

Food Standards Scotland

For safe food and healthy eating

**A CONSUMER FOCUSSED APPROACH
TO POSITIONING FSS AS THE GO-TO
PUBLIC SECTOR AGENCY IN SCOTLAND
WHEN IT COMES TO FOOD**

Food Standards Scotland

**ITT FOR MEDIA PLANNING, BUYING & ASSOCIATED SERVICES
(Ref: SP-14-003)**

APRIL 2016

CARAT
REDEFINING
MEDIA

WELCOME

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1. GENERAL UNDERSTANDING OF THE REQUIREMENT (30%)

General understanding of the requirement, demonstrable availability of suitably qualified and experienced staff to meet the Ordered Services outputs

1.1 UNDERSTANDING THE REQUIREMENT

Food Standards Scotland (FSS), the public sector food body for Scotland, is initially looking to award a contract for the provision of Media Planning and Buying Services for the period May 2016 to August 2017. In order to demonstrate our thorough understanding of the requirement, the following sections illustrate our knowledge of FSS, its strategic plan, its audiences and stakeholders, as well as our appreciation of its media planning and buying requirements and the key challenges and opportunities in this context.

1.1.1 UNDERSTANDING FOOD STANDARDS SCOTLAND

FSS was created in April 2015 and evolved from the Food Standards Agency (FSA), but with an increased role with regards to healthy eating. FSS is Scotland's public sector food body whose role is 'to ensure that information and advice on food safety and standards, nutrition and labelling is independent, consistent, evidence-based and consumer-focused'.

FSS is mainly government funded and was established by the Food (Scotland) Act 2015 as a non-ministerial office, part of the Scottish Administration, alongside but separate from the Scottish Government. FSS is independent of industry and the Scottish Government and is accountable to the public in Scotland through the Scottish Parliament.

Its role and positioning originated from the Scudamore review in 2012 whose two core findings were that food safety should not be divorced from food labelling and that this type of advice should be provided by an independent organisation at arm's length from Central Government.

As a relatively new body, a core communications objective for FSS is to ensure that consumers, in Scotland, when they see any communications and marketing activity from FFS, are clear that they are the **go-to public sector agency in Scotland** when it comes to food, with the public's best interests at heart.

FSS has three statutory objectives:

- *To protect the public from risks to health which may arise in connection with the consumption of food*
- *To improve the extent to which members of the public have diets which are conducive to good health*
- *To protect the other interests of consumers in relation to food*

Their vision is “To create a food and drink environment in Scotland that benefits, protects and is trusted by consumers.” FSS is involved all along the food chain to ensure what is on consumers plates is safe and is what it says, as well as helping consumers make informed choices when it comes to what and where to eat.

Underpinning the vision and objectives are 5 clear values;

- **Public Service** – *a consumer centric approach*
- **Authority** – *being the authority on food matters in Scotland, making evidence based decisions*
- **Openness** – *being open and transparent in all dealings*
- **Independence** – *aligned to Government’s purpose but remaining independent*
- **Partnership** – *working collaboratively with partners / stakeholders to achieve the best outcome for the public*

FSS’s **strategic plan for 2016-2019** identifies 6 strategic outcomes (underpinned by the Scottish Governments National Outcomes), along with proposed activities and performance indicators to measure achievement towards those outcomes:

1 Food is safe - this outcome focuses on compliance with food safety legislation, appropriate instructions to ensure safe storage and handling and consumer understanding of risks and protection methods from foodborne illnesses.

2 Food is authentic – ensuring that food is of the nature (from specified source/geography), substance (ingredients) and quality (meets quality marketing standard) as described by the supplier and that consumers have confidence in this information.

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3 Consumers choose healthier diets – dietary choices meet the recommended balance as per the ‘eat well plate’ (the Department of Health guide showing recommended food groups and their proportions for a healthy balanced diet).

A key contractually relevant activity supporting this outcome is to deliver campaigns aimed at dietary improvement such as Healthy Eating / Discretionary Foods and Teenagers and Sugar. The performance indicator in this area is progress towards achieving the Scottish Dietary Goals such as reductions in calorie intake, fat, free sugars and salt, measured by sources such as the Scottish Health Survey.

4 Responsible food businesses flourish – the Scottish food industry is consumer focussed and complies with food law.

A relevant planned activity in this area is to raise awareness and increase participation amongst consumers in the Food Hygiene Information Scheme following its re-launch. This enables consumers to see how well food businesses in their area have fared in food inspections. Performance indicators include improved recognition and usage of the scheme amongst consumers.

5 FSS is a trusted organisation – consumers are aware of FSS and trust them to have their best interests at heart.

[Redacted]

6 FSS is an efficient and effective organisation – develop an organisation of appropriately skilled committed and motivated people.

Whilst this strategic outcome is internally focused, it still has specific relevance to this contract, for example a key activity is to make

[Redacted]

1.1.2 UNDERSTANDING FSS AUDIENCES

At its broadest level FSS has 4 core audiences: individuals, businesses, staff and stakeholders.

Individuals

The ambition for FSS is for the Scottish public to be aware of them and to trust them, so reaching an all adult audience is important. However, specific campaign activity will require focus on more defined audiences. The segmentation work underway will help identify and understand target audiences in order to deliver appropriate messaging and encourage action where it is most needed. For example:

- [REDACTED]



Food Standards Scotland, has an important role to play in this through informing, empowering and enabling consumers to choose healthier diets. It is likely therefore that the **most disadvantaged individuals** in Scotland will for a specific target audience for FSS.

Businesses

As we have already identified one of FSS' strategic outcomes is for responsible food businesses to flourish. Whilst there are no campaigns planned at this stage targeting food businesses, working effectively with them is critical to success. FSS works with the whole food industry – from farming and primary production, manufacture, to retail and catering. They address food safety issues at every stage, providing guidance on best practice and legal requirements.

Colleagues

With around 150 employees across Scotland (80 of which in the Aberdeen area), staff have an important role to play in the achievement of FSS' ambitions. The values are central to how FSS will achieve its goals with the key guiding principles of public service, authority, openness, independence and partnership at the heart of the organisation.

Stakeholders / Strategic Joins

Through our knowledge of working with many government funded organisations over the past 5 years we are aware of how important stakeholders are and the valuable contribution their input and feedback can have. Working in partnership is important to the success of FSS and involves working with other public sector

organisations such as Scottish Government, NHS Health Scotland and local authorities as well as retailers and food producers. We must also consider other key partners delivering marketing services to FSS, working collaboratively with The Union, Consolidated, TNS and the FSS digital agency (tbc). Over the years Carat has worked closely with all these partners and are well aware of and committed to the benefits joined-up working adds to a campaign.

1.1.3 UNDERSTANDING FSS MEDIA PLANNING & BUYING REQUIREMENTS

FSS is looking to appoint a media planning and buying agency with the relevant skills and experience to develop and deliver media strategy, planning and buying services for FSS. FSS' primary concern is consumer protection and campaign activity will include public information campaigns to inform consumers of key messages in relation to food safety and healthy eating as well as social marketing (behaviour change) campaigns to motivate the public to take action and make a change.

Objectives – The requirement is focussed around working collaboratively with the FSS Communications and Marketing team and other marketing agency partners, including The Union, Consolidated and TNS, to deliver innovative, joined up marketing campaigns which will continue to build consumer and stakeholder awareness of FSS and position the organisation as the trusted public sector food body in Scotland.

Specifically the appointed media planning and buying agency will:

- Plan and buy advertising campaigns in response to briefs
- Identify and activate effective channels, methods and strategies to reach FSS audiences
- Ongoing monitoring of digital activity with optimisation recommendations
- Evaluation on pre-set goals - provide full post campaign analysis
- Help drive brand and campaign visibility
- Help to establish FSS as Scotland's trusted public sector food body

Scope – the scope of the requirement is to provide media planning and buying services across FSS. Campaigns are anticipated to include:

- Healthy Eating / Discretionary Foods
- Teenagers and Sugar
- Summer Foods Safety – BBQ / Olympics / Euro 2016
- Festive Food Safety
- Vulnerable Groups – Students and Older People
- Food Hygiene Information Scheme Re-launch

The majority of these campaigns will be proactive, involving strategic planning although there may on occasion be a requirement for a more reactive service if, for example, a food related incident was to occur that required a rapid response.

Specific requirements within scope include:

- Media planning and buying across all channels including digital display, out-of-home, TV, radio, press and cinema as required
- Developing a full understanding of FSS services and objectives
- Responding to FSS briefs with effective media recommendations and supporting rationale in a timely manner
- Providing target audience and market insights to help plan campaigns
- Maximising value for money by delivering within pricing guarantees
- Working collaboratively with other marketing agencies
- Activating and monitoring all activity to maximise return on investment
- Providing detailed and ongoing campaign performance results
- Ensuring advertising campaigns are fully integrated into other communications across the bought, owned and earned spectrum



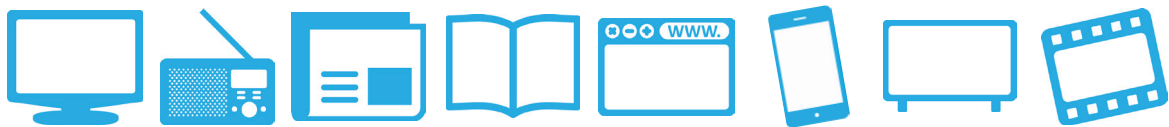
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Varying campaign budgets – specified campaign budgets at the moment range from £30,000 to £200,000. No matter what the budget, FSS require a consistent level of outstanding service and the same exceptional media buying value. However, each campaign will require an individual approach to media strategy, targeting, channel recommendations and evaluation.

IMPLICATIONS FOR FSS MEDIA REQUIREMENTS

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Different campaign objectives – FSS plan to run both Public Information campaigns (e.g. Festive Food Safety) and Social Marketing campaigns (e.g. Discretionary Foods). The former tend to be information led campaigns designed to convey the relevant message in the right environment, maximising coverage of the target audience. The latter are more complex, aiming to change behaviour over a longer period of time by delivering relevant messaging to the audience at key trigger points in their journey – from pre-contemplation, through to contemplation, preparation, action and maintenance.



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1.2 AVAILABILITY OF SUITABLY QUALIFIED AND EXPERIENCED STAFF

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EXPERTISE IN DELIVERING BOTH LARGE SCALE AND MORE NICHE CAMPAIGNS

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As already outlined, at its heart of the FSS team are [REDACTED] will be client service lead and your main day to day contact. [REDACTED]

[REDACTED]

[REDACTED] channels, working closely with [REDACTED] and the Insight and Data team she will drive a **digital centric** approach and integration across the bought, owned and earned spectrum to maximise return on investment.

The core team will be [REDACTED] accuracy.

[REDACTED]

with the Digital Creative Agencies, testing the

creative, tagging, trafficking and Ad-serving.

[REDACTED] campaigns.

