPIs.

We already apply this mechanism of performance management, working with [Redacted]. The Corporate Procurement Unit applied the Scorecard system to assess for Quality, Service, Delivery and Cost. With each area marked out of 4, by the various departments we work with, including the [Redacted].

We will [Redacted].

Our whole system at Spiritmedia is designed to be transparent and flexible at all levels and allows for complete traceability from proposed media schedules through to P.O. raising to weekly, monthly and quarterly reporting. As the reporting system is dynamic, data can be provided and summarised in real time and can be structured to detail all key metrics.

1.5 Supplier Performance
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)

Staff Training and Development

As members of the Institute of Practitioners in Advertising (IPA), we support and implement the Continuing Professional Development (CPD) programme which actively promotes a structured approach to learning and development. This requires each member of staff to fulfil a minimum number of hours of training and professional development throughout the year. This can be in the form of industry reading, training programmes and courses, attending/giving workshops, internal training and training of others.

We have access to IPA training courses across several areas for example [Redacted].

Team members who register on these courses are then asked to relay key learnings to the rest of the team.

Spiritmedia are also members of the Internet Advertising Bureau (IAB). The IAB are an authoritative and objective source for all internet advertising issues, whilst promoting best practice. As members, we gain from the following benefits:

[Redacted]

This not only keeps us up to date on the digital industry, but allows us to stay ahead of it and identify future trends and developments.

In addition, Spiritmedia were recently awarded IAB Gold Standard accreditation making us one of only four media planning and buying agencies in the UK to have this at the time. This demonstrates our commitment to building a sustainable future for digital advertising, and endorses the procedures we have in place to reduce fraud, improve the digital experience and increase brand safety.

Spiritmedia also have Google Partner status which means that we have demonstrated Google Ads skill and expertise, met Google ad spend requirements, delivered company agency and client revenue growth, and sustained and grown its client base.

Our in-house dedicated digital team are all Google AdWords certified, a professional accreditation that Google gives to individuals recognised as advanced AdWords users and experts in PPC.

At Spiritmedia, it is important to us that our staff members feel valued and are satisfied in their job roles. For us a happy team is a productive team. We want the team to constantly challenge themselves in the work place to continually improve the service they provide. Regular appraisals allow a platform for staff to contribute and have their performance evaluated in a non –confrontational environment.

Appraisals of all staff which are required, as minimum, on an annual basis. Appraisals are important for several reasons:

> **1.5 Supplier Performance**
> **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)*

[Redacted]

Monitoring and Improving Service Levels

Quality control and assurance is essential to how we service our clients, particularly those in the public sector where our performance is examined regularly by the procurement departments. To maintain consistent delivery, we take a process driven approach to Campaign Management, Account Management and Business Management.

By having a clear procedure in place, including dedicated Account Directors/Managers/Planner Buyers and a reliable support, we deliver a service which fulfils all operational management requirements, including:

[Redacted]

We are currently providing these services to a variety of clients, including [Redacted].

To monitor and approve on our ongoing service, we encourage the application of a Balanced Scorecard system to allow Public Bodies to have their say in an open and transparent manner, marking us accountable in all areas of performance against clear KPIs. Any feedback is imperative to us to improve service provision and we incorporate all feedback where improvement is required and implement a mutually agreed plan of action that will ensure any issues are satisfactorily addressed.

Data Protection and Information Security

Spiritmedia are committed to cyber security and have implemented systems, processes, working practices and a set of baseline technical controls that are to the benefit of all of our clients and Framework Public Bodies.

Spiritmedia is an IPA Gold Standard and JICWEBS certified agency, and strictly follows data security policies.

[Redacted] and [Redacted] are Spiritmedia's designated Data Protection officers responsible for ensuring that Spiritmedia meets all requirements and legal obligations.

In all situations we adopt a 5 point plan

[Redacted]

Our data security policy informs all we implement and contributes to our cyber security process.

Data Security Policy: Access to Computer Data

Spiritmedia client data is held on [Redacted].

Access to Paper Data

Paper data is held in locked filing cabinets with access limited to the Managing Partners.

Data that is deemed to be out of date will be destroyed by [Redacted] our secure recycling supplier, who provide certificates and proof on a monthly basis.

Outsourcing to Third Parties

1.6 Data Protection and Information Security

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)

Where Spiritmedia outsource to another organisation that requires the process of confidential information we insist on:

[Redacted]

Our IT provider [Redacted] are our IT department, legally bound by contract:

[Redacted]

To transmit data between the Framework Public Body and sub-contractors where applicable, Spiritmedia uses Office365 OME encryption policies to ensure emails are securely sent and received.

We also run an SFTP server which allows clients to share documents and media securely.

