11 July 2018

D C Thomson & Co Ltd
2 Albert Square
Dundee
DD1 1DD

Request under The Freedom Of Information (Scotland) Act 2002

Thank you for your Freedom of Information request dated 15 June 2018, in which you requested information about the Scotland is Now marketing campaign launched on 11 April, specifically requesting information on the following:

1. A list of all planned paid-for advertisements and ALL audience targeting information used by Visit Scotland to promote the Scotland is Now campaign up to and including the day of this request being handled. Please include costs.

2. All media agency briefings provided for advertising and promoting the Scotland Is Now campaign by Visit Scotland. Please include costs.

3. All costs (planning and commissioning included) for advertising the Scotland Is Now campaign on YouTube (broken down by campaign and including the ‘takeover’ of YouTube’s UK homepage).

We have considered your request and can respond as follows.

In relation to questions 1 and 2 above, we have attached a copy of the following document:

- SiN Campaign Strategy Activation Presentation

This presentation provides an overview of audience targeting and the brief to the media agency.

With regards to planned paid for advertising and the cost of promoting Scotland is Now, VisitScotland recently published a breakdown of expenditure by fiscal year, by type of spend, by partner organisation and, where appropriate by channel and by geographic market. Therefore, we cite Section 25 of the Freedom of Information Act Scotland 2002, ‘Notice Information Otherwise Accessible’. This information can be found on our corporate website.

www.visitscotland.org/about_us/our_policies/freedom_of_information/recent_disclosures.aspx

In relation to question 3 above, please see the following table detailing costs for promoting Scotland Is Now on YouTube – total £490, 447.90

<table>
<thead>
<tr>
<th>YouTube costs</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Announce (April)</td>
<td>147,683.10</td>
</tr>
<tr>
<td>Engage (April/May)</td>
<td>27,081.32</td>
</tr>
<tr>
<td>Distribute (June - March)</td>
<td>315,683.49</td>
</tr>
<tr>
<td>Total</td>
<td>£ 490,447.90</td>
</tr>
</tbody>
</table>

Please note that the cost of the ‘Take Over’ activity is included within the announced phase.

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  
Kinkburn 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
DELIVERING A NATIONAL STORY
The move to delivering a national story for Scotland results in fundamental changes in approach to digital communications

From bigger and more universal

To smaller and more targeted

Communications planning and activation from now on will become more granular, more targeted and more efficient

But it will also be far more complex as we deliver a consolidated approach from awareness to consideration
DESPITE A STRONG MESSAGE, AN OVERRIDING CHALLENGE REMAINS

HUGE PROPOSITION

LITTLE MONEY
GET THE STORY IN THE RIGHT HANDS TO SPREAD OUR MESSAGE

FIND THE RIGHT PEOPLE

TELL THE RIGHT STORY

ENCOURAGE SHARING & ADVOCACY
THIS APPROACH HAS BEEN SUCCESSFUL
AT THE CORE OF OUR APPROACH SIT THREE TECHNICAL SOLUTIONS

Forensic targeting
Specific campaign delivery
Ongoing content & advocacy
A 360° prospect view allows us to use this information.
The LGBTI campaigner
The immigrant advocate
Liberal new parent
Social enterprise worker
Visit
Invest
Study
Live / Work

Programmatic data fuels audience segmentation and goal setting
Creative messaging is aligned with each audience segment
Effective media environments and advertising formats selected

Creative messaging is aligned with each audience segment

Social
News
Retarget
Video
Native Content
Dynamic Display
DISTRIBUTE CONTENT TO BACK UP THE HEADLINES

Welcome to Scotland

Whether you’re looking to work or study in Scotland, pay us a visit, or you simply want to be kept up to date with the latest Scottish news, you’ll find everything you need, right here.

