11 May 2018

Request under The Freedom Of Information (Scotland) Act 2002

Thank you for your Freedom of Information request dated 11 April 2018, in which you requested information about the Scotland is Now marketing campaign launched on 11 April, specifically requesting information on the following:

1. **Any documents or emails that set out the proposed marketing, advertising and communications plans for the Scotland is Now campaign launched today [11 April]:**
   

2. **I would also request any costs thus far incurred - and already committed - in establishing this campaign - including the creation of the campaign website, production of promotional materials, retention (and spend incurred) by any agencies. If there are other costs not listed above, I would like to request them also.**

3. **Any documents or emails that either detail or mention the breakdown of proposed spend in Scotland promoting the above campaign over the period between now and the Scottish Parliamentary election in 2021. If one exists, I would like a full budget document that details the spend of each of your agencies and the total campaign spend.**

4. **Any documents or emails that either detail or mention the breakdown of proposed spend in the rest of the UK promoting the above campaign over the period between now and the Scottish Parliamentary election in 2021. If one exists, I would like a full budget document that details the spend of each of your agencies and the total campaign spend.**

We have considered your request and can respond as follows.

In relation to questions 1 above, we have attached a copy of the following documents:

- The outline Scotland is Now Marketing Strategy
- The Brand Scotland Presentation
- The Scotland is Now Media Briefing

In addition, a full communications pack is available at the following link:

[https://www.scotland.org/more-info/toolkit](https://www.scotland.org/more-info/toolkit)

In relation to questions 2, 3 and 4 above, please see the attached table – Scotland is Now Partner Costs. As you are aware, Scotland is Now has been managed and delivered by three principal partner organisations – VisitScotland, Scottish Government and Scottish Enterprise / SDI. The campaign is one part of a new approach to the way we do all our marketing, across all assets, channels and platforms – a rebranding and re-positioning of the activity carried out by these three organisations that has been underway for the past nine months. This table provides a breakdown of expenditure
over that period, by fiscal year, by type of spend, by partner organisation and, where appropriate by
channel and by geographic market. The information contained within this table provides answers to
each of the questions 2 - 4 outlined above. Please note that while there is a projected spend of up to
£6m by the end of 18/19, the table only includes details of monies spent to date on bringing all the
marketing activity together under one banner and the delivery of the new global campaign. Any
decision on how and when further monies will be invested will dictated by the results we get from
the first phase of the campaign and will be agreed by the partners.

We hope this information is helpful to you. If, however, you are not satisfied with our response or
the manner in which we have dealt with your application, you may in the first instance contact our
Chief Executive, Malcolm Roughead, whose contact details are set out below:

Mr Malcolm Roughead
Chief Executive
VisitScotland
Ocean Point One
94 Ocean Drive
Edinburgh, EH6 6JH
Telephone: 0131 472 2201
Fax: 0131 472 2223
E-mail: malcolm.roughead@visitscotland.com

If you wish to request a review of your application under either the Freedom of Information
(Scotland) Act 2002 or the Environmental Information (Scotland) Regulations 2004, your request
should be submitted to us in writing, or another permanent format (for example e-mail or voice
recording), and be received by us within 40 days of the date of this letter. Any request for a review
should also set out, in as much detail as possible, the reasons why you are not satisfied with our
response or the manner in which we have dealt with your application.

If you are still not satisfied with our handling of your application after we have responded to your
request for a review, you have a right to apply to the Scottish Information Commissioner for a
decision on whether we have dealt with your request in accordance with the Act.

The Scottish Information Commissioner may be contacted at:

Scottish Information Commissioner
Kinburn Castle
Doubledykes Road
St Andrews, Fife
KY16 9DS
Telephone: 01334 464610
Fax: 01334 464611
E-mail: enquiries@itspublicknowledge.info
Website: www.itspublicknowledge.info/Appeal
You also have the right to appeal to the Court of Session in Scotland on a point of law concerning either our response.

Yours sincerely,

Douglas Keith
Government and Parliamentary Affairs Executive
VisitScotland
Stimulating Growth: a collaborative approach to Marketing Scotland

Project Unlimited: The imperative for a new approach

Our ability to stimulate export growth and attract inward investment has never been more important. The challenge before us all is to pool our resources to make a meaningful and sustainable impact on the Scottish economy.

Public agencies can no longer afford to work in discreet silos when marketing and selling Scotland in our core international markets; our effectiveness will be determined by our technical expertise (data science, digital transformation, sector expertise, insight, brand management) and a clearly defined and systematic way of operating. Collaboration, in this case, is about looking out into our respective organisations and beyond into the private sector, to give those with the wherewithal the opportunity to deliver.

