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VISITSCOTLAND GROWTH FUND MARKETING TOOLKIT

Content Creation

How to get the most from your content...
The audience should always be at the heart of any content you create. Always remember what your objective is, who you are trying to talk to and what action you want them to take.

Key considerations

Research
• Do you have any audience insight/research to help determine what theme your content will be? ie. high proportion of family visitors.
• Clearly identifying the audience will also help determine the tone of voice (formal/informal).

Messaging
• What one key message is it you want to get across and what action do you want the audience to take? ie. click through to the website to find out more practical information.

Format
• Any content created must be shareable. This is crucial to maximise promotional opportunities, across not only your own channels (website, social media and e-newsletters) but through potential partners too.
• Content formats can include:
  o Video
  o Itineraries
  o eBooks
  o Infographics
  o Image galleries
  o Interactive maps
  o Blogs
  o Web pages

Goals and success
• What will success look like and how will it be measured? ie. traffic to website, bookings, landings, clicks, business referrals and video views.

Branding
• Any key branding or wording that needs to be incorporated? This should also be considered when working with partners.

Should you have any queries relating to content on visitscotland.com please contact the Content Team at content@visitscotland.com
Video Content Development

Video is more popular than ever and a prominent feature on most digital channels and platforms. It is also easier to capture very high quality video than ever before and to get it seen by your target audience.

Creating Video for Digital Channels
As video is very popular there is a lot of it, so if you want yours to be viewed then it has to stand out. Online video is constantly adapting with most social channels and paid advertising now supporting their own video players with their own bespoke specifications.

Audiences also have different viewing habits on each channel and much more control and choice of what and how they view. With all these factors to consider there is no magic formula for creating the perfect video. However, by following some guidelines you can give your video content a good chance of being viewed and shared. This will also mean your content is more easily used and shared by partners to assist with promotion and adding to wider promotional videos of Scotland.

Channels, outputs, durations
Right at the start of your project think about which channels you will use it on. This will determine what your outputs will be. On channels like Facebook attentions spans tend to be very short, especially for paid advertising. Aim for 15 seconds for mobile and 30 seconds for desktop viewers.

Channels like YouTube and Vimeo overall have people watching content for longer so you can host longer versions on there. Also check the delivery specs for the channels you are using, if it’s not a standard video size (16:9 rectangle) then you might need to consider this when filming.

Shooting for Mobile
Video going online will without a doubt be viewed on mobile. More than 50% of video viewed on YouTube is now watched on mobile. That means it will be seen on a small screen, possibly without sound. Make sure that you are considering the small screen when creating videos and clearly feature key products and text.

Hook the viewer within 5 seconds
With so much content out there yours needs to draw people in straight away to stop them skipping past it. Don’t build up to the best footage 2 minutes in, put some of it at the start to set the scene and get the viewer hooked. Or even try some really eye catching graphics.

Sound
Make sure your edit still makes sense without sound, clever text on screen and subtitles can help with this. Great sound design can transform your video but if recorded audio is poor quality, for example distorted, then consider replacing it with a music track.

Reviewing analytics
If you’ve made videos before, check how they performed. Did they get many views, did people watch all the way through, did they click through to your website? Anything you want to improve can be factored into your next video and testing different edits.

Footage Rights & Licenses
Footage can have numerous rights associated with it which limits what you can use it for. Rights can vary from the amount of time we can use a clip for, to restrictions around showing people within the footage.

If you filmed the footage yourself and have written consent from the people featuring then you will have full and third party rights to the footage and can share it to be re-used. VisitScotland will always ask for a Media Permission form to be completed when submitting footage so we can record where the footage came from and any restrictions in its use.

If you were given the footage by a 3rd party or it was filmed for you by a 3rd party then it is likely you will not have full rights to the footage. This will mean you will be unlikely to be able to share or distribute it to anyone else without consent. This would need to be discussed with the original creator of the footage.

VisitScotland cannot accept footage that isn’t being provided by the copyright holder.

Any questions about creating video footage or rights and licenses please contact multimedia@visitscotland.com
Social Media - Organic

Best Practice

• **Inspirational Vs Educational**
  Don’t always feel you need to push out educational/sales driven messages but a mix of both inspirational and educational is key. If your audience view you as too pushy, you may risk losing them. Although a post with a CTA (call to action) may meet your business objectives, an inspirational post may get a larger reach. In turn this will grow your following, so more people will see all your posts in the long run.