USE SCOTLAND.ORG TO TELL THE STORIES BEHIND THE VIDEO

DISTRIBUTE THROUGH UNIQUE GLOBAL NATIVE CONTENT SERVICE
INFLUENCERS EXTEND THE STORY

ENGAGE GLEAM TO DRIVE SCALE

WORK WITH PR TEAM TO DRIVE CREDIBILITY
WE WILL EXTEND THE CAMPAIGN WITH SUCCESSIVE WAVES OF INVESTMENT

Scaled Media

Forensic targeting

Specific campaign delivery

Partnerships

Ongoing content & advocacy

Scaled Media
PARTNERSHIPS OFFER AN OPPORTUNITY TO CAPITALISE ON AUDIENCE ENGAGEMENT
INVESTMENT TO BE SCALED BASED ON PRIORITY LEVEL

1. FORENSIC TARGETING - £2.4m

Scaled Media Partnerships

- Forensic targeting
- Specific campaign delivery
- Ongoing content & advocacy

FORENSIC TARGETING - £2.4m
INVESTMENT TO BE SCALED BASED ON PRIORITY LEVEL

Scaled Media

Partnerships

Forensic targeting

Specific campaign delivery

Ongoing content & advocacy

C. £1.7m – NEGOTIATIONS TBD
INVESTMENT TO BE SCALED BASED ON PRIORITY LEVEL

3.

Scaled Media

Partnerships

Forensic targeting

Specific campaign delivery

Ongoing content & advocacy

£3.5m - £4m - BASED ON SCALE REQUIRED TO CREATE TALKABILITY
CREATING LONG TERM VALUE REQUIRES FREQUENT AND RESPONSIVE ENGAGEMENT

REACT TO / ALIGN WITH NEWS AND EVENTS THAT SPEAK TO THE SCOTLAND IS NOW PROPOSITION

OPPORTUNITIES TO SHOW OUR METTLE
THE DIGITAL APPROACH

“Forensically targeted reach”
Maximise upper funnel channels and target people aligned with Scotland’s key brand attributes

FAME AND INSPIRATION
Define an engaged space to assert our brand story at scale and inform relevancy of distribution

DISTRIBUTE, DISTRUPT AND DIRECT CUSTOMER JOURNEY
Deliver a constant flow of personal messages and inspiration to connect fame to both Macro and Micro KPIs
WHO, WHAT, HOW

FAME AND INSPIRATION

Premium reach building
Affinity-based Reach

Who: Your total potential audience

What: Build brand memory structures and inspire travel, investment, study, or live/work

How: Drive targeted mass reach and deliver relevant content that will most resonate with core audience clusters

DISTRIBUTE, DISTURPT AND DIRECT CUSTOMER JOURNEY

Scaled visibility & contextual relevance
Intent-based Reach

Who: Those showing planning and preparation intent

What: Drive consideration

How: Align user’s intent with contextually relevant content during moments of deeper consideration
### OUR STRATEGIC FRAMEWORK

#### BRAND VISION
Visit, Invest, Study, and Live/work in Scotland

#### COMMUNICATIONS STRATEGY
Engage our audience with strong creatives that resonate with them directly and deliver interactive experiences that drive strong engagement levels

<table>
<thead>
<tr>
<th>GET</th>
<th>TO</th>
<th>BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York, London, San Fran</td>
<td>Connect, advocate and share Scotland’s offering</td>
<td>Finding the right people and delivering relevant content that will most resonate with them</td>
</tr>
</tbody>
</table>

#### OUR STRATEGY
Maximise upper funnel channels and forensically target those people aligned with Scotland’s key brand attributes

#### ACTIVATION
Premium Reach Building + Scaled visibility and contextual relevance
PROJECT UNLIMITED DIGITAL COMMUNICATIONS BLUEPRINT

ANNOUNCE

CONTEXTUAL DIGITAL ROADBLOCK
Use high impact formats and hero brand video to announce campaign launch, deliver broadcast reach and increase data capital by disrupting audience with inspirational media at key moments

ENGAGE

DEFINE AUDIENCE, CONNECTING EXPERIENCE WITH BEHAVIOUR
Efficiently connect engaged customers using paid media to deliver rich, relevant and inspirational content based on their known behaviour and preferences

CONNECT

ACTIVATE ENGAGEMENT WITH SCALED DISTRIBUTION
Use hyper-targeted paid media to deliver relevant communications at critical points in the customer journey to accelerate interaction, conversion and minimise competitive leakage

RELEVANCE = VALUE = EFFICIENCY
Every minute, tens of millions of impressions are delivered across tens of thousands of sites – many of these are not brand safe, some are low quality and at worse fraudulent. How do we combat this?