Over time, VisitScotland (VS), Scottish Development International (SDI), The Scottish Government (SG), Universities Scotland and others have invested in a wide variety of activities to drive inward investment and export-led growth. Most recently VS launched its first ever global marketing initiative ‘Spirit of Scotland’ and SDI has been investing in its ‘Connected’ proposition; both have had their own successes but there is now an organic desire to pool resources.

The rapid advancement of digital distribution and new consumer technologies present challenges but there is also an opportunity to gain competitive advantage if we set ourselves up to embrace the right technology and present a modern and dynamic Scotland to the world.

The principal investors in international marketing activity (VS, SDI, SG) have joined forces under Project Unlimited. The project will cover a variety of activities over time but in the first instance the objective is to deliver a global marketing vehicle for Scotland that will drive very clear commercial outcomes. We have widened the project to include groups or organisations with a stake in this work’s success and a desire to contribute including: Highlands and Islands Enterprise, Universities Scotland, Creative Scotland and SDS.

Vision: A dynamic national marketing and sales network

If we want to sell Scotland as a dynamic, innovative and inclusive country we must live up-to that promise. The story we tell of Scotland and the way we sell our wares needs to balance the emotional resonance that we derive from our natural assets with the very rational reasons to visit, study, live work or invest that truly set us apart. Above all else, we must be able to harness all the interest we generate and set it on a rapid path to conversion through an intelligent and dynamic backbone; leveraging our collective intelligence and optimising our performance as a set of public bodies investing in international markets.

This won’t be achieved through a command and control centre; quite the contrary. With the right common technical architecture, a clear marketing strategy and talent with the requisite experience and expertise, we can build freedom within a framework. This will empower a wealth of stakeholder groups with the tools to market in an unlimited global marketplace. This dynamic marketing and sales network will have its roots in our network of online destinations (websites, apps, communities, partnerships) that work with and for each other to ensure that every potential customer experiences
the very best of our offer and that we reach new markets and stimulate new interest with real efficiency.

**Strategic Pillars:** The path to realising that Vision

To fully realise such a vision will take time but there are building blocks along the way that will help us make real progress and test our hypothesis in the real world. We have started working on five key components.

1. **Our marketing strategy** is simply to drive advocacy. We will harness regional, national and international networks to curate and distribute the very best Scottish content and market propositions in a forensically targeted way – the markets we invest in and the consumers we target will be based on deep data analysis and profiling. While our own direct channels remain important, we need to partner and work very closely with global brands that already have the trust of the visitors, consumers and influencers we need to reach. Critically, we need to be in a position to convert new found interest into new money into the Scottish economy.

2. Central to this strategy will be a **campaign vehicle** that will house a powerful national narrative; one that respects the past but portrays a modern and dynamic Scotland that is truly open for business. Our narrative will be unashamedly positive with powerful creative treatments that will demand attention and follow our targets through to action. This is a natural evolution of the ‘Spirit of Scotland’ campaign that retains the allure, magic and mystique of Scotland while applying very direct and rational substantiation that will deliver across sectors. While campaigns have their place, we must also work hard to leverage other national assets (culture, events, and private sector brands) to reinforce the attributes and values we believe will enhance our reputation with target audiences.

3. This strategy will be enabled through a sophisticated **digital infrastructure**. While individual stakeholders in this project will have their own needs we will knit together our capability across SG and agencies to ensure that Scotland has one virtual shop window; that we can leverage our collective data; that our technology can be seamlessly integrated and available for use beyond public institutions – empowering local sector organisations and trade as well as serving strategic partners like Google, Facebook and LinkedIn.

4. We will not succeed without the right **talent**. We need more data scientists, coders, designers and developers but they are in short supply and we struggle to recruit the best when the private sector in Scotland is so willing to pay over the odds. It is for that reason that we want to find, elevate and up skill the very best people we have in the public sector and bring them together to spearhead this effort. We are also mining the private sector to find those with the right motivation to bring the skills required. With clear leadership, we can develop a world class team.

5. Finally, we must demonstrate, in absolute terms, the benefits that Scotland derives from investment in our marketing and digital activity, in international markets. This requires a different level of **performance management** where we can harness data from our own channels and those of our indirect channel partners, to attribute income to investment. We have made a step change in our analytics in the past year at VS but we need to go further to ensure that we can demonstrate returns in a period of time that will help us to further invest.

There is a great deal of positive momentum behind the collaborative approach we have taken already. We would like to turn the goodwill this project has across stakeholders and turn it into positive intent that is endorsed at the highest levels of Government.
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#SCOTLANDISNOW

Media briefing document for the launch of the new brand for Scotland

UNDER STRICT EMBARGO UNTIL 11.00, 11 APRIL 2018
INTRODUCTION

The aim of this media briefing document is to outline the plan and ambition for the new brand for Scotland, Scotland is Now launching on 11 April 2018.