Such is the changing nature of media and the growth in **content marketing** and the opportunities we foresee for FSS in this area, [REDACTED] amplification of content both from FSS owned channels as well as 'rented' channels created through brand partnerships.

[REDACTED]

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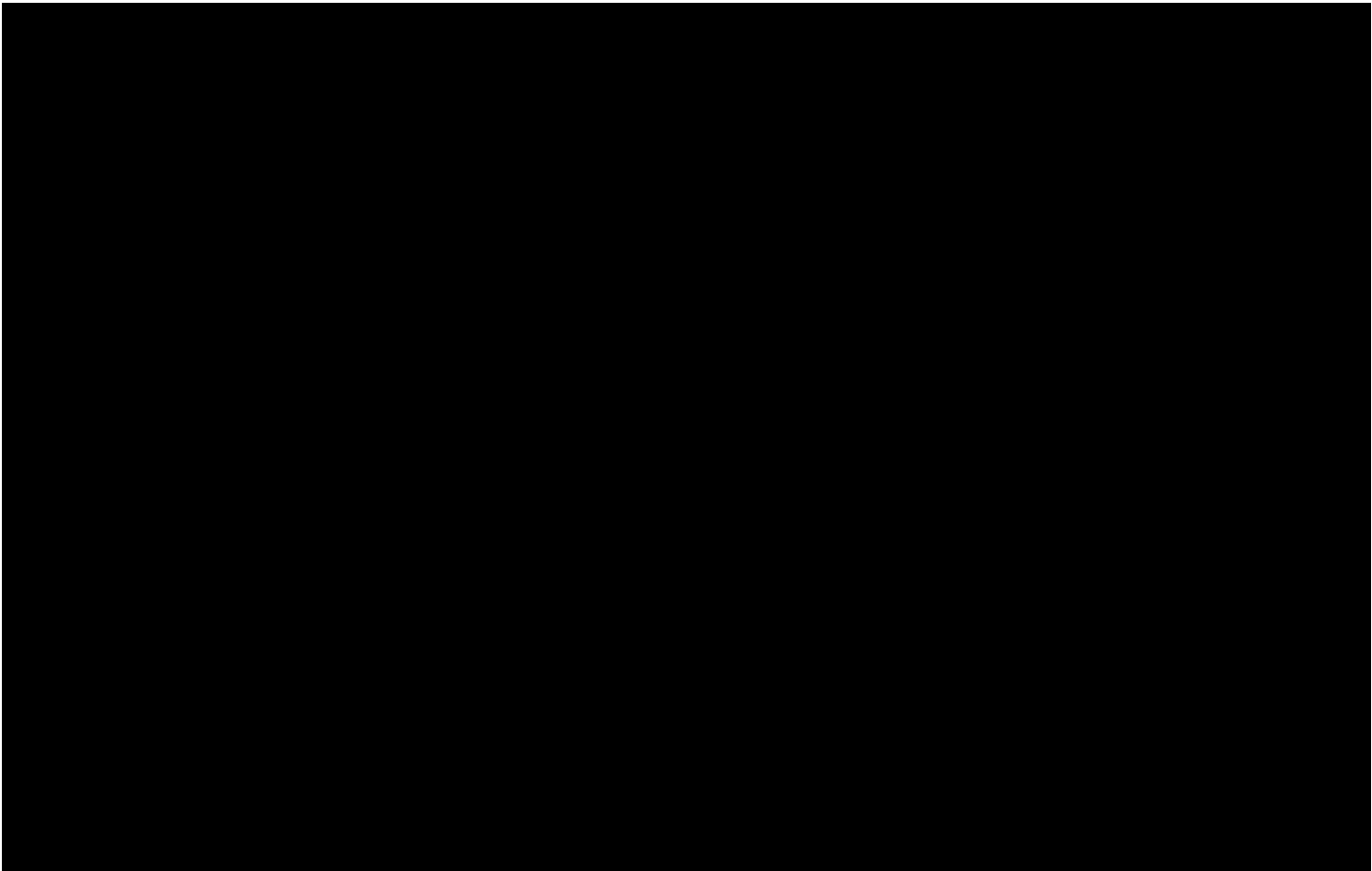
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2.2 EXPERIENCE & EXPERTISE OF PROPOSED PERSONNEL

In order to demonstrate the experience and expertise of the proposed personnel, in this section we will demonstrate their collective work through case studies as well as their individual expertise through CV's.

2.2.1 EXPERIENCE & EXPERTISE DEMONSTRATED THROUGH OUR WORK

Based on the specification of requirements and our understanding of FSS, we have identified 2 case studies to showcase our work targeting relevant audiences, namely families and younger people. These case studies also demonstrate the team's experience and expertise in social marketing, integrated campaigns, innovation and digital solutions.