Beyond positively targeting contexts via our best in class whitelists we use filters to ensure we do not purchase non brand safe content in brand safe domains.

We also use negative keyword targeting to reduce the brand risk from dynamic events such as terrorism or natural disasters.

We reject around 50% of inventory we see every minute making our campaigns 85% safer than market norms and have 90% lower exposure to fraud than competitors.
WHAT WE DO NOT BUY WITHIN OUR WHITELISTS

Nyl  Pl  Wp  Vi  Di
Not Yet Labelled  Politics  Weapons  Violence  Downloads

Dg  Tg  Tb  Pr  Ri
Drugs  Tragedy  Tobacco  Profanity  Religion
Define an engaged space to assert our brand story at scale and inform relevancy of distribution

FAME AND INSPIRATION
PREMIUM REACH BUILDING
Affinity-based Reach
ANNOUNCE: PREMIUM REACH BUILDING – OUR STRATEGIC FRAMEWORK

Build brand memory structures and inspire travel, investment, study, or live/work

Drive targeted mass reach and deliver relevant content that will most resonate with core audience clusters

Total potential audience: forensically target using Google Affinity Segments

Strategy

Targeting

Formats

Measurement

YT Masthead
Google Preferred
Programmatic Guaranteed
Vertical Video

Own the biggest homepage in the UK
Access the top 5% of YouTube content
Reserve premium inventory & overlay audience targeting
Expand scale of social-specific video formats

Programmatic video

Awareness, Ad Recall, Brand Interest, Viewability, Reach & Frequency
ROADBLOCKING YOUTUBE CREATES UNPRECEDENTED SCALE WHILE CAPTURING DATA CAPITAL

Users are 3.8x more likely to search for your brand

13x more likely to watch your brands videos

10x more likely to visit your site
AND CREATES OPPORTUNITIES TO PERSONALISE SUBSEQUENT COMMUNICATIONS

CONTENT

Google Preferred to create broadcast reach while targeting (top 5%) the most popular and engaging Channels on YouTube.

Aggregate audience, engagement and contextual data signals to inform sequential targeting, creative and buy model

Iterative creative across mobile

Build audience segments and distribute digital content across landscape

PHASING

HPTO on the largest homepage

DATA ASSETS

DYNAMIC CREATIVE AND TRADING MODEL OPTIMISATION

AUDIENCE SEGMENTATION
BEYOND THE MASTHEAD, FORENSICALLY TARGET YOUR AUDIENCES WITH GOOGLE AFFINITY

Minimize waste by only showing your ads to users with whom your message will resonate

Audience Clusters: LONDON

Relevant Affinity Audiences
- Luxury Travels 4.2x
- Beachbound Travelers 3.6x
- Snowbound Travers 4.3x
- Green Living Enthusiasts 2.7x
- Family Vacationers 2.4x
- Outdoor Enthusiasts 2.0x
- Foodies 1.9x
- Travel Buffs 1.6x

Relevant Affinity Audiences
- Business & Economic News Junkies 2.1x
- Political News Junkies 1.6x
- Business Professionals 1.5x
- HomeDecor Enthusiasts 1.3x
- Sports Fans 1.2x
- News Junkies 1.1x
- Technophiles 1.1x

Relevant Affinity Audiences
- Book Lovers 1.8x
- Social Media Enthusiasts 1.5x
- Art & Theatre Aficionados 1.4x
- Shutterbus 1.4x
- Movie Lovers 1.1x
- TV Lovers 1.1x
- Music Lovers 1.1x

Relevant Affinity Audiences
- American Football 2.4x
- DIY 1.9x
- Pet Lovers 1.7x
- 30 Minute Chefs 1.7x
- Nightlife Enthusiasts 1.7x
- Health & Fitness 1.6x
- Auto Enthusiasts 1.6x

Source: Google Internal Data - Insights Finder
Programmatic Guaranteed with Audiences: trigger different creatives to different audiences