All data at Spiritmedia's premises and those of any sub-contractor is stored as below:

[Redacted]

With reference to assessing future risk we adopt a structured approach to risk assessment, as follows:

[Redacted]

As shown here:-

[Redacted]

A hazard is something that can cause harm in any way e.g. reputational/physical.

We review current working practices to see what hazards exist on an annual basis. Consideration is given to both normal operation and emergency activities e.g. cyber threats, viruses etc.

The level of Risk is determined by the nature or severity of the outcome. Risk also reflects the number of people that might be affected. Risk Assessments will be suitable and sufficient and will focus on any risks present at Spiritmedia and at the Framework Public Bodies where Risk can be identified.

> **1.6 Data Protection and Information Security**
>
> **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)*

To minimise risk and to test our Disaster Recovery policies and procedures we [Redacted].

To ensure continuity of service in varying situations server on site backup is used if on-site hardware is viable. Offsite backup is [Redacted].

We mitigate against cyber-attack and crime using industry recognised standards and Spiritmedia is currently working towards their own Cyber Essentials certification .Our IT department apply their ISO27001 and Cyber Essentials policies to client data and equipment where possible.

Everyone who works for or with Spiritmedia has some responsibility for ensuring data is collected, stored and handled appropriately. Each team that handles personal data must ensure that it is handled and processed in line with this policy and data protection principles.

With sub-contractors:

[Redacted]

Fair Work, Workforce and Community Benefits: Fair Work Practices

The success of any organisation depends on the quality of its workforce, and the reputation of a company in its marketplace depends on fair and reasonable working practices including business relationships. We have built our company on these structural pillars and everything we do is based on them. Support and flexibility for all staff is the responsibility of both managing partners, who actively engage with all staff to ensure intent is delivered.

We nurture talent and provide an environment that is totally flexible to the needs of our employees.

This flexibility and support is evidenced recently with extended maternity leave, accommodation of reduced hours to support family demands and a structured keep in touch scheme.

Other examples are support for recovery from serious health conditions and flexible working hours for non work related skills training. All staff have secure remote access facilities to enable remote working and [Redacted] of our staff work part time all supporting an enhanced work life balance.

We need highly skilled, flexible and motivated employees to provide the best possible services to our clients. From recruitment and training to working conditions and support, we are fully committed to being a best-practice employer within our business and externally. This is of great benefit, both reputationally and professionally, to those who access this Framework.

We take the welfare of our staff very seriously and are a Living Wage Accredited Employer, achieving accreditation both in Glasgow and nationally, as evidenced below:

[Redacted]

We do not employ anyone under a zero-hours contract, and where relevant we ensure our suppliers do the same.

All employees are issued with a contract that clearly states working hours, scope of work and benefits.

We are recognised by the Scottish Ministers' Scottish Business Pledge scheme. This innovative scheme provides guidelines for us to create lasting economic success, build sustainable growth and achieve fairness, equality, opportunity and innovation.

> **1.7 Fair Work, Workforce and Community Benefits**
> **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 well-being and mental health of staff is supported and processes in place to maintain the resilience of staff.*
> *(Weighting 100% - Word Count 1,200)*

The scheme directly complements all of our business goals and achievements to date.

We publicly display all of our policy statements on our website https://spiritmediaworks.co.uk/policy-statements-2/ and update as necessary.

With particular reference to equal opportunities, it is our policy to provide employment equality to all, irrespective of:

- Gender
- Marital or civil partnership status
- Having or not having dependants
- Religious belief or political opinion
- Race
- Disability
- Sexual orientation
- Age

All job applicants, employees and others who work for us are treated fairly and will not be discriminated against on any of the above grounds. Decisions about recruitment and selection, promotion, training or any other benefit are made objectively and without unlawful discrimination.

Above and beyond that, we consistently strive to develop, reward and progress staff in their careers within the company. We have in place policies and resources for our Recruitment and Selection processes that are efficient and effective, and ensure that we recruit individuals who demonstrate they are committed to service improvement.

We are fully committed to Modern Apprenticeship positions.

We are in conversation with Skills Development Scotland, as there is currently no framework for Media Planning and Buying. SDS states that the closest fit to a job role such as Media Planning and Buying would be the 'Digital Marketing' in the Modern Apprenticeship framework, or 'Digital Applications'. We are currently working with SDS to create a solution.

Staff welfare and well-being are of paramount importance. All staff are enrolled on [Redacted].

This provides a safe and caring environment for each staff member and helps them to realise their maximum potential.

Internal Training and Development

We have a low turnover of staff, with many having been with the company since it was started in 2002. We believe that by evidencing and nurturing our commitment to our employees and their welfare, they will prove - and have proved - committed to the company and have contributed positively to the industry as a whole.