• **Differences between channels**
  Every channel is different and provides a fresh opportunity to reach a different audience/demographic, let your post reflect this. One size doesn’t fit all.

• **Results**
  Analyse what works and what doesn’t and do more of the former. Don’t be afraid to take risks either but make sure you analyse the results after. You will soon get a good handle on what works on your channels.

• **Be part of the conversation**
  Everyday seems to be national something day, keep track, plan in advance and look for links back to what you do and create a post out of it. Use the relevant hashtags and get your business in the conversations people are watching.

• **Engage**
  If people are making an effort to engage with you, take time to return the favour. People are much more likely to become an ambassador for your brand that way.

• **Facebook Live**
  The broadcast must be of a decent quality first and foremost.

  • **Good Connectivity**
    Do a test before, just between yourself and a colleague. Best not to promote the live in advance until you know the signal is there and it can go ahead so as not to disappoint your audience.

  • **Good Kit**
    A steady hand goes a long way but even better is a tripod or stabiliser.

  • **Be Prepared**
    The first 10 seconds are the most important in a video, so make them count! Have a brief so everyone involved knows what they are doing and the objective of the live. Keep your audience engagement from the minute you go live.

  • **Building your audience**
    The longer you broadcast, the more likely people are to discover and invite their friends on Facebook to watch the video. We recommend that you go live for at least 10 minutes, and you can stay live for up to four hours.

    For more information click here

  • **Tagging & Awareness**
    Include any relevant tags in your post, where you are, what company you are with etc. Make relevant industry members aware of your broadcast in advance so they can engage/share it with their audience. Both will boost your videos reach.
Before getting started on paid social it’s important to identify where you’re going to do it, what you’re trying to achieve and who you are targeting. There are various social networks that enable advertising and it’s important to consider which one best suits your goals and is used by your audience. Below are some of the bigger players, but they are certainly not the only social networks you can advertise on.

**Facebook:** Facebook is undeniably the behemoth in paid social marketing with over a billion monthly active users. It can be as simple as boosting your organic posts to get more reach and engagement to running various targeted campaigns and ad sets via Facebook’s Business Manager. The benefits of Facebook? It has VAST reach across a range of demographics, good analytics and advanced targeting. It’s a great place to get started with paid social and to reach new customers with.

**Twitter:** Targeting on Twitter, although not as advanced and accurate as Facebook, has a lot of possibilities. Basic functionality includes language, location, age, gender, device, behaviour, interest and keyword targeting. Most interestingly, Twitter lets you target the followers of a particular account which is great for serving ads to your competitor’s audiences, or an influencer’s audience. Furthermore, Twitter has sound integrated analytics and a plethora of advertising options.

**Instagram:** It’s easy to confuse Instagram adverts and Facebook adverts as you need a Facebook page to advertise on Instagram and they share much of the same functionality. However, they are different social networks with different purposes and users. Facebook is used by a broad range of demographics, whilst Instagram is definitely more popular with younger audiences. Instagram’s targeting is not as accurate as Facebook’s but much of the same functionality is present. Like Facebook, Instagram supports photo, video, carousel and sponsored story content. Notable is the difference in purpose between these two social networks; Instagram is all about beautiful imagery and inspiration and that is the type of content you’ll have to serve up if you want your campaign to perform well. Instagram is also predominantly a mobile platform, which is important to keep in mind if you’re driving traffic to a webpage or aiming for a specific type of conversion.

**Reasons Why Campaigns Aren’t Working**

Sometimes campaigns don’t work. They’re not hitting target or driving the desired results. Before cutting your losses, consider the following as to why this may be and what you can do to fix it.

**Wrong Audience:** Sometimes you’re just targeting the wrong people meaning your ad will not resonate. Try using multiple ad sets or campaigns for audience variations to determine where it’s going wrong.

**Ad Relevance:** Closely tied to having the wrong audience, you have to ensure that your ad is relevant to your targeted audience. Look at your relevancy scores, engagement rates, click through rates and conversion rates to find out if this is the case.

**Bidding:** Sometimes you’re not bidding enough. If you’re doing manual bidding, most social networks give you a suggested bid that guides you in the right direction of what it takes to compete in the ad auction. Automated bidding takes the guess work out but you could end up spending more. Whatever method you choose you need to know what each conversion is worth to you and set your max bid based on that.