Dynamically serve media based on:
GEO + Affinity Audience Cluster

Reserved Premium Inventory
Visit Creative
Invest Creative
Study Creative

Live / Work Creative
DISTRIBUTE, DISTRUPRT AND DIRECT CUSTOMER JOURNEY

SCALED VISIBILITY & CONTEXTUAL RELEVANCE

*Intent-based Reach*

Deliver a constant flow of personal messages and inspiration to connect fame to both Macro and Micro KPIs
**ENGAGE & CONNECT:** Scaled visibility and contextual relevance

*Intent Based Reach*

**Strategy**
Align user’s intent with contextually relevant content during moments of deeper consideration

**Targeting**
In Market, Contextual, Similar Audiences, Retargeting

**Formats**
- Programmatic video & display
- Skippables (YT TrueView & 3P): Drive consideration with flexibility and scale
- Bumpers (YT & 3P): Increase unique reach
- Native Display: Create seamless experiences

**Measurement**
Consideration, Brand Interest*, Attribution 360 (custom goals)

*currently available via DoubleClick for TrueView/GP campaigns only*
AUGMENT DATA STRATEGIES TO CAPTURE IN-MARKET INTENT:

Combine Google data, 1st Party data, and 3rd Party to reach and engage in-market audiences

**In-Market Audiences**
Find users based on their search & web behaviour

- **Travel**: Air Travel, Hotels, Vacation Rentals, Bus / Rail
- **Invest**: Business Services
- **Study**: Education (Post-Secondary, Foreign Language Study, Study Abroad Programs)
- **Live/Work**: Employment (i.e. Executive & Mgmnt Jobs, Health & Medical, Accounting & Finance), Real Estate (Moving & Relocating)

**Look-a-like Audiences**
Build look-a-like audiences of people that have engaged with your video assets

**Purchase Audiences**
Use third party data to target specific user segments that you might not be able to find already.

- **Travel**: Travel Destinations to Europe (Oracle), Frequently at airports (Factual) High monthly spend on travel (Visa/Mastercard)
- **Invest**: Live in affluent areas, Work at investment firms (Factual) High net worth (Oracle, Experian) Business travellers (Factual)
- **Study**: Live at university, study at school (Factual)
- **Live/Work**: Live at university (Factual) Young professionals (Various) Gap year interest (Oracle)
A FRAMEWORK FOR SUCCESS
Intent based targeting, aligned to your objectives

**FAME AND ASPIRATION**

**Premium Reach Building relevance**
Drive targeted mass reach and deliver relevant content that will most resonate with core audience clusters

- Google Affinity
- Masthead
- Google Preferred
- Programmatic Guaranteed
- Vertical Video

**DISTRIBUTE, DISTURPT DIRECT**
Scaled visibility and contextual

Align user’s intent with contextually relevant content during moments of deeper consideration

- Google In-Market, Contextual, Similar Audiences, Remarketing, 3rd Party
- TrueView inStream
- Bumper Ads
- Native Video
- Native Display

**Measurement**

- Awareness
- Ad Recall
- Brand Interest
- Viewability
- Reach & Frequency

- Consideration
- Brand Interest
- Attribution 360 (custom goals)
DISTRIBUTING THE BRAND FILM BEYOND DIGITAL FOR LAUNCH

INDEPENDENT CINEMAS

BROADCASTING HERO SPOTS
OUR PLAN FOR LONDON, NYC, SF

LONDON
79 arthouse, indie theatres / 90” brand film in prime spot
£50k (5 weeks inc launch event)

NEW YORK
49 arthouse, indie theatres in NY, 79 in SF / 90” brand film in prime spot
£116.900 (4 weeks inc launch event)

SAN FRAN
LAUNCH EVENT AT ONE INDEPENDENT CINEMA PER LOCATION

LAUNCH EVENT

Invite journalists, VIPS and Bloggers to attend exclusive event on launch night

“LIVE” CASTING SPOT

60” introduction film by Nicola Sturgeon (tbc) introducing our 90” brand film

ONLINE & SOCIAL AMPLIFICATION

Online display/HPTO/ newsletters
Social Media Posts on Cinema’s Owned channels
# Measurement – KPIS

Drive impact and reach within within 1st, 2nd party audience & localities.