We believe in training and development of all staff within Spiritmedia. Our aim is always to grow and develop our staff from within the company. Evidence of this can been seen with two of our Account Directors, who started with the company as trainee planner/buyers and are now accomplished Account Directors. All managers are supported by each Managing Partner directly in encouraging and developing personnel in their scope of operation. This aids all employees in their career from the very start and at all times. Testament to this approach is that many of our trainees and senior staff have contributed to the Scottish media industry in a positive fashion.

External Monitoring

We are active members of the IPA CPD programme.

Appraisals are conducted on an annual basis as a minimum. We value appraisals, as they cover crucial personal development areas:

[Redacted]

It is an important objective of ours that all staff members feel valued and are satisfied in their job roles. For us, a happy team is a productive team. We want them to challenge themselves, and others, constantly in the workplace to continually improve themselves and the service they provide.

Continuing Professional Development and Training Courses are important for personal learning and development, and are of benefit to the business.

The CPD programme formally encourages each member of staff to fulfil a minimum number of hours of training and professional development areas throughout the year. Diverse subjects such as industry reading, internal/external training programmes and courses are covered.

1.7 Fair Work, Workforce and Community Benefits

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 well-being and mental health of staff is supported and processes in place to maintain the resilience of staff.*

(Weighting 100% - Word Count 1,200)

Other Staff Benefits

The office environment is made as pleasant and healthy as possible; tea, coffee, mineral water, cereal bars and a weekly selection of fresh fruit are all provided at no charge to staff.

We have created an environment that supports each employee, with a flexible approach to working hours that allows unforeseen circumstances to be accommodated.

Each employee can, and is encouraged to, contribute to the company direction and, importantly, is encouraged to voice any ideas for development or concerns about any issue at any time.

Fair Work, Workforce and Community Benefits: Sustainability

We will support, where appropriate, the Scottish Ministers' policies on sustainability and Corporate Social Responsibility in delivering the services required.

Our Sustainability Policy

Spiritmedia is committed to promoting sustainability. Concern for the environment and promoting a broader sustainability agenda are integral to Spiritmedia's professional activities and the management of the organisation. We aim to follow and to promote good sustainability practice, to reduce the environmental impacts of all our activities, and to help our clients and partners do the same.

Our Sustainability Policy is based upon the following principles:

- To comply with, and exceed where practicable, all applicable legislation, regulations and codes of practice.
- To integrate sustainability considerations into all our business decisions.
- To ensure that all staff are fully aware of our Sustainability Policy and are committed to implementing and improving it.
- To minimise the impact on sustainability of all office and transportation activities.
- To make all framework public bodies and suppliers aware of our Sustainability Policy, and to encourage them to adopt sound sustainable management practices. We will support the delivery of the Framework Public Bodies' respective Sustainability (Social and Ethical) and Environmental Policies
- To review, to annually report on, and to continually strive to improve our sustainability performance.

Practical Steps

In order to put these principles into practice, we will:

- Walk, cycle and/or use public transport to attend meetings, site visits etc., apart from in exceptional circumstances where the alternatives are impractical and/or cost-prohibitive.
- Normally travel to mainland Europe within a 1000km radius (excluding Scandinavia) by train.
- Include the full costs of more sustainable forms of transport in our financial proposals, rather than the least-cost option which may involve travelling by car or air. Where the only practical alternative is to fly, we will include costs for full air fares rather than budget airlines in our financial proposals, and appropriate offsets.

- Avoid physically travelling to meetings when alternatives are available and practical, such as using teleconferencing, video-conferencing or web cams, and ensure efficient timing of meetings to avoid multiple trips. These options are also often more time-efficient, while not sacrificing the benefits of regular contact with clients and partners.

Our Sustainability Definition and Ambition

We use the SG sustainability test to guarantee sustainable development: 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' while 'improving the quality of life while living within the earth's carrying capacities'. What this means to us is that we operate our professional activities and the management of our organisation in a way that enables all people to realise their potential and improve their quality of life while protecting and enhancing the earth's natural capital. This aspiration is operationalised for our purposes by our sustainability objectives, targets and indicators. We are, therefore, committed to continually improving the integration of sustainability into our working environment and business processes. Our aim is to play a proactive role in contributing to sustainability where we have influence.

We are committed to accountability and transparency in our sustainability performance:

- To reduce the need to travel to meetings and elsewhere, and to facilitate regular client contact, we will provide clients with a webcam for the duration of a project where appropriate.
- We will reduce the need for our staff to travel by supporting alternative working arrangements, including home working etc., and promote the use of public transport by locating our offices in accessible locations.
- We will use an emissions recording scheme for business travel to monitor our impact. Purchase of equipment and consumption of resources.
- We will minimise our use of paper and other office consumables, for example by double-siding all paper used, and identifying opportunities to reduce waste.
- As far as possible, we will arrange for the reuse or recycling of office waste, including paper, computer supplies and redundant equipment.
- We will reduce the energy consumption of office equipment by purchasing energy-efficient equipment and practising good housekeeping.
- We will purchase electricity from a supplier committed to renewable energy and seek to maximise the proportion from renewable energy sources, whilst also supporting investment in new renewable energy schemes.
- We will ensure that timber furniture and any other timber products are recycled or obtained from well-managed, sustainable sources and are Forest Stewardship Council (FSC) certified.
- We will purchase fair-trade and/or organic beverages.