**Keeping it fresh:** Sometimes all a campaign needs is a cooling off period. Especially if you’re running a longer campaign, your target audience can become oversaturated with your ads. Ensure there is frequency capping so you don’t overserve your content and refresh your imagery/video content and copy after certain lengths of time so as to avoid creative fatigue.

**Performance Measures Aside**

Most importantly, remember that your campaign is running on a social network, with your adverts running side by side with organic social content. Think about that when you’re creating your ad creatives and create something that will stand out while simultaneously blending in! Also remember that engagement is a two way system, take the time to respond to the interaction on your promoted content just as much as you do for organic. Reply to comments, answer questions, and like shared pictures…..it doesn’t take much.

For more detailed information on paid social activity [click here](#).
What is SEO (Search Engine Optimisation)?

Search engine optimisation (SEO) is about helping a website to achieve better visibility and drive relevant traffic through non-paid search – known as organic or natural search.

Search engines like Google use complex algorithms to determine the best results to serve for a given query, incorporating over 200 different factors. However, Google’s key objective is to provide the best possible experience to its users, and this is what is at the heart of its algorithm – and therefore also what needs to be at the heart of your website experience.

How do you ensure that you provide users with the best possible experience?

• **Relevance.** Your content should be relevant to a user’s query. Keyword research and web analytics can be used to determine the keywords users are searching for, and to discern the intent behind these keywords, so content can then be shaped and tailored to meet the user’s needs.

• **Trustworthiness.** Your content should be reliable and accurate.

• **Up to date.** Your content should provide the most up to date information possible, and be refreshed regularly to reflect relevant updates.

• **Engaging.** Content should aim to engage a user, whether it’s to help, entertain or inform. Search engines factor positive signals of engagement – such as time on site, bounce rate and repeat visits – into their algorithm.

• **Quality.** Content should be unique, rich and packed with information, without waffle – only say something if you have something to say.

• **Clarity.** Content should be clear and straightforward. Users should be able to tell within a matter of seconds whether a particular item of content can meet their needs sufficiently.

• **Mobile Friendly.** With increasing number of travellers using smart phones to plan and book their trips, your site should be well optimised for mobile users. Particular attention should be paid to ensuring that content loads quickly on mobile devices.

How to optimise your website

Use data to find out about your audience, their needs, and what they like. In order to optimise your site, use available data to build a picture of your target audience:

- Who are your potential visitors / who is your audience?
- What kind of content are they looking for?
- What are the most popular topics they search for?
- What are the searches they run in Google to find this?

Keywords and keyword themes can be used to indicate to users and to search engines what your content is about. There are numerous tools available for researching keywords and their popularity. Avoid keyword stuffing (adding in keywords for the sake of it) – this is thin content and represents a poor experience that search engines are keen to keep out of their results pages.

Tools such as Google Trends can also be used for insights into when users search for different topics and keywords throughout the year, allowing you to plan your content development strategically in line with seasonality – ensuring your content is available for when users start searching for it.

- Develop relevant content based on your research. Strategically employ data to create unique, informative, relevant and engaging content that meets the needs of your users, whether it be a blog post, video, article or other form of content.

- Build coverage and backlinks to your website. Backlinks are a crucial signal in Google’s algorithm. Generate genuine coverage of your site content through promotion and PR, increasing the likelihood of backlinks. Why not add a backlink to www.visitscotland.com?

- Ensure your website is technically accessible to search engines. In order to appear in search engine results, Google needs to be able to properly access and read the content on your website. Ensure there are no technical issues preventing Google’s crawlers from accessing your site.

For more information on the VisitScotland Discovery Strategy click here.
Paid Search

Paid Search, Pay-per-Click Advertising, PPC or Sponsored Search are different names for the same thing. The premise is that advertisers pay to rank high on search results in search engines such as Google and Bing.

How does it work?
- Advertisers select keywords they would like their ads to appear against.
- Advertisers then bid against each other to have their ads displayed whenever those keywords are searched for.
- Advertisers pay each time their ad is clicked, rather than each time their ad is displayed (known as an impression).

Keywords
Compiling an appropriate keyword list that you want to rank for takes a little bit of time and effort.