Elevate consideration and familiarity with Visit Scotland’s key pillars + drive further engagement with the brand & the key pillars of Visit Scotland. Engage segments with the identified attributes of Visit Scotland. Aim for front of mind consideration.

Sustain front of mind consideration & encourage landings to the website for active engagement with the brand. At this stage further onsite metrics would provide further insights to user behaviour and website usability such as bounce rate and dwell time.

<table>
<thead>
<tr>
<th>ANNOUNCE</th>
<th>ENGAGE</th>
<th>DISTRIBUTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>04-Apr</td>
<td>05-Apr</td>
<td>06-Apr</td>
</tr>
<tr>
<td>07-Apr</td>
<td>08-Apr</td>
<td>09-Apr</td>
</tr>
<tr>
<td>10-Apr</td>
<td>11 APRIL-30 APRIL</td>
<td>MAY</td>
</tr>
</tbody>
</table>

**24 HR “YOU TUBE MASTHEAD 90” Brand Uplift Study**
29-39% 27% views + reach & landings

**Display Vert & RDS Reach & Landings**

**Linkedin Display PA FF Invest Ads, LN, NY, SF, RDS/10K Moth 4th April**

**Google Impressions**
Google Impressions

**Display & Standard B. Visit + Invest + Attributes + Localities Reach (Impressions) and Landings**

**OEM High Impact Display & Standard B. Visit + Invest + Attributes + Localities Reach (Impressions) and Landings**

**Study + Offline + Localities Prospecting & Reach (Impressions) and Landings**

**Google Impressions 30 People films Invest + Visit + Attribute + Localities Views of the 30% Edits & those who have gone on to site to watch full length films**
ANNOUNCE APRIL

LONDON
YT MASTHEAD 90° VIDEO – UK
HIGH IMPACT DISPLAY – TELEGRAPH, GUARDIAN, INDEPENDENT, EVENING STANDARD, FORBES, CITY AM, LINKEDIN, BLOOMBERG

NEW YORK
HIGH IMPACT DISPLAY – NEW YORK TIMES, WALL STREET JOURNAL, FORBES, BLOOMBERG, LINKEDIN

SAN FRANCISCO
HIGH IMPACT DISPLAY – SF CHRONICLE, SF GATE, FORBES, LINKED IN, BLOOMBERG

TRIP ADVISOR ALL CITIES – CRM EMAIL & 24 HOUR DISPLAY ROADBLOCK

ALL 3 CITIES

INDIE CINEMAS – 90° BRAND FILM

4TH APRIL LAUNCH IN LONDON / 6TH APRIL SF & NYC – 4 weeks
ENGAGE APRIL

YOUTUBE 30" TRUEVIEW

ENGAGE FOR INVEST – ALL CITIES

YOUTUBE 30" TRUEVIEW

GOOGLE NATIVE INREAD VIDEO (OPEN EXCHANGE + WHITELISTS & BLACKLISTS)

ENGAGE FOR VISIT – ALL CITIES

YOUTUBE 30" TRUEVIEW

GOOGLE NATIVE INREAD VIDEO (OPEN EXCHANGE + WHITELISTS & BLACKLISTS)

ENGAGE FOR STUDY – ALL CITIES

YOUTUBE 30" TRUEVIEW

GOOGLE NATIVE INREAD VIDEO (OPEN EXCHANGE + WHITELISTS & BLACKLISTS)
DISTRIBUTE MAY 18 - MAR 19

ALL CITIES / ALL PILLARS

GOOGLE INREAD VIDEO – 30” FILM (OPEN EXCHANGE + WHITELISTS & BLACKLISTS)

PREMIUM INVENTORY VERTICAL VIDEO – 15” EDITS

YOUTUBE 30" TRUEVIEW

GOOGLE NATIVE SHORTFORM

DBM HIGH IMPACT DISPLAY

FACEBOOK VIDEO – VISIT & STUDY ONLY

LINKEDIN VIDEO / MPU – INVEST ONLY

MAY 2018 – MARCH 2019
THANK YOU!