A year in the making, where the new collaborative efforts of VisitScotland, Scottish Development International, the Scottish Government and Universities Scotland to create a real movement to harness the collective talent, skills and investment of the public sector and beyond.

The new global campaign represents a confident, consistent and bold approach to brand marketing, making NOW the time for a collaborative approach to accelerate international growth and build a positive and meaningful story and brand for Scotland.

This pack provides an overview of the campaign, a snapshot of the communications resource materials and creative assets, as well as details of how to get involved.
INDEX:

P4 – Overview of the campaign
P7 – Key messages and proof points
P9 – Brand creative examples
P13 – People stories
P21 – How to get involved
OVERVIEW OF THE CAMPAIGN

Scotland’s invitation to the world

Countries around the world are stepping up their game.

They all want a piece of the action. The high-spend tourists, the professional talent, students from around the world and of course, big investment from expanding international businesses.

We are seeing competitor economies invest heavily in global marketing campaigns to broaden their international appeal. In recent years New Zealand, for example, has invested over NZ$100m (£77.3m) per year to grow awareness of it as the country of all things natural and pure, with its neighbour Australia spending approx. £70m. And of course, there’s Visit California’s budget busting $100m annual spend to grow visitor numbers to the Golden State. The Scandinavian countries have also invested heavily, with Norway’s £54m campaign to attract visitors to come and see their Fjords and Northern Lights. Closer to home, we’ve seen Invest Northern Ireland step up their international marketing efforts and the UK Government’s £100m GREAT campaign help attract some serious investment.

Scotland has done well in recent years. Relative to our size we are competitive in attracting visitors, talent, students and investment. We’ve seen a 24% increase in visitor numbers between 2012 and 2016, and 18% in spend (accounting for inflation). In terms of student numbers we attract over 50,000 students from outside the UK each year. We are consistently recognised as the most attractive place in the UK outside London for foreign direct investment and landed almost 16,000 new jobs through international businesses locating in Scotland in the last four years.

None of this is surprising really – we’ve got a great product!

World renowned universities, top talent, skilled labour, incredible history and landscapes, warm hospitality, brilliant business connections, competitive costs, entrepreneurial spirit, great business support network and a high quality of life matched with affordable living.

These are just some of the assets partners like VisitScotland, Scottish Development International, the Scottish Government and Universities Scotland have been promoting to international audiences through a myriad of campaigns in recent years.

But as our competitors step up their game and the uncertain world of migration, business, investment and travel evolves, one thing is for certain - Scotland needs to shift gear if it is to sustain, let alone grow, its international appeal and success.

That’s why we’ve embarked on an exciting new collaborative journey

A movement to harness the collective talent, skills and investment of the public sector and beyond – to communicate the unique value of our ‘Scottishness’ and extend the biggest invitation ever to come work, live, study, invest, visit and do business with Scotland.

The movement is called ‘Scotland is Now.’ It isn’t a big new spend marketing initiative – it’s about working smarter and capitalising on networks and new technology. It’s about genuine collaboration and about sharing Scotland’s story through the people who benefit from all it has to offer. Our aim is to have all eyes on Scotland for the right reason, because we’ve earned it!

#SCOTLANDISNOW
What’s different? We will have one differentiated story! Currently, depending on where you are in the world and who you listen to you will hear something different. Premium versus low cost, historical versus modern cutting edge, remote and tranquil versus a hive of buzz and economic activity – through a plethora of websites and campaigns our international audiences have been presented with disparate and sometimes conflicting messages about the real Scotland.

**We want to change that and bring clarity to Scotland’s brand and the story of what Scotland has to offer**

Pulling together, we are creating a strong, differentiated story that sets Scotland apart from its competitors and aims to put Scotland at the top of everyone’s NOW list to live, work, invest, study and visit.

We will tell the authentic story of Scotland as a bold and positive country, rich in history and heritage but forging forward in a way that is progressive, pioneering and inclusive.

Waking up the world to the fact that Scotland is a country that is challenging new thinking, inviting new investment, creating new opportunities, supporting new industry and driving technology that embraces humanity around the globe.

The story will be told through the people who know it best - those who have experienced it first hand and can share authentic experience of living, working, visiting and investing in Scotland.

**How are we going to do it?**

We are progressing toward a data-led and technically advanced marketing and sales effort that will leverage the insights needed to forensically target high value visitors, students, workers and investors.

Through a combination of owned and indirect digital channels we will reach out to audiences and engage like never before recognising that the visitor can also be a business person, the business person can be the parent of a student, the student will become mobile, high value talent and so the virtuous cycle goes on.

The digital platform and approach will also be supported by a unique and growing network of brand Scotland friends and ambassadors. Influential people across multiple circles who can authentically share Scotland’s story and sell Scotland to their peers.

