



**CIPR PRIDE AWARDS 2019 GOLD WINNER**

**Category:** Best Use of Content

**Company:** Pagoda PR and Scottish Government

**Entry title:** We Are Scotland

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**Brief and objectives:**

The Scottish Government is committed to building a fair, smart and inclusive Scotland where everyone can feel at home, including those who choose to live, study or work here.

In summer 2018, against a backdrop of Brexit, we launched a six-week digital and social media campaign, centred on an emotive film 'We are Scotland', showcasing the valuable role of migration.

Overall campaign objectives were to achieve:

- 25% prompted awareness
- 45% motivation level among campaign recognisers
- 400,000 completed film views.

With specific PR deliverables including:

- Generate over 0.5m impressions for #WeAreScotland
- Generate over 10m OTS across media
- Engage with 30 stakeholders to encourage support online.

**The idea, research and planning:**

Inward migration is the biggest driver of economic growth and essential for the sustainability of Scotland's future. It contributes to an inclusive, fair, prosperous and innovative country. From farm workers to nurses, migrants fill essential roles. Yet, migration is a contentious subject.

The campaign idea was built around humanising the migration debate.

Scottish Government research into attitudes towards migration found differences between groups of people. Some were more likely to be positively influenced than others.

Our target audience was the anxious middle; 18-54 year olds born and living in Scotland, who are worried about migration, not convinced by the economic arguments, but open to rational debate.

Insight showed they were unlikely to be motivated by facts and figures and might be resistant to 'government' messaging. Instead of myth-busting, we needed an emotional approach.

While the audience was wide ranging, we were able to target them through sectors and interests (health, education, social care, technology etc) to broaden reach.

We also recognised the importance of consulting key stakeholders in the creative development of the campaign, so put in place selected pre-briefings to secure early advocates and minimise risk, particularly any unsupportive social media comments.

### **Strategy, tactics, creativity and innovation:**

Recognising migration is highly contentious in the media, the campaign was digital led and branded #WeAreScotland.

Designed to integrate with paid for media, our PR strategy:

- Focused on promoting real life stories
- Positioned migrants as colleagues, friends, family, neighbours who contribute to Scottish life
- Put stakeholders front and centre using churches, football clubs, trade unions etcetera to maximise reach and credibility.

We sourced a mix of individuals and business case studies to highlight the diverse contribution of migration to Scotland's economy, population and culture to use in digital and social media and target audiences with different interests. We also identified stakeholders to be third party commentators.

Asking stakeholders to speak up on a contentious issue around the time of Brexit was challenging.

However, by ensuring the campaign celebrated all of us and emphasised shared benefits, values and identity we were able to avoid reinforcing a 'them and us' division.

This creative positioning, along with our supportive approach, helped reassure stakeholders to support the campaign and speak out.

### **Delivery:**

We launched the campaign online and with a stakeholder event, in partnership with Glasgow City Council, attended by over 30 people representing a range of organisations.

Simultaneously, we started an intensive burst of activity to promote the film and our core PR messaging on Scottish Government digital channels.

Having armed stakeholders with a toolkit the day before containing briefings, social media content and assets they were primed to support the launch and share the film on their own social media channels. This added impact to #WeAreScotland.

Importantly, we supported stakeholders to issue their own stories themselves rather than through the Government, to increase credibility.

We worked with National Records of Scotland to create easily digestible information and infographics to use online, and scheduled a mix of these with case studies on social media.

We pitched our case studies to the media to ensure a continued flow of national and regional coverage. These focused on real people and employers who could promote the positive benefits of migration and popularise the argument for Scotland being a country keen to welcome people.

We closely coordinated media activity to capitalise on other campaigns, such as the NHS 70th anniversary, to promote the role of migrant nurses.

Throughout the campaign we continuously identified stakeholders who could extend campaign reach through case studies, media stories or social media content.

### **Measurement and evaluation:**

This was intended to be a small pilot and recognised that shifting attitudes takes a long time. The overall campaign exceeded the key SMART objectives, indicating a future sustained campaign could potentially start to achieve attitudinal change.

Against objectives it achieved:

- 31% awareness level (target 25%)
- 64% motivation level among campaign recognisers (target 45%)
- 1m+ film views (371k via organic social media) (target 400k)
- 19m+ OTS in media/social media (92% positive, 5% balanced, 3% negative) (target 10m)
- 17m+ #WeAreScotland impressions (7.7k shares/RTs) (target 0.5m)
- Successful engagement with 51 stakeholders (target 30).

Our stakeholder approach was particularly successful in maximising reach and longevity. Support we secured from Rangers FC to post its own tweets and bespoke #WeAreRangers film reached over 500k alone.

Stakeholders were also essential in publicly defending any criticism the campaign received on social media, which was very limited.

We secured offers from TalentScotland, the Scottish Football Association and Scottish Rugby to extend the campaign beyond the initial six-week period with events or forums.

Many stakeholders continue to use #WeAreScotland today.

Any future campaigns can build on our learning, which showed the digital approach was particularly successful with younger adults and men, and that involving stakeholders early in planning is essential in helping to influence deep-rooted attitudes.

**Budget and campaign impact:**

The PR campaign cost £20,025 over 6 months (allowing time for campaign planning and evaluation).

£400 was spent on design for the stakeholder event/toolkit.

The stakeholder event was funded by Glasgow City Council (cost not disclosed to us).

Note: Leith Agency, The Gate and Republic of Media provided creative, digital support and media buying for the wider marketing campaigns, but as this entry focuses on PR these costs are not provided.