Both Google and Bing offer Keyword Planners, that enable you to research your planned keywords and find new ones. It enables you to see monthly search volume, suggested bids, and level of competition for any keyword in a specific location and language. It also gives you ad group ideas, which group a range of appropriate keywords to your topic ready to go in an ad group so that you can export the relevant campaign in your account.

Ad Rank
The position of an ad is determined by the maximum amount advertisers bid in combination with other signals about their campaign’s “quality” such as Quality Score and ad extensions.

Optimising your Ads
Aside from relevancy there are another couple of things to keep in mind when creating your text ads for paid search.

When considering ad copy, have a clear call to action and unique selling point in your ad. Why should people click your ad rather than another ad or an organic listing? Tell people in the space that you have what the benefit is of going to your website specifically and what information will they find there.

Test! Rotate at least 3 different ad copy variations in each ad group - continually testing to find the highest click through rate variation.

Targeting
Both Google Adwords and Bing Ads enable you to target by location and language and to put further bid modifiers (increase or decrease bids) by device, location and time.

Bidding
Both Google and Bing offer various automatic bidding strategies which optimize your bids for specific campaign goals (traffic, conversions, etc.) or you have the option to do manual bidding.

Edinburgh Museums - Find The Perfect Thing To Do - visitScotland.com
Discover Exhibitions for All Ages at Edinburgh’s Fascinating Museums
3 Princess Street, Edinburgh - 0131 473 3965 - Open today - 9:00 am – 5:00 pm
National Museum
Kelvingrove Art Gallery
Riverside Museum
Scottish Glamping Holidays - Plan and Book Your Trip Today
www.visitscotland.com/Glamping
Yurts, Tipis, Safari Tents & Pods - Everything You Need For The Perfect Holiday
Scotland B&B and Hotel Deals - 8027 Hotels to choose from
www.visitscotland.com/Hotel-B&B-Scotland
Hotel and B&B Deals in Scotland - Find Yours with travago™ and Save up to 70%!
Find B&Bs in Scotland - Get A Great Nights Sleep - visitScotland.com
www.visitscotland.com/BB
Find The Perfect B&B For You. Search, Plan and Book Your Holiday.
Display Advertising

Display advertising is a form of paid digital advertising using either text, images, rich media (animations/flash) and videos that can be placed on a variety of online media like web pages, videos, and apps. It can be a powerful facet in your multi-touchpoint marketing approach if used appropriately.

Display advertising is primarily best for campaigns that focus on raising brand awareness, driving traffic and reaching new customers.

Google: Via Google AdWords, creating display campaigns gives you access to Google's vast Display Network.

DoubleClick: Also a Google Product, DoubleClick is generally used by bigger businesses willing to invest large quantities into programmatic real-time bidding.

Facebook Ads: Growing in popularity and capability, Facebook Ads are another method of delivering display advertising in the shape of native, banner and full screen ads.

Ad Types in Display Advertising
There are a lot of different options for types, formats and media when doing display advertising. There is no right answer when it comes to which type is the best; it depends entirely on your audience, goals and resources for you to pick which one or combination of would best suit your campaign – to find out more information click here.

Creative best practices
When creating your ad; be it video, image or rich media please take the time to look up the format guidelines which specify ratios, file sizes, rules and any other requirements for the ad type that you are creating. Firstly, this ensures that your creative will get accepted by the ad serving platform that you’re using and secondly that it’s visually optimized for all the possible placements. For more information and best practice click here.

Key Performance Indicators
Because there are so many different options for ad types and targeting, monitoring your campaign performance is key for determining what works best for you and if your current set up is performing. To see the full list of KPIs to consider click here.

Keep in mind Brand Safety
The events of March 2017 where major brands like the Guardian, Marks & Spencer and UK government organisations had content appear alongside extremists’ videos on YouTube have highlighted the importance of appropriate brand safety measures for display advertising campaigns. Make sure that when you’re setting up your campaigns that you exclude any websites, website categories, and topics that are not suitable for your brand like tragedy, conflict, social issues, etc. Build yourself a blacklist of keywords that you don’t want your content to be associated with.

Lower Performance Rates than Search
Overall display ads are found time and time again by marketers using both display and search ads to have lower CTRs and conversion rates. The simple explanation is that this is because display ads are generally served to people a lot higher in the conversion funnel than with search ads. People who are being served search ads are doing so because they’ve specifically searched for something and having solidified interest and intent towards the information/product/service being advertised making it much more likely that they’ll click on your ad and convert.