**Scotland is Now is a year in the making and has now reached a pivotal moment where the new collaborative effort goes live at on 11 April 2018.**

Kicking off initially in New York, San Francisco and London, the creative content will then roll out globally via multiple channels and media outlets in addition to events aimed at raising awareness and growing the network of friends and ambassadors.

We will be reaching out to connections across these markets and in doing so, will empower people and provide the right tools and information to sell Scotland in the most impactful way.

Scotland is Now is an ambitious undertaking and not an easy task. It requires genuine collaboration and increased appetite for sharing risk in an uncertain world.

But the size of the prize is worth it. In the short term, it’s about money. More visitors, more foreign direct investors, more students and more people contributing to our society.
Medium term, it’s about shaping our economy. Welcoming more people to an outward looking, progressive society that grows inclusively and creates opportunities for all.

And in the long term it’s about transforming Scotland’s place in the world. Raising global awareness and boosting Scotland’s international reputation so that the immediate financial impact and the well-rounded economy is sustainable and here for the long haul.

*So that Scotland is always ‘NOW’ and becomes synonymous with being the best place to live, work, study, visit and invest in the world.*
## Theme: Scotland is Now

**Main Message:** A new national brand for Scotland is a collective and collaborative opportunity for all to think about how to communicate the unique value of our "Scottishness" to the world - to encourage people to live, work, invest, study and visit right now.

### Supporting Messages

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<thead>
<tr>
<th>Supporting Message</th>
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<th>Supporting Message</th>
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</thead>
<tbody>
<tr>
<td>VisitScotland, Scottish Government, Scottish Enterprise and Universities Scotland are working in partnership to position Scotland as a bold and positive country, rich in history and heritage but forging forward in a way that is progressive, pioneering and inclusive.</td>
<td>Everything about Scotland comes from an authentic place - we put our heart and soul into being Scottish and inspire people to hold Scotland deep in their own hearts</td>
<td>Scotland is a country that is challenging new thinking, inviting new investment, creating new opportunities, supporting new industry and driving technology that embraces humanity across the world.</td>
</tr>
<tr>
<td>Being Scottish is a state of mind that seeks out new possibilities and pushes limits.</td>
<td>Scotland offers a breath of fresh air and with a new brand comes new possibilities and new ways of doing things.</td>
<td>The stars are aligning to pinpoint a time to come to Scotland and that time is now! We want to put Scotland at the top of everyone’s NOW list to live work invest study and visit.</td>
</tr>
<tr>
<td>Scotland is one of the most open countries in the world, with a population which strives to be good global citizens, contributing to world issues. Our door is always open and we put forward a positive voice, opening our arms to new people to build a strong economy and culture.</td>
<td>Our pioneering past has helped to define our present – but we are a modern Scotland with new ideas and this brand is about building our collective future</td>
<td>Now is the time for a collaborative approach, to accelerate international growth and build a strong brand for Scotland. The new global campaign, represents a confident, consistent and bold approach to brand marketing.</td>
</tr>
</tbody>
</table>

### Hero Proof Points

| Scotland has led the world in its commitment to education for centuries. We were the first country in the world to provide universal education open to both boys and girls, as early as the 17th century, with the Scottish education system having been adopted by many countries all over the world. | Scotland is a magnet for global firms - over 5,100 international companies and counting. (Scotland has big names in tech like Skyscanner, FanDuel, Amazon, SKY and IBM and they are now being joined by ambitious startups like Nucleus Financial, FreeAgent, Money Dashboard and LendingCrowd). | Scotland is one of the top places in the world to live with its capital Edinburgh boasting the best quality of life just behind Wellington, NZ in the top spot according to a Deutsche Bank report. Scotland’s main airports have direct international flights that connect millions of passengers with 150 destinations worldwide. |
| With five of Scotland’s universities featured in the top 200 of The | Where can you find the best city in Europe for tech start ups? (In | |

#SCOTLANDISNOW
### Scotland

#### Scotland

- **Universities:** Scotland has more world-class universities per head of population than almost anywhere else in the world. (Source: The Times Higher Education World University Rankings 2016-17)

- **Employment:** 84% of establishments who had recruited a Scottish university leaver found them well prepared for work (source: UK Employer Perspectives Survey 2016)

- **International Students:** Scotland has the highest percentage (22%) of international and EU students than anywhere else in the UK.

- **Spin-out Creation:** Scotland is the most successful part of the UK for spin-out creation – with 20% of all active firms launched out of UK universities. (Source: SPINOUTS UK Survey 2017)

- **Entrepreneurship:** Scotland leads the way for entrepreneurs. Edinburgh is a winner of the Entrepreneurial City of the Year Award, beating other UK cities. (Little surprise thanks to its booming tech scene and unicorn businesses)

- **Investment:** Scotland is a great place to invest and is the UK’s largest financial powerhouse after London. There’s little wonder why Scotland continues to attract investors from all over the world – but don’t just take our word for it. (We’ve been ranked as the UK’s top location for direct foreign investment outside London for six years in a row.)