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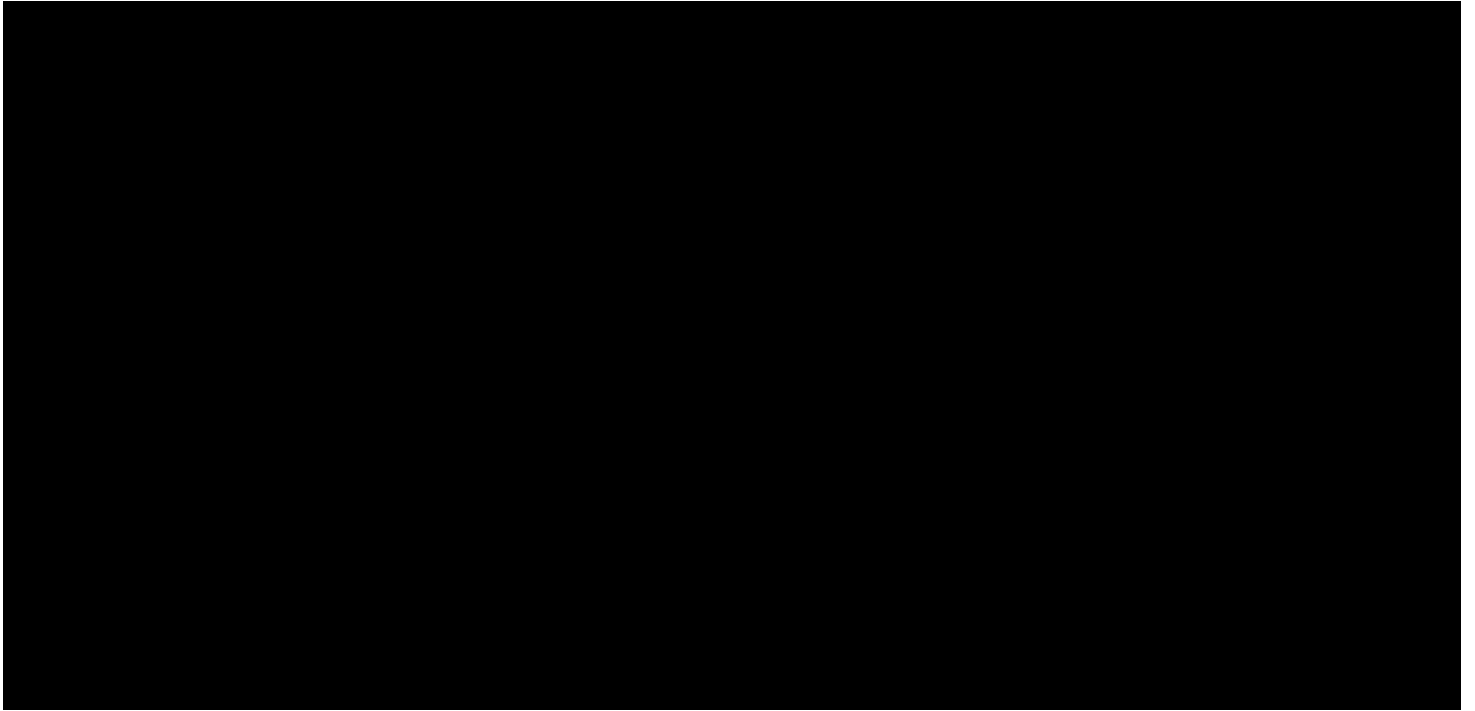
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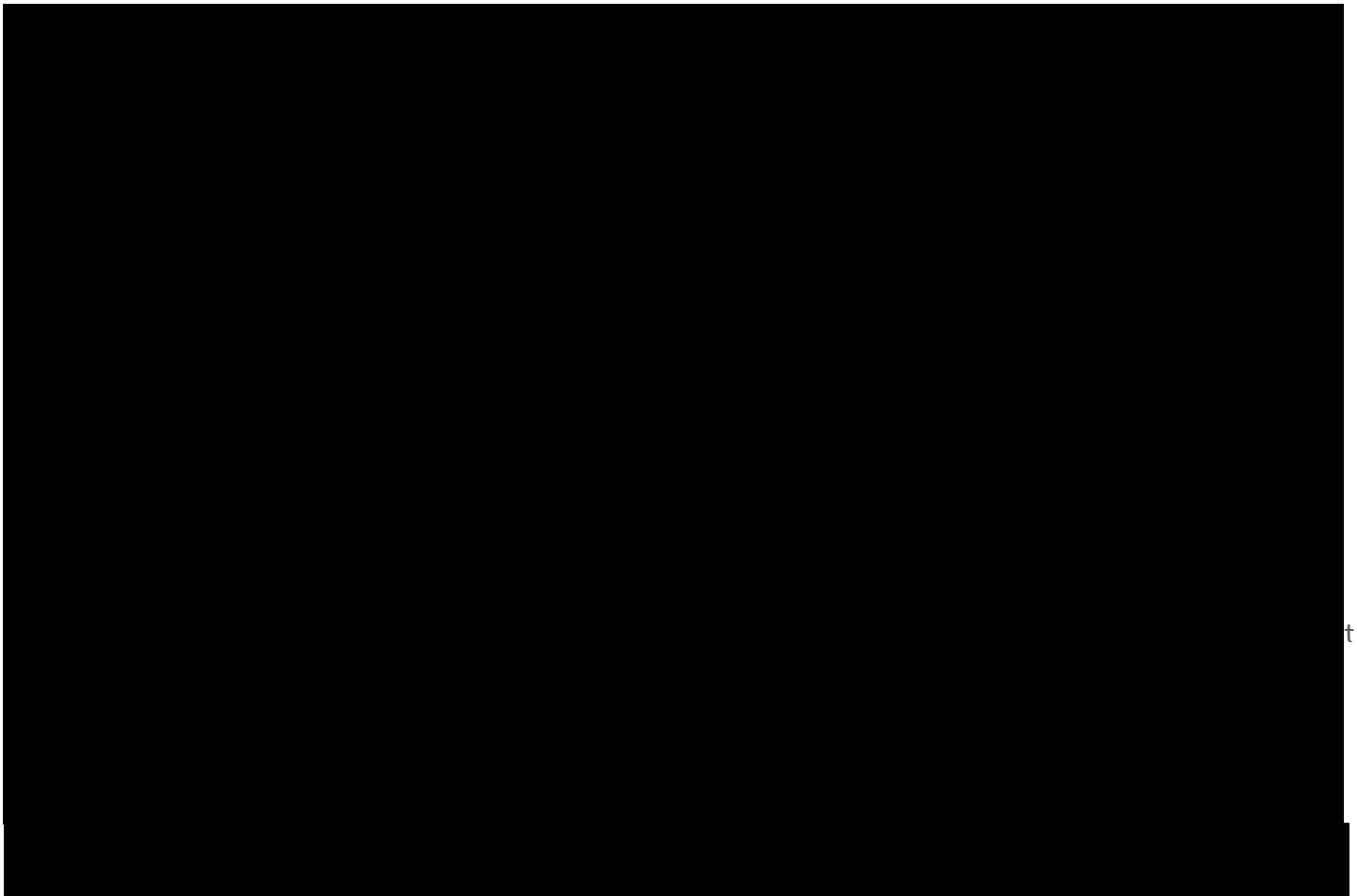
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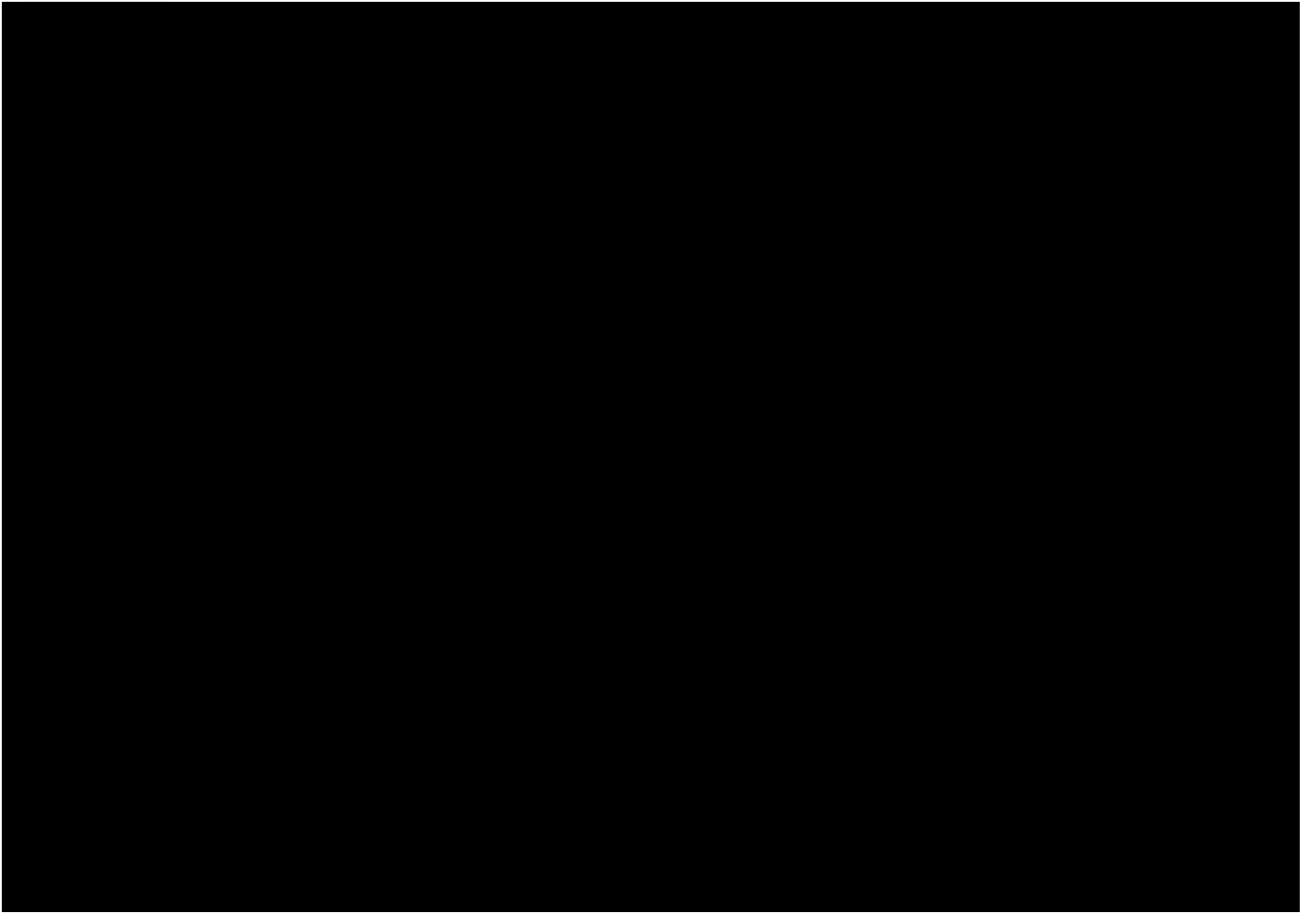
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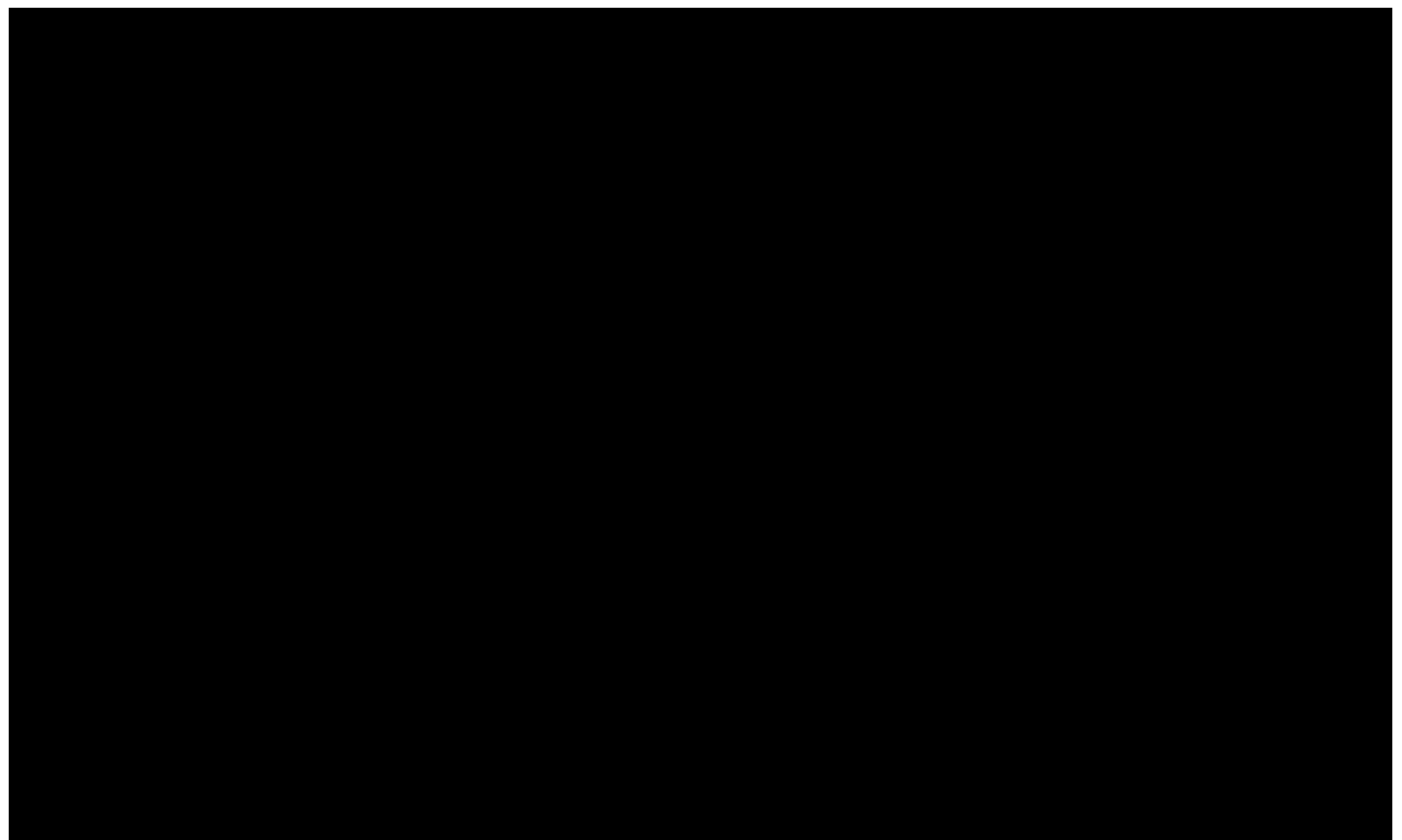
SENIOR MANAGEMENT TEAM