> **1.7 Fair Work, Workforce and Community Benefits**
> **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*

- We ask our suppliers to affirm their own environment policies.

Working Practices and Advice to Framework Public Bodies

- We undertake voluntary work with the local community and/or environmental organisations and make donations to seek to offset carbon emissions from our activities.
- We ensure that any associates whom we employ take account of sustainability issues in their advice to clients.
- We readily accept our corporate commitments and work continuously to develop our responsibility in all charity, environmental, social and community issues.

> **1.7 Fair Work, Workforce and Community Benefits**
> **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.*

Fair Work, Workforce and Community Benefits: Community Benefits

The success of any organisation depends on the quality of its workforce. To provide the best possible services to our clients, we need highly skilled, flexible and motivated employees. Spiritmedia is fully committed to being a best-practice employer across all areas of the business. This would be no different in respect of the delivery of service provided under this Framework.

We take the welfare of our staff very seriously and are therefore registered both nationally (UK) and regionally (Glasgow) to pay above the living wage. Moreover, we do not employ anyone under a zero-hours contract. It is our policy to provide employment equality to all, irrespective of:

- Gender
- Marital or civil partnership status
- Having or not having dependants
- Religious belief or political opinion
- Race
- Disability
- Sexual orientation
- Age

All job applicants, employees and others who work for us are treated fairly and will not be discriminated against on any of the above grounds. At all stages, we will consider diversity of personnel and view it as a positive consideration. Decisions about recruitment and selection, promotion, training or any other benefit are made objectively and without unlawful discrimination.

Above and beyond that, we consistently strive to develop, reward and progress staff in their careers within the company. We have in place policies and resources for our Recruitment and Selection processes that are efficient and effective and that ensure we recruit individuals who demonstrate they are committed to service improvement.

> *1.7 Fair Work, Workforce and Community Benefits*
> *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:
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> - 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.

Internal Training and Development (upskilling the workforce)

We have a proven track record in training and development of trainees from within Spiritmedia using our professional memberships of the IPA and IAB. As our trainee planners/buyers are trained to work across all media, rather than being siloed into a particular department, e.g. press or broadcast, they are given excellent foundations that are not offered at many, if any, other agencies within Scotland. This aids their career from the very start, and many of our trainees have gone on to pursue successful careers within the Scottish media industry.

Our aim is always to grow and develop our staff from within the company. Evidence of this can been seen in two of our Account Directors who started with the company ten years ago as trainee planner/buyers and have worked their way up to Account Director level.

We have a low turnover of staff. At least half the members of the team have [Redacted]. We believe that by evidencing our commitment to our employees and their welfare, they will prove, and indeed have proved, committed to the company.

Our Proposals to support Scottish Procurement to meet SG overall Community Benefits Policy through this Framework Agreement

[Redacted]

TUPE Statement

Spiritmedia makes this bid on the basis that TUPE may be held to apply in certain circumstances.

However, the full details required to make a complete assessment of when, or if, it may apply have not been supplied by the current providers.

This is particularly important, as this Framework is a call-off framework.

We have given full consideration to the Transfer of Undertakings (Protection of Employment) Regulations 2006 in respect of this framework and will abide by their laws and guidelines. Moreover, this tender is submitted on the basis that where appropriate TUPE is deemed to apply.

Specifically:-

- There must be a relevant transfer as specified in TUPE regulations 3(1)
- Identification of risks and their mitigation can be summarised by these areas that do not comply with the legislation, regulation 4.(4), 4.(5) TUPE 2006

    4. Effect of relevant transfer on contracts of employment

    (4) Subject to regulation 9, in respect of a contractor of employment that is, or will be, transferred by paragraph (1), any purported variation of the contract shall be void if the sole or principal reason for the variation is:

    a) The transfer itself; or

    b) A reason connected with the transfer that is not an economic, technical or organisational reason entailing changes in the workforce.

    (5) Paragraph (4) shall not prevent the employer and his employee, whose contract of employment is, or will be, transferred by paragraph (1), from agreeing a variation of that contract if the sole or principal reason for the variation is:-

    (a) A reason connected with the transfer that is an economic, technical or organisational reason entailing changes in the workforce; or

    (b) A reason unconnected with the transfer.

- Furthermore, we may harmonise Terms and Conditions by way of variation provided:
    – It has nothing to do with the transfer
    – There is an economic, technical or organisational reason entailing changes in the workforce.

Commercial Bid

[Redacted]