- **Costs:** With office costs up to 40% lower than London, Scotland is a high quality low cost base for expanding businesses. Setting up in Scotland is also quick and efficient. Register your company today and start operating almost immediately (in as little as 2hrs)

- **Gender Balance:** 50/50 by 2020 is a Scottish Government initiative towards gender balance in the boardroom.

- **Refugees:** Scotland has received over 2,000 refugees (10% of the total expected to arrive under the Syrian Resettlement Programme) and remain committed to welcoming refugees seeking sanctuary from the conflict in Syria.

- **Languages:** In homes across Scotland over 170 languages are spoken, based on data from Scotland’s Census 2011.

- **Creative Industries:** Scotland is a leading creative country. It has three UNESCO creative cities: Edinburgh, the world’s first UNESCO City of Literature, Dundee, UNESCO City of Design, and Glasgow, UNESCO City of Music.

- **Tourism:** Scotland saw a boost of 13.9 per cent in visitor numbers in 2017 – outstripping the rest of the UK for the sixth year in a row. (Source ALVA)

- **Beauty:** Scotland voted the most beautiful country in the world by Rough Guide readers.

- **Travel:** Scotland declared as one of top countries to visit in by Lonely Planet ahead of the likes of the Seychelles, Mexico and Malaysia.

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#SCOTLANDISNOW
Brand Creative examples
Below are a representation of the brand campaign creative assets including brand video, people stories and films and advertising.

Watch the new Scotland is Now Brand Film here

Digital creative – representing live & work, invest, study and visit
People stories

Progressive. Pioneering. Creative. Generous of spirit. Determined - these are the traits that Scotland prides itself on. Find out more about some of the amazing people that embody these values and their incredible stories. The most important thing is that these stories are told through the people who know Scotland best, those who have experienced it first-hand.

Anna Freemantle & Mark Hogarth

Watch their film [here](#)

Photo credit: Mat Hay

Scotland is Creativity and Innovation

Anna Freemantle is the founder and creative director of the Edinburgh International Fashion Festival and Mark Hogar is the creative director for Harris Tweed Hebrides. Both are at the forefront of Scotland’s bustling textiles industry.

Anna Freemantle

When you have world-class textiles, it’s important to also make sure you have the forum to display these products, and that’s where Anna Freemantle comes in. Anna is the founder and creative director of the Edinburgh International Fashion Festival.

Anna admits that the Edinburgh International Fashion Festival came about in a very organic way. However, it has grown to become one of the highlights of Edinburgh’s festival season. For four days each year, fashion’s elite descend on Scotland’s capital and put on a display of the latest trends at a range of beautiful and unique locations around the city – but it’s not all catwalks and models.

“The approach that I took wasn’t just runway shows and glamour, but also the more intelligent side behind fashion. I wanted to show the heart behind the art of fashion and so I started with symposia and lectures”.

The Dutch-born supermodel admits that she was unsure of what to expect when she first arrived in Scotland, but that she was instantly enamoured with the incredible beauty she came face to face with.
“I ended up arriving in Edinburgh and it was so particularly beautiful. I remember rolling into Edinburgh Waverley station and it was one of those perfect September sunny, warm, Indian summer weekends and yeah I was blown away by it”.

The stunning welcome that awaits anyone coming leaving Waverly Station: Edinburgh Castle on the left, Scott Monument on the right and the sprawling Princes St. Gardens in between, is enough to take anyone’s breath away and instantly convinced Anna that she’d made the right decision in moving to Scotland. That was 15 years ago now, and after living all over the world, Anna is confident that she made the right choice in calling Scotland home.

“The easy accessibility to nature is incredible. Whether it’s climbing up Arthur’s Seat or driving an hour north where you find yourself in the middle of mountains. Also the variety Scotland offers you; you drive to the east coast and it’s a whole different story to the west coast. The west coast is so barren but beautiful then you’ve got these places with palm trees. It’s an astonishingly beautiful array of offerings all in one little country”.

STUDY FASHION & TEXTILES IN THE SCOTTISH BORDERS

Heriot Watt is one of the leading Universities working in the field of textiles, fashion and design and possess some of the best teaching and research facilities in Europe at their campus in Galashiels.