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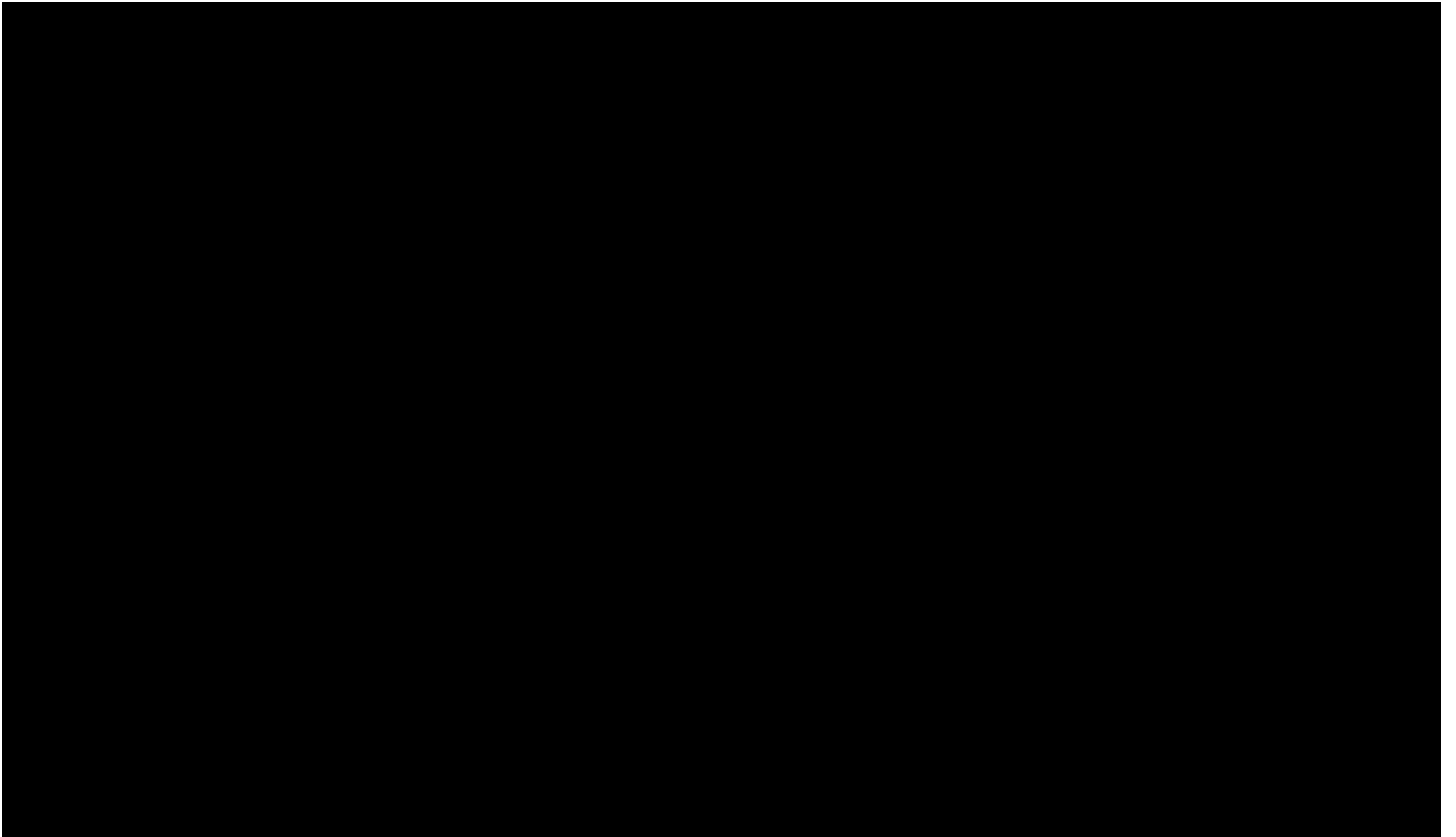
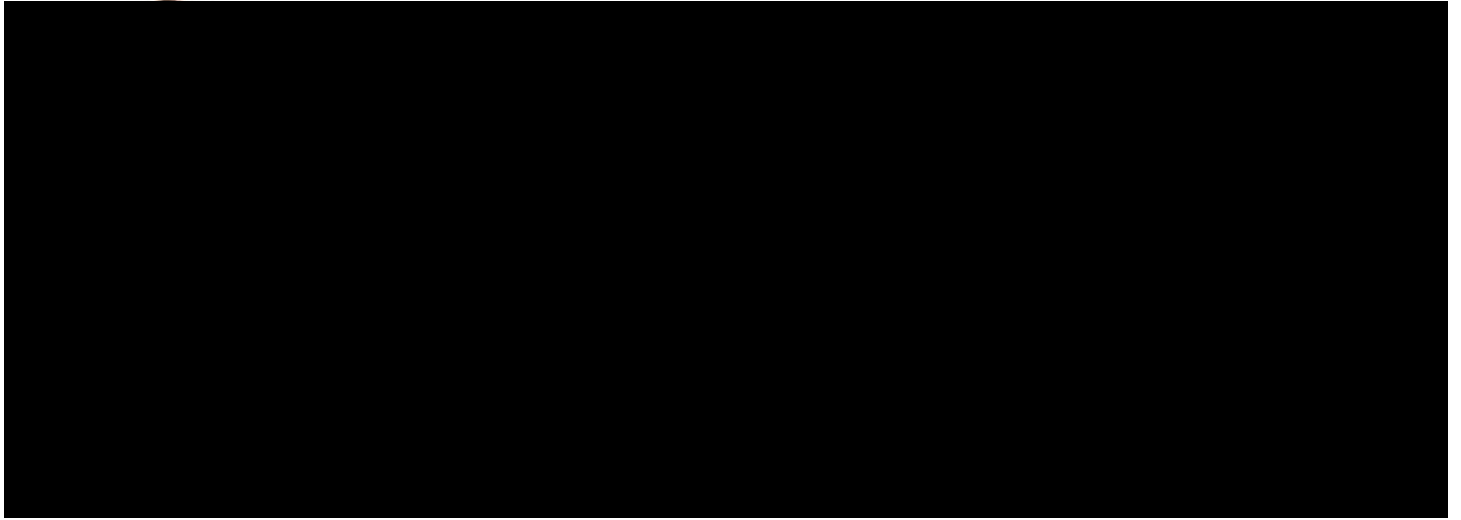