Don’t Pester People
There is a reason everyone has 1 or 2 ad blockers installed on their browsers these days. Minimise interruptive marketing and monitor the frequency with which people see your ads. More than 1-2 times a day is too much.

For more detailed information about Display Advertising click here
Press trips are a cost effective way to produce sizeable, in depth, quality coverage. Hosting travel and features journalists from target media titles so they can experience Scotland first hand can give you an excellent opportunity to promote your campaign.

Press trips are just one part of a range of other activities that can be used to generate coverage. These include issuing press releases, planning radio campaigns, holding launches and broadcast pitching.

Securing media on press trips
There are two main ways to secure journalists for trips. You can pitch a specific story or angle directly to a Travel Editor or Features Editor and they will decide if they are interested in commissioning the story and if so, will secure a writer (either a colleague or a freelance journalist) to attend.

Alternatively you can pitch an angle to a freelance writer that you currently have a relationship with, and advise them of you preferred media titles. They will then try and secure a commission themselves through their own contacts.

Planning press trips
For the most part press trips are on an individual basis but group trips can also be a possibility – they tend to be more popular with international media, sometimes grouping a few different markets together for one larger trip.

UK press trips generally last for 2-3 nights in duration, but there should be flexibility depending on the publication. International press trips tend to last longer due to the larger distance involved. They can last from 3 days to a week. Once again there is flexibility depending on the nature of the publication.

For most press trips the following costs would usually be covered by the host; cost of accommodation, reasonable return travel to Scotland for two people on an individual trip, one person on a group trip, potentially also car hire if needed. On top of this, you may want to book in visits to particular attractions or events, or arrange interviews with specific tourism businesses in your area that would bring added benefit to the piece they are writing.

Itineraries and press packs
Each journalist who visits Scotland on a press trip should receive a full itinerary, which includes a plan of their trip with timings and booking reference numbers, and any of your campaign key messages. You should also consider including a fact box which lists the attractions, restaurants and accommodation providers who assisted in the trip and should definitely be mentioned in the piece, along with your website.

Itineraries
Generally, it is helpful to include some background to the area that the journalist will be visiting.

For journalists who have never travelled to Scotland before, it is sometimes useful to also include an indication of suitable attire, and guidance on the likely temperature at that time of year. It is also best practice to include some key campaign related information. For example, it is useful to include a summary of the campaign/theme that the press trip falls under.

Press packs
As well as emailing the completed itinerary to the journalist directly, hard copies of itineraries can be sent directly to journalists at their accommodation in Scotland while they are here, or their home or work address in the UK before their trip.

Social Media
We recommend a maximum of 3 social media handles per post, whether this be for members of staff hosting the trip, the hotel the journalist is staying at or an attraction/activity that you have organised. Tailor the social media channel you provide handles for, to what is most useful for your specific writer or market.

Fact Box
A fact box is a must. All accommodation and activity partners who helped in any way with the trip should be in the fact box, along with the VisitScotland website, as this means that the journalist knows which aspects of the trip they should definitely include in their finished feature.

Disclaimer
A disclaimer must be included explaining that you are only acting as an agent for the passengers with respect to hotels, transportation etc. and are not liable for any incidents on the trip.

Follow up
Once the journalist is back from their trip, follow up with a phone call or email to find out how they got on and if they had any feedback. It can sometimes also be useful to send the factbox again after the trip has taken place to remind the journalist of the importance of mentioning industry partners as a call to action in their feature. It is usually quite handy at this point to confirm the publication date and keep note of this, and store any feedback in writing for reporting purposes.

Once the piece appears, do make sure that you scan in the coverage, and distribute it amongst any accommodation or other tourism partners if they secured a mention or inclusion in the piece.
Offline Activity

When planning any marketing activity, it is important to ask yourself ‘why am I doing this?’ and ‘what do I want to achieve?’ Offline or online it makes no difference. Activity should not be undertaken without a well thought out plan.

Focusing on offline activity
First ask yourself what you wish to achieve, then select the appropriate channel, and finally how will you track success?

Creative outline
Before undertaking any marketing activity, it is important to begin by identifying your target audience. You should be able to articulate who your audience is to a media agency. Or if booking yourself, be sure you understand who the channel provider’s target audience is.