Mark Hogarth

Mark Hogarth is the creative director for Harris Tweed Hebrides. His role includes not just promoting the fabric, but promoting the entire heritage of Harris Tweed. But what is it that makes this famed fabric so world-renowned? Well, Mark thinks he knows why:

“Anybody can make woollen textiles across the world, but it’s what you infuse into that wool, the combination of people and place that make quality textiles. Scotland has some of the best textiles in the world because of detail and because of process. We manufacture textiles in a different manner – it’s not about quantity, it’s really about quality”.

The textile industry in Scotland has been around for many centuries and continues to be relevant today thanks to a skilled ability to fuse technological advances with traditional methods. Harris Tweed, and the many other Scottish textile companies, manage to maintain their high-quality reputation purely because of their ability to walk this tightrope.

“The key word for me is authenticity, what is the story, what are you doing to make this fabric better while not sacrificing the traditions that made it special in the first place?”

#SCOTLANDISNOW
Mark believes that Scotland’s place at the top of the industry is in no small part due to an innate desire to keep pushing forward, to continue pioneering and innovating while still staying true to the centuries-old traditions.

HARRIS TWEED

Harris Tweed is protected by an act of parliament. The Orb mark is pressed onto every length of cloth and seen on the traditional label affixed to finished items. The Orb signifies official Harris Tweed: handwoven by the islanders at their homes in the Outer Hebrides, finished in the Outer Hebrides, and made from pure virgin wool dyed and spun in the Outer Hebrides.

“I think Scottish people are driven by what we can do better, we're driven by a pride in producing products of a very, very high calibre and it's not just about what happened in the past and the heritage, it's about what we are doing now and how we can do it better”.

However, for Mark, the people of Scotland don’t just make a difference to the quality of the products produced here – they also contribute to making Scotland a great place to be. With his job having taken him to countless cities, countries and continents, he admits that all the travelling does is reassure his belief at the beauty and wonder that Scotland has to offer.

“People should visit Scotland now for several reasons. You've got an incredible landscape that is completely unique, but more importantly it's the people. It’s the people who infuse that landscape with life, infuse the cities with a vibrancy, infuse the countryside with a romance and also an enthusiasm and a welcome that you'll get in very, very few places”.

Scotland is Creativity and Innovation. Scotland is Now.
Dr Ravinder Dahiya

Watch his film here

Scotland is Technological Advances

After studying all over the world, from India to Italy, Dr Ravinder Dahiya chose Scotland’s Glasgow University to develop his pioneering work on prosthetics.

Dr Dahiya and his team are working on flexible electronics in relation to prosthetic limbs. In simple terms – he is developing electronic skin that can help amputees regain sensory feelings in their prosthetics!

But what drew him here? Why Scotland, and why now? Dr Dahiya was attracted to Scotland by its scientific heritage, its technological ingenuity and its ability to embrace new ideas. He jumped at the chance to add to this amazing legacy of pioneering research.

“Every young engineer is drawn to Glasgow because of its rich scientific heritage and because of past giants like Watt, Rankine and Kelvin who started engineering here during the industrial revolution – that’s a big, big factor [...] you want to be like them, be one of them and that keeps you ticking. It kind of, you know, pushes you do to more”.

Dr Dahiya’s work will fundamentally change the lives of amputees as his electronic skin will provide the necessary sense of touch that’s missing from robotics, allowing them to react to objects around them.

“Current prosthetic limbs have quite dextrous movements but it’s very difficult for an amputee to feel if the object they’re touching is hot or cold. But with electronic skin they’d be able to feel those objects and be able to feel if it’s soft or hard or if the surface is smooth or rough. These are the kinds of abilities that electronic skin will provide”.

Scotland has a well-earned reputation for providing a warm and open welcome to everyone who chooses to come here and Dr Dahiya’s research team is a perfect example of this. His team is made up of 17 different nationalities across a wide range of professions from doctors and clinicians to biologists, physicists and engineers, all working together in harmony toward a single goal that will change lives.
“There’s significant collaboration between academia and industry which makes Scotland quite a unique place [...] the environment is multi-disciplinary, meaning I find it easy to collaborate with people from the business school to social scientists, which I wouldn’t have been able to do in a typical technology or engineering centre”.

Scotland is technological advances. Scotland is pioneering research. Scotland is Now

Peter Platzer

Watch his film [here](#)

Scotland is Innovation

Peter Platzer is the co-founder and CEO of Spire, a nanosatellite and data analysis start-up company based out of San Francisco.

In simple terms, what this means is that they specialise in gathering data from small satellites which they have launched into space in a low-earth orbit. Founded in 2012, the company has already taken the world by storm and, as part of its global expansion, recently committed to opening a new European headquarters right here in Scotland.

The company looked at numerous different locations around Europe when scouting for their new base, but were instantly enamoured with what Scotland had to offer them. But what brought the Austrian-born and Harvard-educated entrepreneur to Scotland, and why did he think it was the perfect venue for his rapidly expanding business?