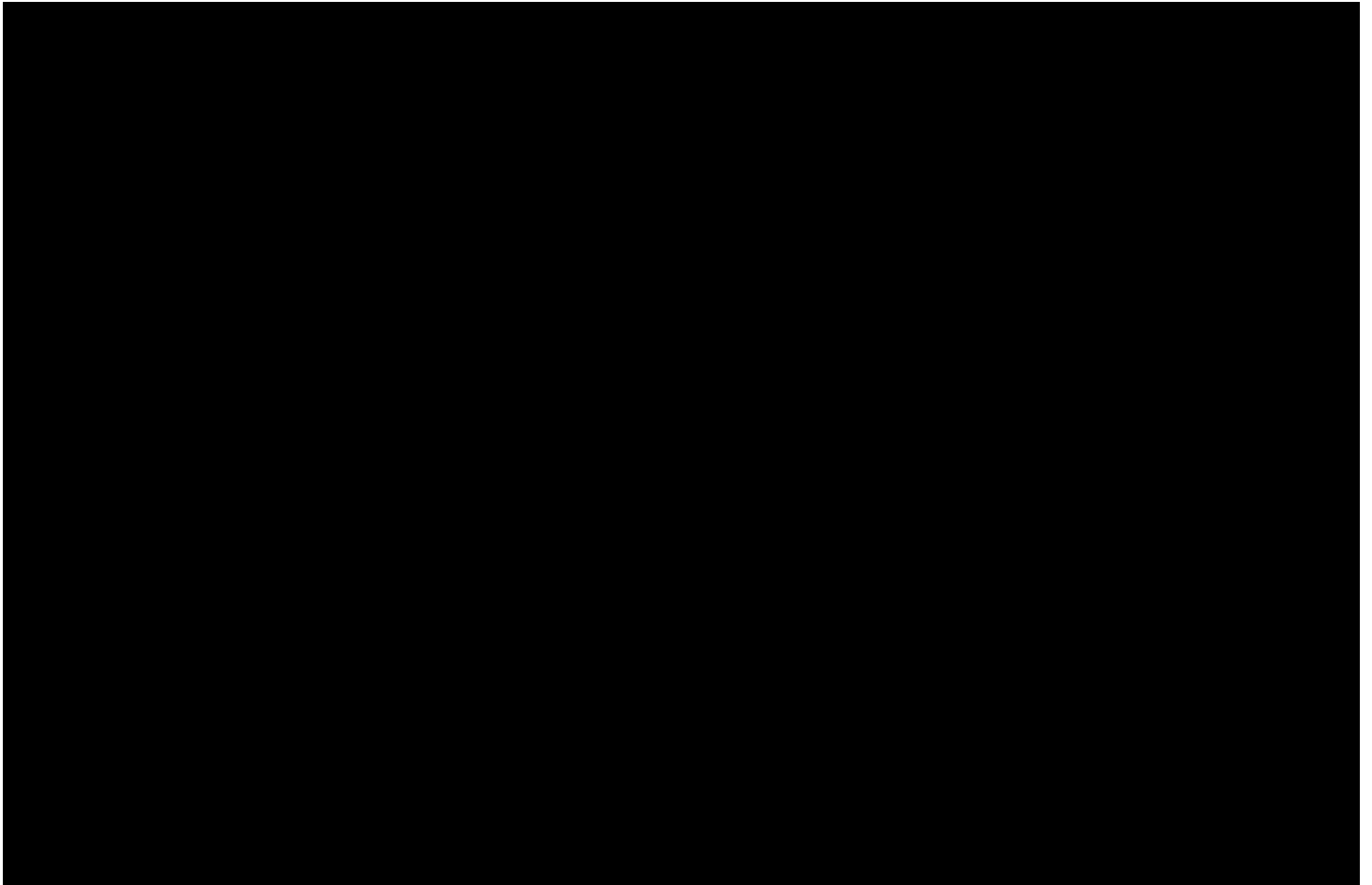
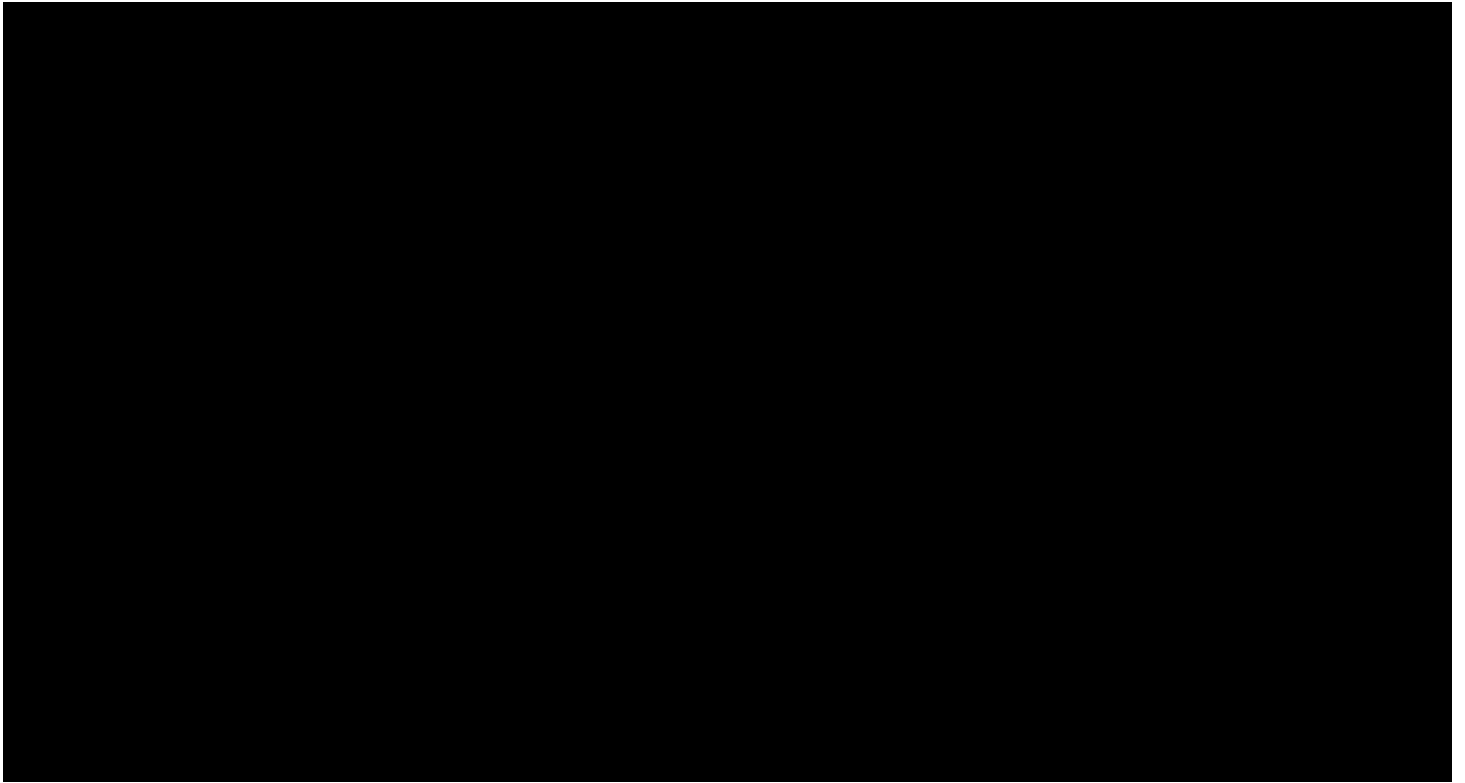
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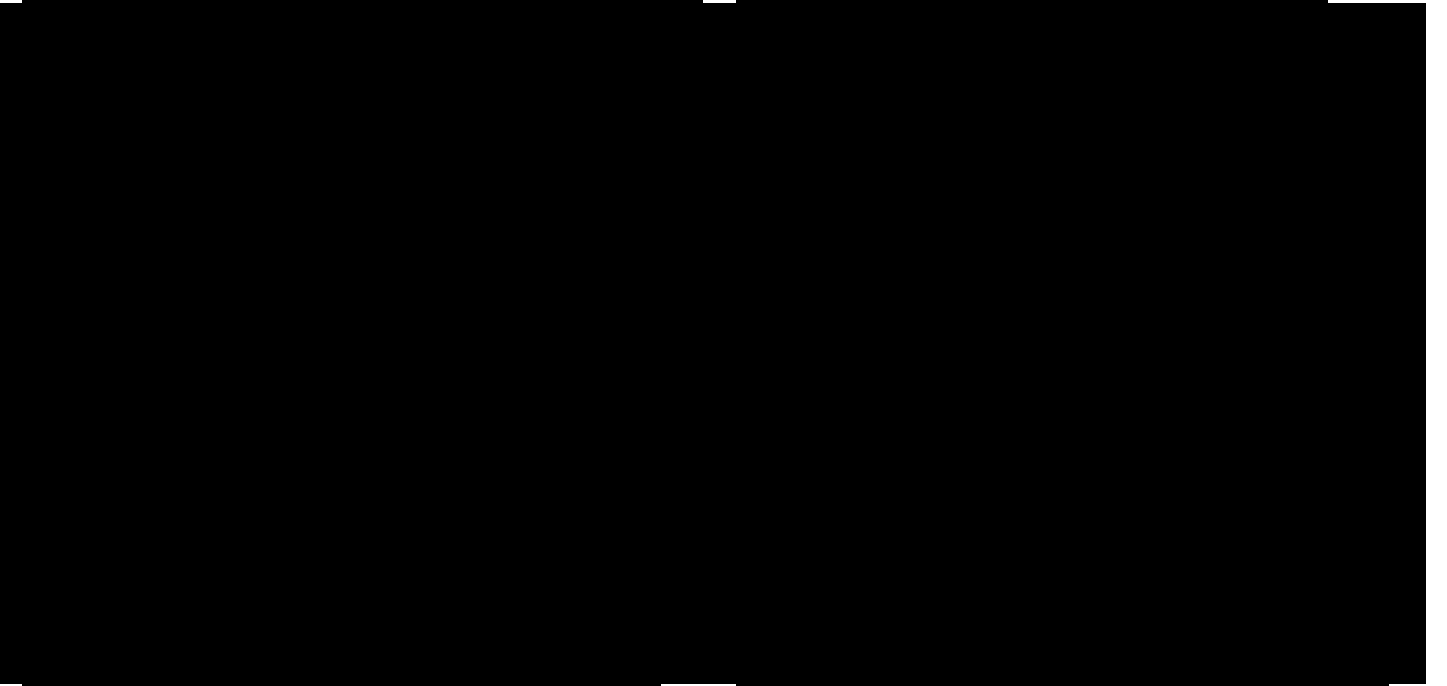
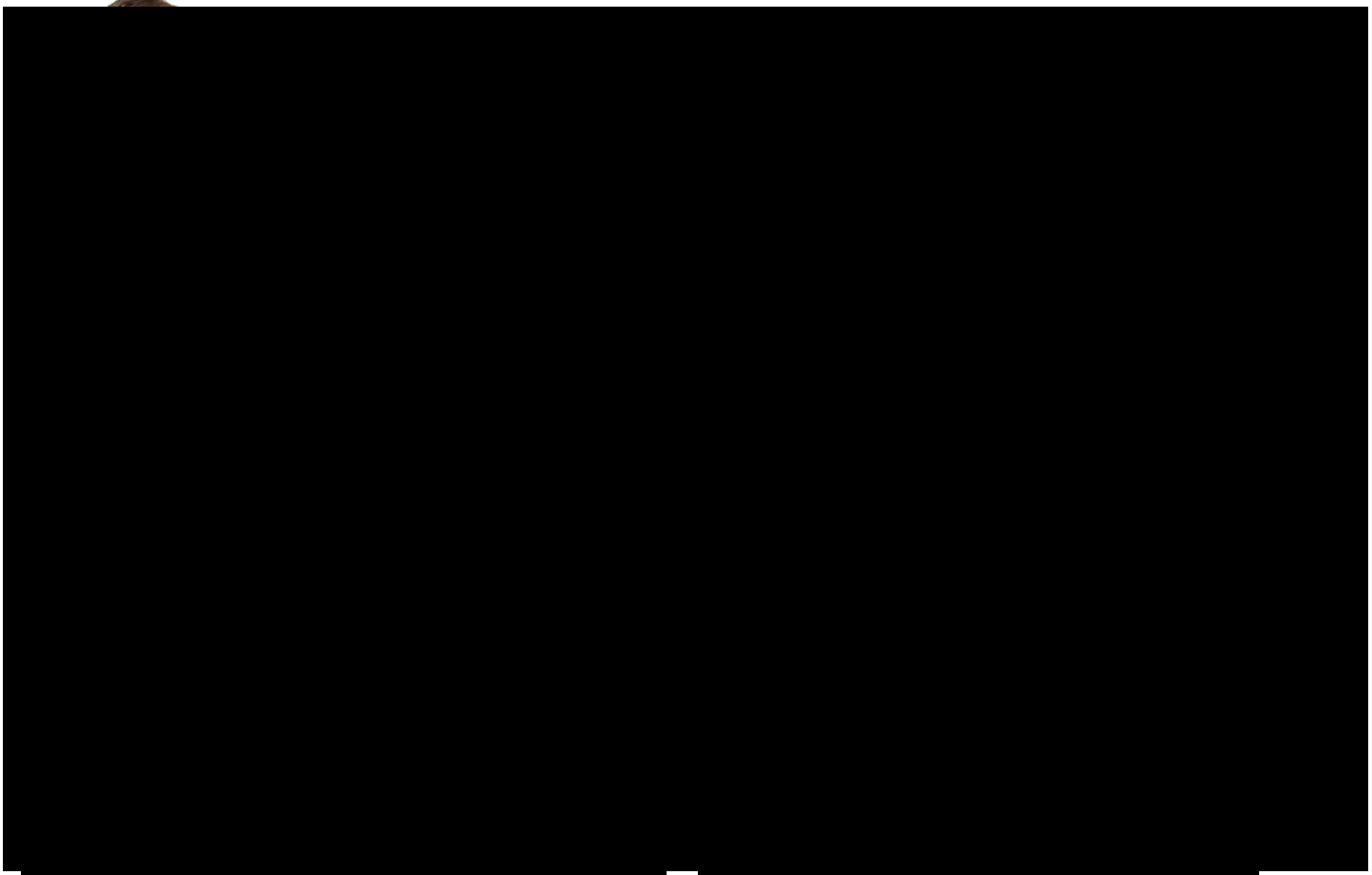


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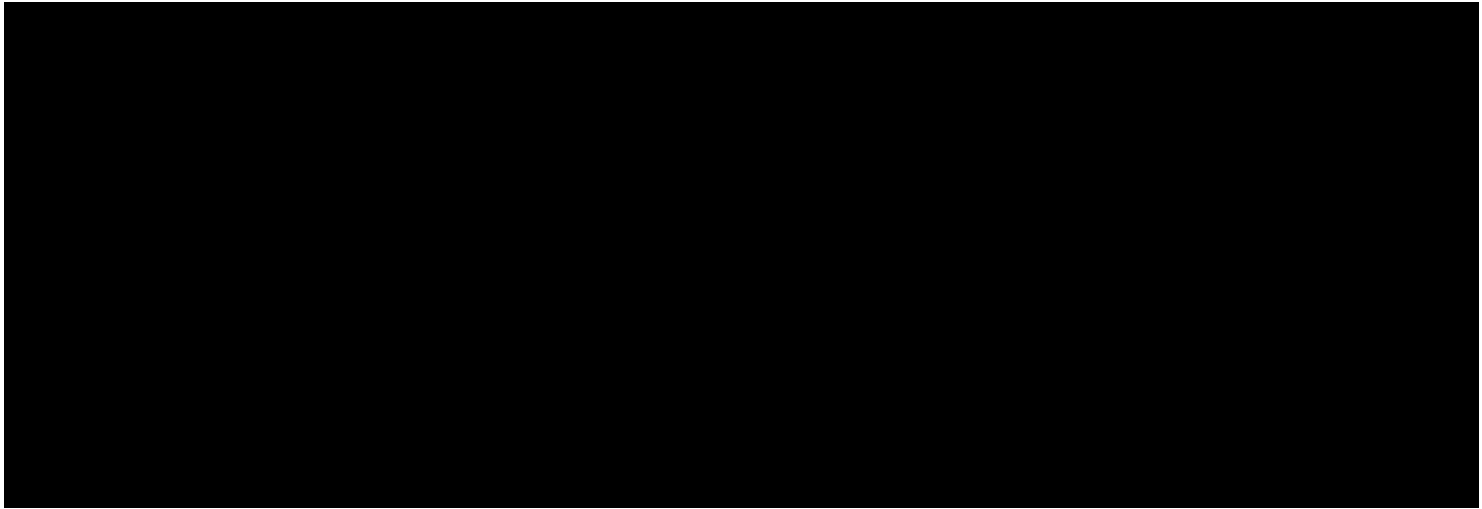