Remember this should include geographic, demographic, behaviour and lifestyle factors. Do not settle for over-simplified targeting such as a simple age and location, people are more complicated than this and should be treated as such.

Next it is important to have excellent creative. What is the point you want to get across? What action do you want the consumer to take? Do you need the audience to qualify themselves for your product or service? Tell the audience what you want to tell them, make sure they know if the advert is relevant to them and have a clear CTA (call to action) telling them what to do if interested. Lastly, don’t forget what your organisation’s tone of voice is. The language and channel you use tells the market a lot about your organisation.

All of the elements that make any activity work cost money, quality doesn’t come free and reflects on you. A cheap advert is unlikely to draw high value customers.

All activity should be driven to a source so you can track how successful the activity is. If you’re driving to a webpage, it is a good idea to create a unique URL that is only used for the particular offline activity. This way all landings to that URL can be attributed directly to the offline activity.

Offline channels to consider
- Radio
- Leaflets
- Direct Mail
- Billboards
- Newspaper
- Magazines
- Partner channels
- Brochures

A good media agency is an excellent provider of these types of services, they can help with targeting and selection of the right channel. They will also act as a point of contact between yourself and the media provider.

A creative agency will handle the production of targeting and have their own designers and marketers. They can create strong creative targeting your audience. Make sure they are data and not opinion driven. You may not like what they produce, but you may not be the target audience.

If you cannot afford agencies, you can reach out to media providers yourself and work with a graphic designer to achieve the same goals.
A partnership or association can be highly beneficial but you should always ensure that all parties that are involved are bringing value to the activity. Also be aware of the brand and perception of the parties involved. If you associate with an organisation or individual who has a good reputation you will have this associated with your brand. The same is true if they have a negative reputation. If you have recruited an agency to act on your behalf they may be a good way to connect with another business. Be aware if a party is getting paid for their introduction, rather than doing it from a goodwill perspective.

Alternatively you can reach out directly. Make sure you can articulate what you want to do, what the benefit is to them and how much work will be involved. Be aware of the opportunity cost involved. It may seem like a good idea but not at the expense of other activity. All work costs time and effort and sometimes money.

Get a contract or agreement in place and agree on KPIs (key performance indicators).

Perhaps set up a unique URL or phone number for the activity. If you want awareness consider visits to a website or attendance at an event.

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**Extending the Reach**

- **ScotSpirit** – get involved, to find out more information click here.
- **VisitScotland iKnow Community** – keep a close eye on our community threads, you never know when you might be able to help and contribute. The community is a place for friendly and spirited people to share experiences, pick up tips and get insider advice on all the best places to visit in Scotland. Find out more here.
- **Themed Years** – find everything you need to know about the ‘Year of Young People 2018’ here.
- **VisitScotland Outreach** – for information about potential opportunities with the VisitScotland Outreach team including our Coo Vans contact mark.murray@visitscotland.com.
- **iCentre Network** – some of our iCentres have video screens available and there may be opportunities for your video content to be displayed in various locations across the network. Contact your Growth Fund Manager to find out more.
Monitoring and Evaluation

RIAR Measurement Framework

- RIAR is a Framework to measure the full effectiveness of each channel and each piece of content.
- Range of key metrics to enable full analysis of effectiveness, looking at both hard KPIs and softer metrics.
- Standardised framework to enable cross channel comparison and analysis of effectiveness across several content formats or content theme.

- Ongoing measurement of content and channels is key to identify learnings and continuously improve.

Social Listening Tools

- Tweetdeck (listening tool)
- Ritetag.com (good one to see related hashtags for Instagram)
- Sprout Social – all round monitoring

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<th>Objective</th>
<th>Overview</th>
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<td>Reach</td>
<td>How many people were exposed to and saw the content.</td>
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<tr>
<td>Interaction</td>
<td>How many people actively engaged with the content and to what degree.</td>
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<td>Action</td>
<td>How many people completed the desired action and gave something tangible.</td>
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<tr>
<td>Retention/Advocacy</td>
<td>How many people shared the content or returned to it.</td>
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Growth Fund Brand Guidelines

You’ll be supplied with these by your Growth Fund Manager, remember you need to run any usage of the logos past the Growth Fund Team prior to final sign off.

Supported by VisitScotland Growth Fund