“Where Scotland won out was the access to risk capital, the flexibility and, importantly, the eagerness to support innovative companies – this really stood out here!”

#SCOTLANDISNOW
The small start-up aims to eventually create up to 50 new specialised job opportunities across a range of areas, from software engineers to systems engineers to hardware engineers. Their goal will be the designing and building of small satellites – known as nanosatellites – and launching them into space. These satellites will help collect information on the world’s weather patterns in a way never before done.

“The confidence placed in us from Scotland enables us to expand our global footprint to attract the skills and talent we need to deliver on the next generation of weather satellites”.

“NO-ONE ELSE HAS AS MUCH ACCESS TO SPACE AS WE DO”

Glasgow builds more satellites than any other European city.

Where current weather satellites do a great job providing us with information, Spire’s new nanosatellites could gather up to 100 times more information. Peter co-founded the company in 2012 with a vision to provide satellite-powered data from any location on earth. He is now regarded as one of the pioneers in launching small form factor satellites into space – a meteoric rise in a small space of time.

Today they have the world’s only commercial weather data constellation and their unique weather data means that, around the world, we can be better prepared to meet changes in our weather system. Data – like that provided by Spire’s nanosatellites – can be the key factor in fighting the extreme and unpredictable weather events that cause so much destruction globally.

Scotland has a well-known reputation for providing a first-class welcome to all our visitors and from the moment Scotland was chosen as their new home, Peter and his Spire colleagues were blown away by the warm and open reception they received.

“We had a number of overseas staff come here for a temporary position to help set up who have since decided that they want to stay here permanently. [...] Glasgow is a really great place to live and Scotland in general – our people really enjoy being here. The words friendly and hospitable are really not rich enough in meaning to describe the experience of being a part of everyday life here in Scotland”.

As well as the amazing welcome and help that they have had to settle into life in Scotland, Peter was also very keen to point out the amazing access to an incredibly talented Scottish work force.

“Glasgow is probably the friendliest place I have ever been in the world – and I’m not just saying that. In particular, when we looked at Scottish staff we found that the passion for what they do, their character and work ethic, is absolutely world-class”.

Scotland is Innovation. Scotland is Welcoming. Scotland is Now

#SCOTLANDISNOW
Dured Alhalabe

Watch his film here

Scotland is Welcoming

Dured Alhalabe is a Syrian refugee who embarked on a new beginning in Scotland after war tore his home apart.

Dured was just a 16 year old student, studying for his exams and dreaming about what his future held – until war changed all of that. After war broke out in his home country of Syria, Dured and his family were faced with a serious threat to their safety.

During all this uncertainty, Dured’s family were offered the opportunity to come to Scotland – a day that Dured eagerly describes as “a truly great day”.

That was two years ago now, and was an event that changed all their lives forever. Dured admits that he was incredibly excited – if a little nervous – after hearing that he would be moving to Scotland to start a new life. However, any nerves that he had were completely washed away after only a few days in the country as he was introduced to Scotland’s world-renowned warm and open welcome.

Dured says that, in Scotland, he saw the opportunity to finally finish his studies and go to university. More importantly, he saw Scotland as a chance to have a better life, far away from the troubles back home. For the first time in years, he was able to think about the future again.

“When I first arrived in Scotland I was afraid because it’s a new country and it’s very different from Syria, but all those worries disappeared as I started to meet people. Everyone was so friendly and welcoming and it made me feel like I was in my own country and I was really happy. [...] The community were really friendly; they helped us with our English, went shopping with us and taught us about how the public transport worked. All they wanted to do was help us”.

#SCOTLANDISNOW
Dured maintains a strong desire to continue his educational journey and he still has a great passion for learning. Back home in Syria, Dured was actually one of the top students in his entire city, but all of his qualifications were lost when war broke out and he was forced from his home. However, Dured is more determined than ever to achieve his goals of going to university and supporting his family, even if it means starting all over again.

“I would give everything up to help my family and here I have more opportunity to continue my studies and do that. [...] All my teachers said to me that I am a special student because I love studying. I was a good student in Syria and everyone knew that, but I want to improve on that here in Scotland. I am determined to prove to universities and colleges in Scotland that I am a good student”.

It wasn’t just the warmth of the people that Dured was so impressed by when he first arrived in Scotland. He was also blown away by the incredible range of stunning scenery that greeted him. Even when he was still on the plane he couldn’t wait to get his feet on the ground and explore. It may have been a little colder than he was used to back in Syria, but he soon forgot about the temperature.

Since arriving in Scotland, one of the things that Dured has done is try to help other Syrian families adjust to life in Scotland and make the most of their new beginning here. With that in mind, Dured helped set up the AMAL Project and was nominated to be its chairman. The AMAL project became such an amazing success that Dured won the prestigious Young Scot Community Award in 2017.