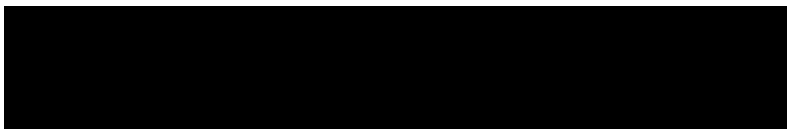
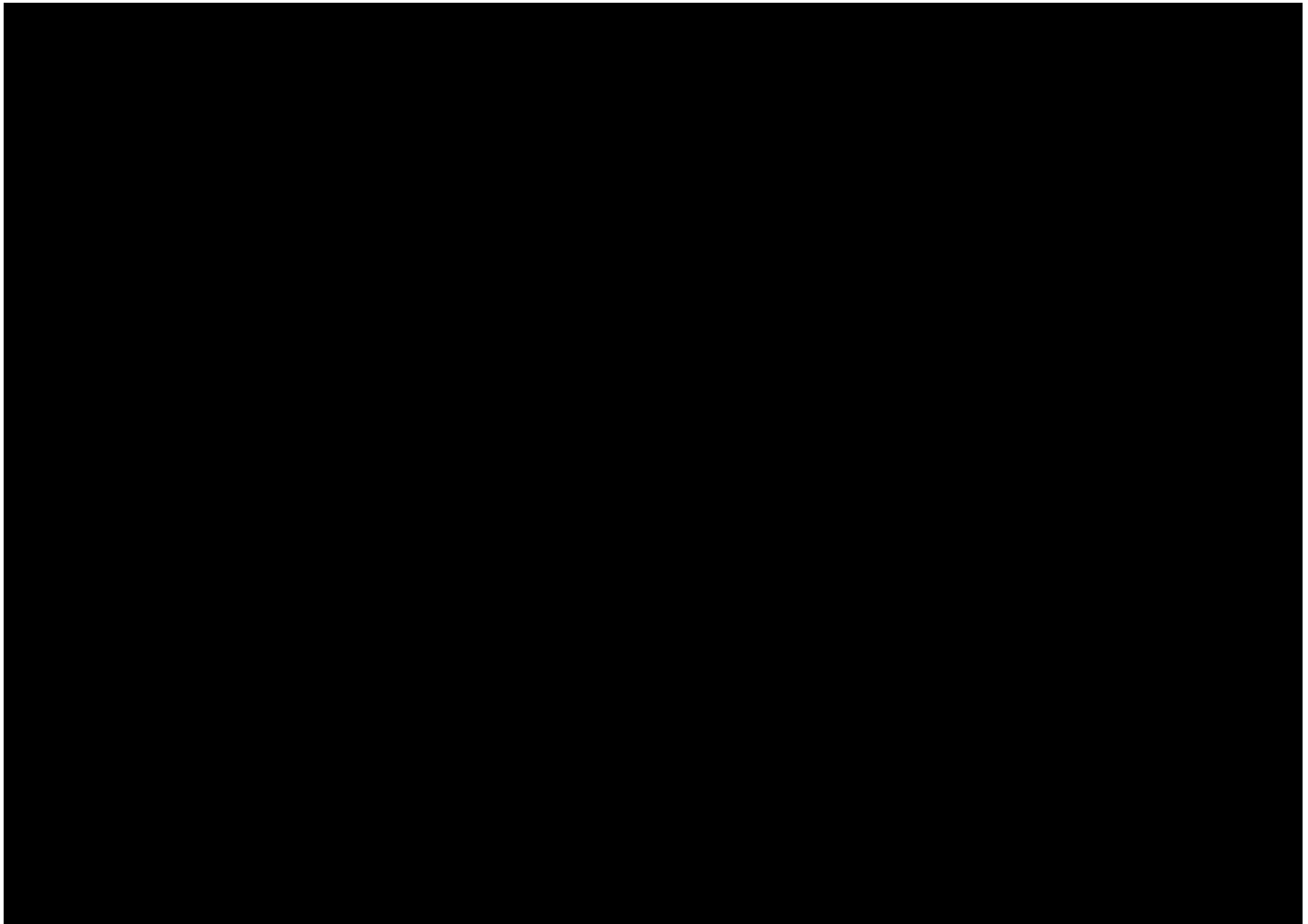
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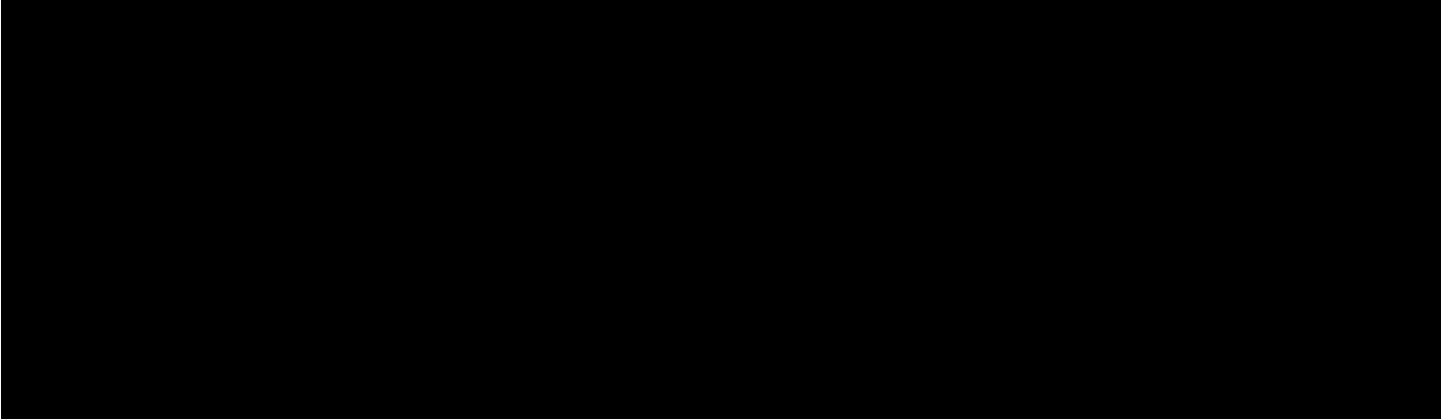
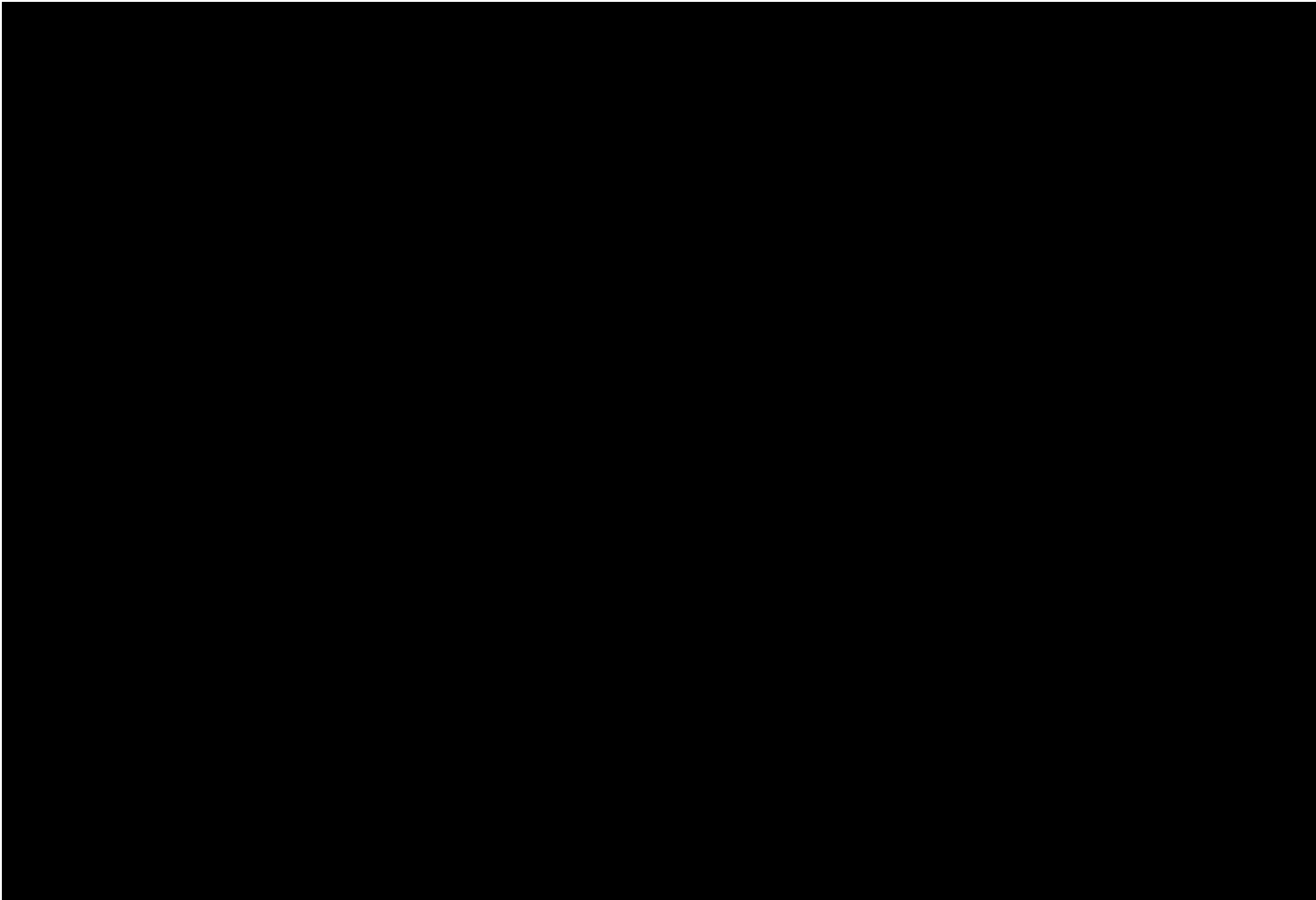
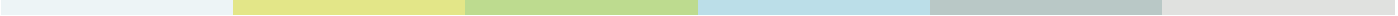
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2.2.3 ENSURING STAFF ARE SUITABLY QUALIFIED





'Discretionary' foods, the calorie-dense treats or rewards we do not actually need in our diet, have become habitual. To improve the population's diet, and therefore improve general health, the campaign is part of a long term strategy which aims for consumers to cut back on discretionary foods by 50%. In recognising the incremental steps to deliver this, with a media budget of £200,000, this campaign has 3 broad objectives:



Make Consumers Aware – of the volume of sugar and saturated fat they and their children are consuming via unnecessary discretionary foods

Empower Consumers – to make healthier decisions and help them to recognise that the environment is encouraging them to consume more

Encourage Consumers – to cut back on discretionary foods

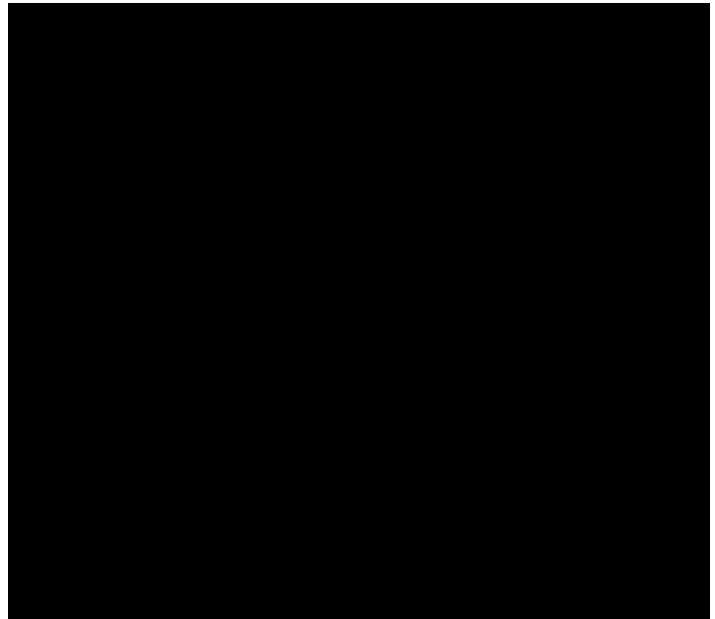
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DEVELOPING KEY INSIGHTS

