



Category: Public Sector Campaign

Company: Equinox and Cadw

Entry title: Live the Legends

Brief and objectives:

Cadw — the Welsh Government’s historic environment service, briefed Equinox to develop an integrated communications campaign that would increase revenue over summer (01 June – 31 August) 2017.

It needed to:

- ❖ increase revenue through admissions, retail and membership,
- ❖ bring the stories and legends of Cadw sites to life,
- ❖ enhance the visitor experience to encourage communities to engage with Welsh heritage.

SMART objectives were agreed as:

- ❖ Output — secure 40m campaign reach
- ❖ Outtakes — secure positive feedback about Cadw and its sites (1,000 examples) // increase Cadw app downloads by 15%
- ❖ Outcome — generate £2.85m through admissions, retail, membership during campaign.

Rationale behind campaign, including research and planning:

Research and insights:

- ❖ Cadw Senior Management Team — steered focus of commercial performance / key sites
- ❖ Visit Wales — required us to complement its ‘Year of Legends’ campaign
- ❖ Cadw visitor research — identified families as most lucrative audience
- ❖ Cadw custodians — identified need for improvements on-site

- ❖ Media — identified desirable content.

The success of our 2016 marketing campaign, which introduced a giant Dragon and increased paying visitors to Caerphilly Castle by 229%, demonstrated a desire for this type of attraction and presented a clear opportunity to build on the theme.

Strategy and tactics, including creativity and innovation:

We devised 'Live the Legends' — a campaign focused on enhancing the on-site offer through a balanced mix of commercially-driven and authentic events and experiences. The campaign was promoted across two-stages using the PESO model.

Stage One (spring '17) tactics (for background info only):

- ❖ March: Dragon appeared with new female dragon as their identities were revealed as 'Dewi and Dwynwen'
- ❖ April: Giant eggs appeared in Dragons' nest over Easter
- ❖ May: Baby Dragons "hatched", kick starting stage two.

Stage Two (summer '17) tactics:

- ❖ PAID — high-impact summer ad campaign across TV, outdoor, print and digital channels, positioning Cadw sites as fun, family attractions by focusing on the new experiences
- ❖ EARNED — drip-feed of PR activity around campaign developments; partnership working with Visit Wales and National Museum Wales; brand partnership with Brecon Carreg
- ❖ SHARED — development of creative, sharable multimedia content for distribution through Twitter, Facebook and Instagram; influencer engagement
- ❖ OWNED — creation of new tech product to enhance visitor experience at sites; development of Dragon narrative through website and social channels.

The on-site experiences included two six-week roadshows at Cadw's top performing sites (Jul/Aug). The Dragons' Summer Tour had a very clear commercial objective, building on the success of the previous year's roadshow but this time touring the adorable baby dragons to leverage pester power and maximise the public's investment in their story (which had been built up over spring). Meanwhile, Legends Live! — a series of live-action, immersive interpretation events were developed to engage visitors in the authentic histories of Cadw sites, while driving footfall.

Implementation of tactics:

PAID

Activity targeted parents in an hour drive-time of key Cadw sites.

- ❖ Sky Adsmart (cost-effective way of reaching target demographics / postcodes) used to deliver an 8-week TV campaign (Jul/Aug). A Welsh language equivalent was served via S4C. Total impressions: 289k.
- ❖ Regional billboards, supermarket ads, digital displays and in-app ads positioned Cadw sites as fun, family attractions. Total impacts: 31m.
- ❖ TV ad optimised for social media — achieving an additional 155k paid views. Supporting creative ads promoted the roadshow events. Total paid reach: 1.1m.
- ❖ Full-page Caerphilly Castle-focused ad in Primary Times magazine (Cardiff). Distributed to 51,000 families via schools.
- ❖ Paid WalesOnline partnership — promoted AR game through native video content (5k views, 76 clicks).

EARNED

PR activity centred around:

- ❖ Launch of Little Dragons (Jun): created AR (augmented reality) game allowing users to catch lookalike Baby Dragons at seven castles (Pokémon Go style). Created multimedia package including 'Kid Critics' video for media, achieving 600k OTS
- ❖ Launch of Legends Live! (Jul): specialist interpreters conducted 'in-character' interviews at a media launch event as we revealed the new event series. Each event was packaged in a newsworthy way e.g. 'Lord and Lady Bute host summertime ball at Castell Coch.' Complete with Victorian dancing, formal guest attire, food and drink, this was the first time the castle had opened to the public at night and ticket-release was used as the news hook to launch the programme
- ❖ 'Baby Dragons fly the nest' (Aug): presented in fun new play scene. Enhanced narrative and provided PR hook
- ❖ Drip-feed of events PR: regional focus on upcoming Legends Live!, Dragon Summer Tour, and other Cadw-led event dates which were packaged under the 'Live the Legends' theme.

Media coverage during this period achieved 3.3m OTS.

- ❖ Partnership with National Museums Wales was brokered in response to its Baby Dinosaurs exhibition to avoid competition and to cross-sell attractions. Reciprocal marketing included promotion on websites, posters, social media, press releases, etc. We worked with Visit Wales to provide first-look content through their channels which reach national/international audiences (making best use of Cadw budget, which has in-Wales brief).
- ❖ 'Kids Go Free' promotion secured with Brecon Carreg — generating powerful Wales-wide brand exposure for Cadw across 9m water bottles... for zero investment. Reached 653k social media users, saw 2k voucher downloads, achieved 534 redemptions.

SHARED

- ❖ Facebook used as the predominant social media channel to engage with parents in geo-targeted areas. Tactics included Facebook Live at events, creative video of costumed interpreters with bespoke 'Legends Live!' branding, drip-feed of Dragons' Tale story. Organic content reached 823k users during period.
- ❖ User-generated content from real families shared through social channels to endorse campaign.

OWNED

- ❖ Little Dragons integrated to the Cadw app to drive downloads and improve the on-site experience across multi-sites. Played 20k times by 8.6k users.
- ❖ Wrote and illustrated 'The Cadw Dragons' Tale' to develop a narrative and bring the characters to life. Hosted on dedicated Live the Legends section of website alongside event listings, behind-the-scenes content, etc. Achieved 91.8k page views (+81% on LY campaign) and Cadw website overall attracted 1.9m pageviews (+25% on LY).

Dragon merchandise developed for sale in Cadw gift shops contributing to £947k in overall sales (+10% on retail target).

Measurement and evaluation:

Results:

- ❖ 56.5m campaign reach (+41% on KPI)
- ❖ 1000s positive feedback (captured via social media, anecdotal feedback, TripAdvisor, etc.) // Cadw app downloads +117% (exceeding 15% target)
- ❖ £3.25m revenue through admissions, retail, membership (+14% and up £403.3k on KPI).

Campaign led to Cadw's most successful summer on record, attracting 660k visitors over 3-month period. Not only a commercial success, it saw long-term improvements to the visitor experience, making the sites more attractive to a wide-range of audiences, while positioning Cadw as an innovative public-sector organisation and generating reinvestment into the safeguarding of Wales' heritage.

Visit Wales saw 5.8% increase in spend during day visits to Wales in 2017 vs. PY, the highest level since 2012.

Budget and cost effectiveness:

£170k incl. agency fees / direct costs (media buying, creative, tech, etc). Additional capital budget of £126k was allocated to the creation of the Dragons (pre-June 2017) which is a long-term investment.