SCOTTISH REFUGEE COUNCIL

The Scottish Refugee Council are an independent charity that provide essential information and advice to people seeking asylum and refugees in Scotland. They also raise awareness about issues that affect refugees; and work closely with local communities and organisations.

The aim behind the AMAL project is to help the Syrian community, specifically Syrian youths, to integrate into their Scottish communities. It was important for Dured to do something to show his thanks and he saw the project as a great opportunity to give something back to the community that welcomed him and his family with such open arms.

Scotland is Welcoming. Scotland is Multicultural. Scotland is Now.
How are we encouraging people to get involved?

We want everyone to get involved with this new movement for Scotland and there are many tools available to take inspiration from and be part of it. By working together, we can make Scotland is Now a global success.

Here’s a few simple things that we are asking our stakeholders, ambassadors and natural advocates for Scotland to do to get started:

Create content – we need to make it as easy as possible for people to discover Scotland online – what is your Scotland story? We would be more than happy to provide you with ideas and help to amplify this by sharing, retweeting, and engaging with you across all our social platforms.

Join the conversation - let us know how you and/or your business is engaging with the campaign by using #ScotlandisNow.

You can also follow activity on the new Scotland is Now social channels and share our stories with your own followers.

Facebook: @scotlandisnow, Instagram: @scotlandisnow, Twitter: @scotland

Join the conversation using the campaign hashtag - add #ScotlandisNow to all of your social media posts to spread the message.

You can also keep in touch with what is going on in the different sectors by following on Twitter and LinkedIn.

Follow on Twitter: @VisitScotNews, @ScotDevInt, @scotgov, @uni_scot

Follow on LinkedIn: VisitScotland, Scottish Development International, Scottish Government, Universities Scotland

Share our films - we’d love for everyone to make use of our brand and people films – share them on your website and across social media channels. Simply view them, hit share and embed the YouTube links.
**Review the toolkit** - register for free images and content on our digital media library designed to make it as easy as possible to promote Scotland is Now. And our Scotland is Now Brand hub will be a useful resource with tools to help others get involved and ensure the world discovers that the time is NOW to come to Scotland.

Any questions?
If you have any questions about this pack please contact TravelPR@visitscotland.com.
REPOSITIONING BRAND SCOTLAND TO STIMULATE INTERNATIONAL GROWTH
Brand Scotland is a collaborative effort to harness our national story, our technology and our talent for all of Scotland’s benefit.

This is the start of a journey where we will leverage our collective resources in digital technologies, data and people.
STEP 1
New Marketing Platform

As our competitors step up their game and the world of migration, investment, business and travel evolves Scotland needs to shift gear to not only sustain but to grow, it’s international appeal and success.

Scotland is Now is a campaign that unlocks incredible stories of adversity, perseverance and an indomitable pioneering spirit. It’s about the difference Scotland makes to people and the difference those people make to Scotland.

This isn’t a big new spend marketing initiative – it’s about working smarter and capitalising on networks and new technology. It’s about genuine collaboration and about sharing Scotland’s story through the people who benefit from all it has to offer.

#SCOTLANDISNOW
OVERCOMING BARRIERS

Build awareness and reputation to unlock potential

The awareness of our national brand and what we have to offer is low versus the competitive set in key markets.

Drive attributes that attract the right audiences

Recognise the progressive attributes (inclusiveness, innovation, up-and-coming) that set us apart with key audiences, in key markets while maintaining strengths.

Face into uncertainty – capture the zeitgeist

Target audiences, fear of isolationist approach that has been increasingly prevalent. We may be small but our values-based approach will attract those we seek to bring to Scotland.
The campaign will launch on the 11th April with a brand film that introduces ‘Scotland is Now’.

This will be followed up with a series of mini documentaries where our best asset - our very own people - will tell their unique stories that will be targeted to very specific audiences.

This will be accompanied by a raft of online and print execution, a new scotland.org website and Augmented Reality app in partnership with Google.
PARTNERSHIPS

A critical enabler of Brand Scotland, and our first campaign initiative, is our ability to work in partnership with Scotland’s private sector international brands and exporters and industry membership organisations to create a movement around this work.

In addition, we are working in commercial partnership with international media brands that will be distributing all our content and Scottish brands who see the benefit in joint investment.

Home-grown hero brands’ active endorsement at launch – potential investors

Industry / membership bodies’ active endorsement at launch

Joint investors

Content share and distribution
4 APRIL
NYC preview event in partnership with NBC

9-13 APRIL
FM in China

11 APRIL
NYC, San-Francisco and London campaign launch

POST CAMPAIGN LAUNCH
Building out team Brand Scotland Technology integration Business case
#SCOTLANDISNOW

THANK YOU