To enable FSS to deliver these objectives, we must first understand the marketing context – that is the market, the customer and the prevailing cultural context. To build this understanding we have referred to a vast number of research sources including:

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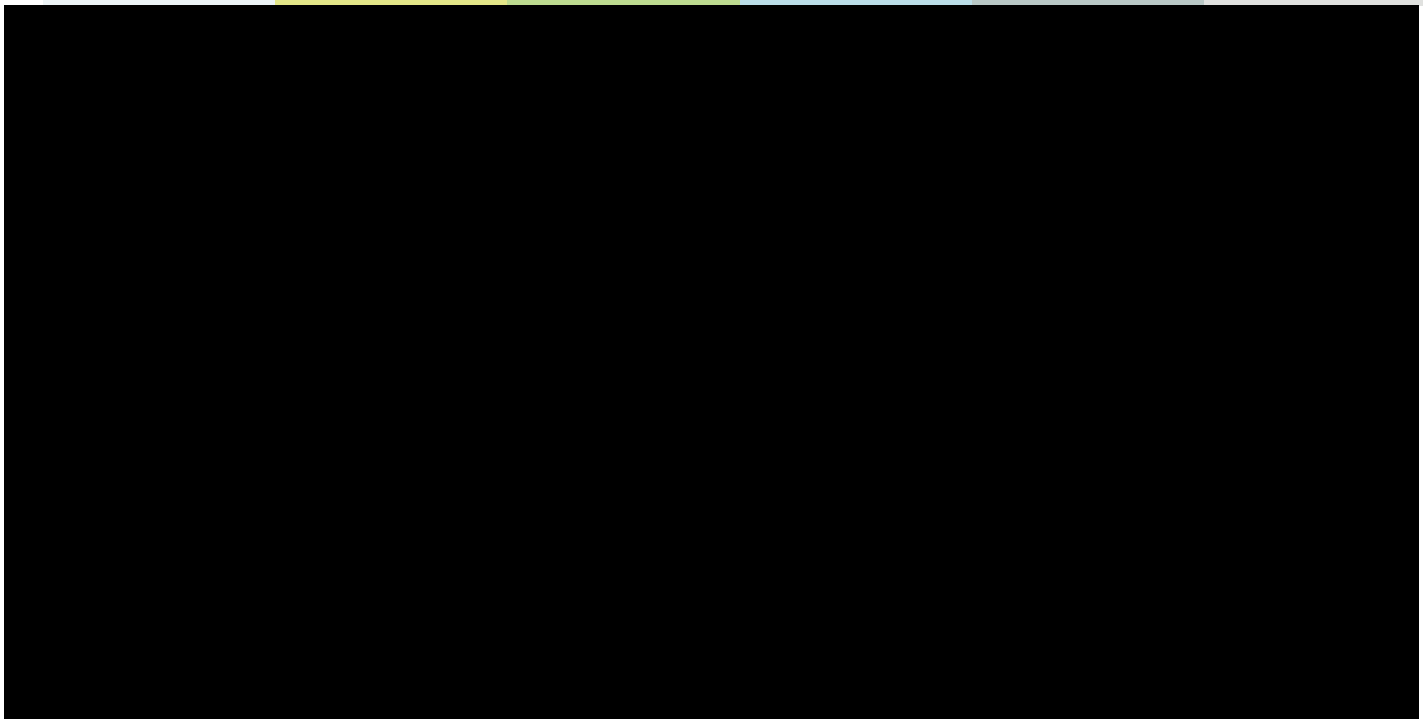


3.3.1 MARKET CONTEXT

There is significant investment in encouraging the types of behaviour we are looking to discourage. Brands in the snacking sector are focused on 4 areas in particular to drive us to snack more;

- **Positioning** – a survey by Sustain, the alliance for better food and farming identified that food was regularly displayed at the checkouts and in the queuing areas, and the vast majority of food promoted was unhealthy. In many cases, the food was positioned to attract the attention of children – and was often within their reach. Discretionary food promotion is virtually inescapable for shoppers and helps to ‘nudge’ people into less healthy behaviour.

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NEW **£1**

HULA HOOPS PUFT
FLOATY CRISPY HOOPY FUN

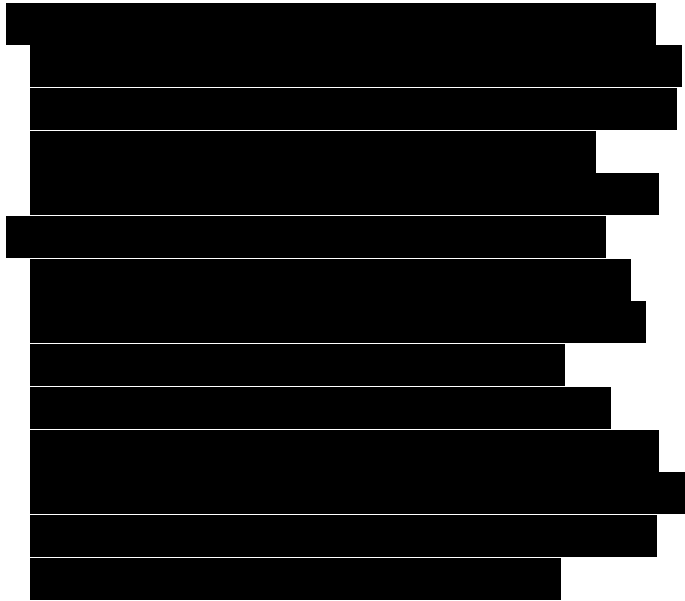
TRY OUR EVER-SO-TASTY NEW SNACK.
WONDERFULLY LIGHT & CRISPY AND
72 CALORIES PER PACK.

AVAILABLE IN 2 FLAVOURS:
CHEESE & SALTED

GO BOLD.
GO ENJOY THAT
CANDLELIT
BATH.

McCoy's **REAL BOLD FLAVOURS**
THE REAL BOLD FLAVOURS

#BeTheRealMcCoy



Cadbury **Share little moments of joy**



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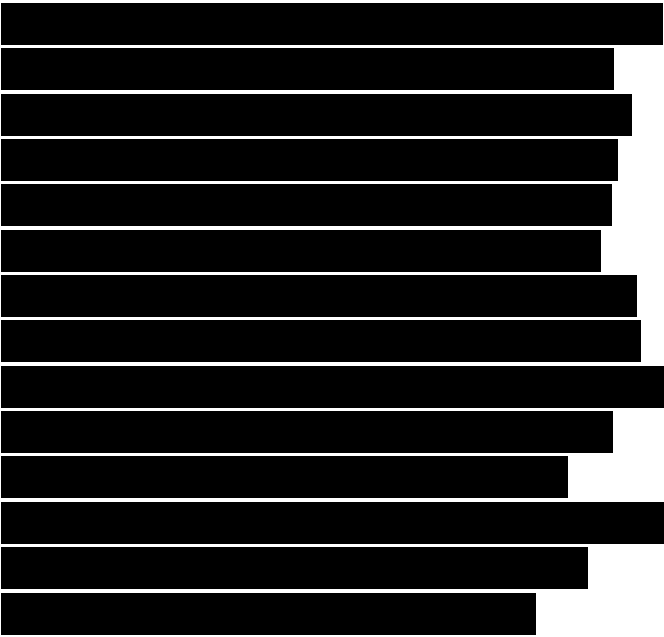
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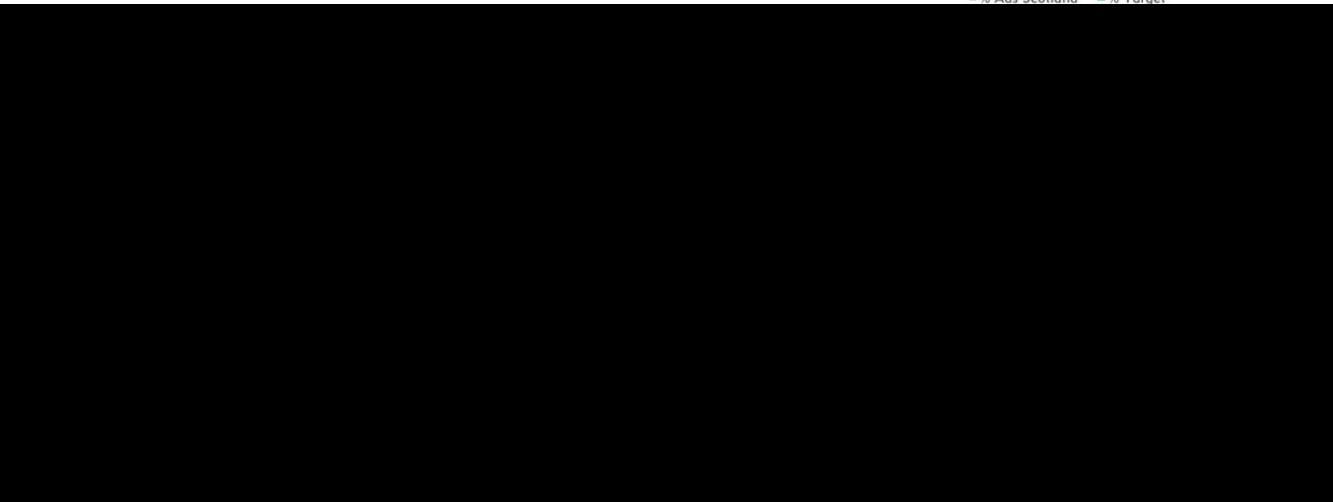


3.3.3 CONSUMER JOURNEY

Discretionary Food Purchasing

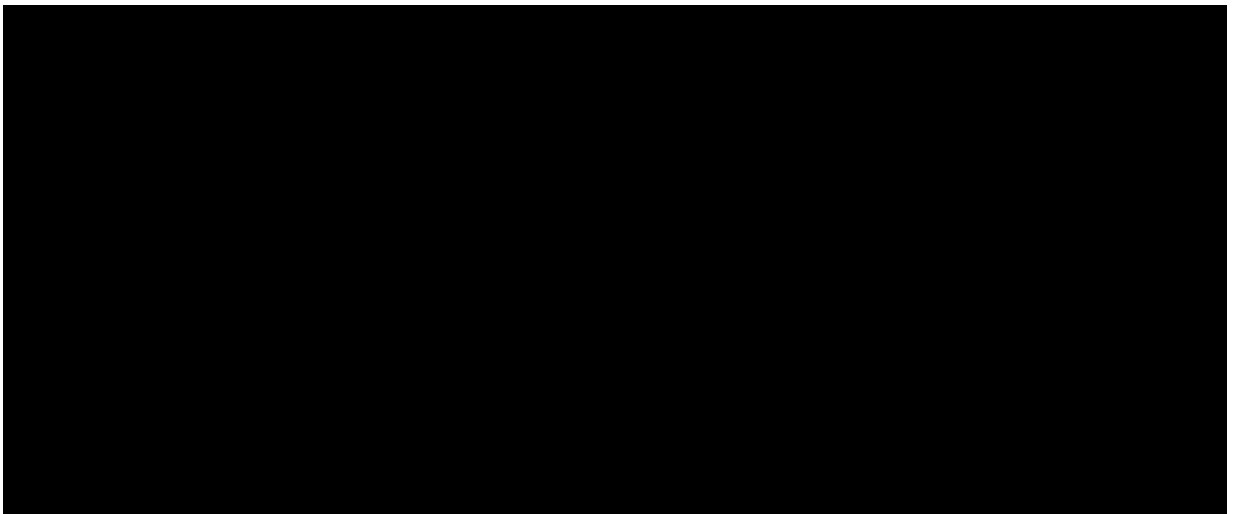
Where? According to research carried out by the Irish Food Board on snacking in the UK and Ireland, seven out of ten snacks are purchased in a supermarket, with 59% being bought as part of the larger shop. This suggests that consumers are anticipating their snacking needs and that snacking has become habitual. Point of purchase, particularly at the supermarket, is a key opportunity to influence their discretionary food habits. We have used TGI to analyse the grocery shopping behaviours of our core target audience. The chart shows which grocery retailers they use for their regular shop:

SUPERMARKETS SHOP AT FOR REGULAR MAIN SHOP - 4 CORE MOSAIC AUDIENCES



Asda represents the most significant opportunity to reach our audience with 38% of them doing their regular shop there. However, 29% of the audience sometimes do their grocery shopping online, an index of 117 versus the Scottish population, suggesting the online channel represents an opportunity to target at point of purchase.

When? Analysis of key grocery shopping days for the core MOSAIC targets identifies that whilst there is a higher proportion across Friday, Saturday and Sunday, for many of them, there is no set shopping day – they tend to fit it in to their busy lifestyles where they can:

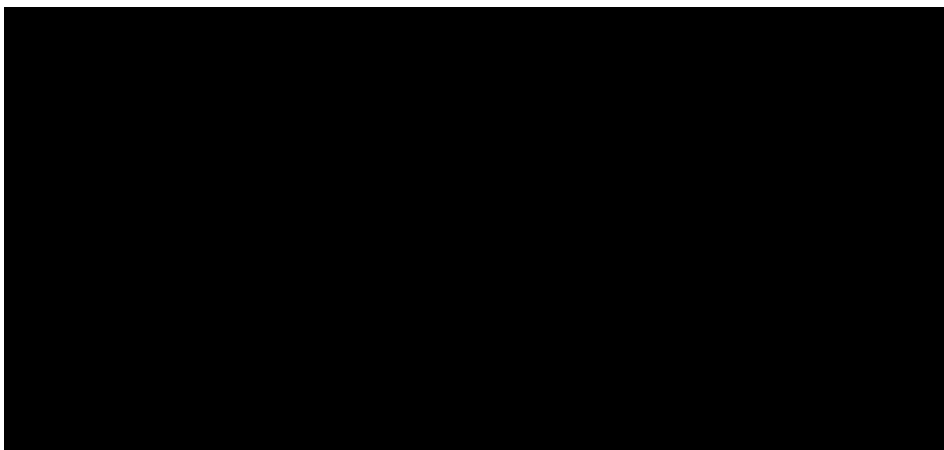


Source: Source: TGI GB Jul'14-Jun'15, base adults 15+

Discretionary Food Consumption

Where? As well as tapping into discretionary food purchase occasions, there is an opportunity to deliver high relevance by reaching the audience when they are actually consuming snacks. Four out of five (78%) snacking occasions occur at home and 22% are out-of-home. Whilst in-home snacking is dominant, if we take a closer look at out-of-home snacking we can see that work is the second key location, accounting for 45% of all out-of-home snacking occasions:

LOCATION OF OUT-OF-HOME SNACKING OCCASIONS



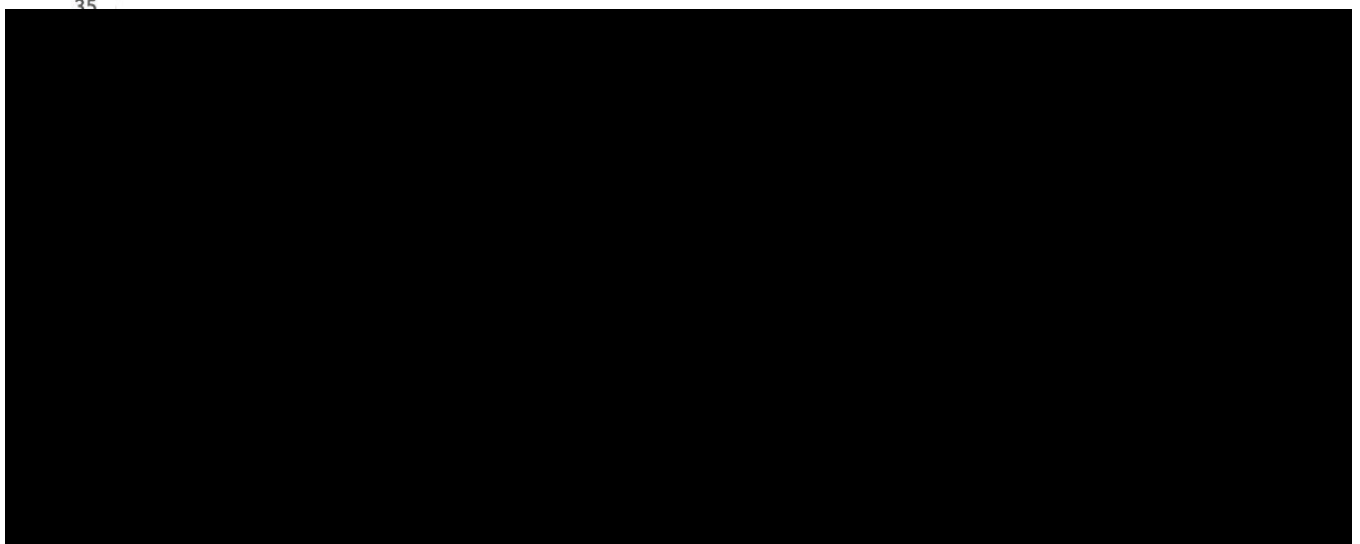
Source: Bord Bia (Irish Food Board) March 2014, 3,000 respondents UK & Ireland Base: All Out Of Home snacking occasions, 1612 snacks * = restaurant/café/coffee shop/fast food outlet

When? In their research into snacking habits Forza Supplements identified three key snacking times during the day:

- **11.01am** – often a result of skipping breakfast, we cannot hold out until lunchtime which means we are likely to consume more fattening snacks to keep us going at elevenses
- **3.14pm** - stress was a factor in the mid-afternoon danger period when workers in particular seek a pick-me-up to get over the post-lunch slump
- **9.31pm** – this is the time - an hour or so before bedtime – when we are most likely to have a hot drink and calorific snack in front of the TV

However, research by the Irish Food Board shows that a) this is dependent on where you are located and b) regardless of peaks, snacking is prevalent throughout the day;

PREVELANCE OF SNACKING THROUGHOUT THE DAY



Source: Bord Bia (Irish Food Board) March 2014, 3,000 respondents UK & Ireland

There are key peaks in terms of location and timing for snacking. However, it's important to remember that snacking is ubiquitous and can be triggered by a huge array of factors such as stress or boredom. We conducted 20 vox pops to understand individual habits and the biggest outcome was diversity;

"I try not to snack every day - I guess I snack more on the days where i've got more time... I'm a boredom snacker!"

"I usually have a snack just before 5pm because I play football most nights before dinner"

"I only snack at the weekends. I'm rushing around during the week and I don't like to eat on the go. When I relax at the weekend I feel I deserve a treat"

"I snack more at work than anywhere else – there's no particular pattern, its mainly other people bringing bad things in that tempts me"

People referenced many different factors that may impact their habits – everyone was different, and most changed on a day-to-day basis.

Whilst there are certain times and locations that spike in snack consumption, it is 'always' and 'everywhere'. We should therefore up-weight communications at peak times but adopt an always-on strategy.

3.3.4 CULTURAL CONTEXT

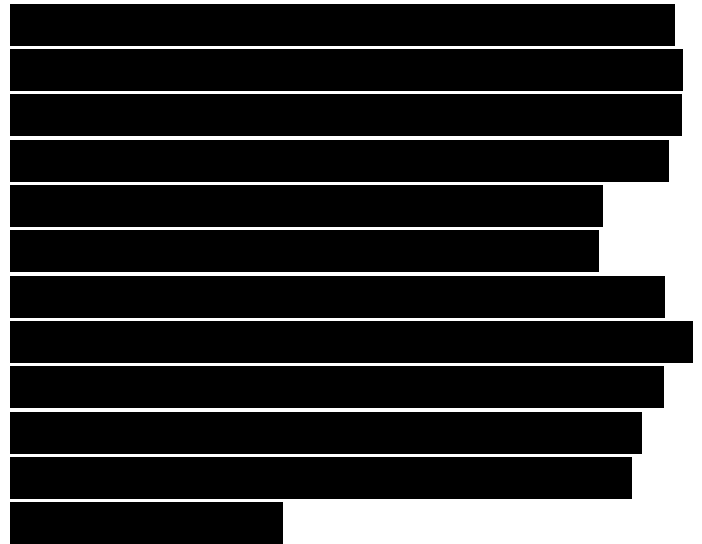
An appetite for change - 51% of Scots say they feel overweight, and 45% say they are taking steps to improve their health. This is part of a wider cultural change around fitness, health and wellbeing. There has been greater demand for fitness trackers, and for healthy snacks, as demonstrated by the following google trends analysis which shows an increasing prevalence of these keywords in searches.

A lack of awareness of how many calories we consume

The challenge is not good intentions, which are already prevalent, but in people recognising how their own habits impact health and in ensuring people make a real step towards change. Our research reveals that many consumers do not keep track of their consumption and perhaps are not aware of how many calories they should be consuming, or even the typical calorific value of foods.

A poll commissioned by the British Heart Foundation and Diabetes UK found that 65% did not know that an average man required 2,500 calories per day to maintain a healthy weight, while 63% could not pinpoint the 2,000 calories recommended for women. Half of respondents underestimated the number of calories in a latte and a blueberry muffin. Researchers found that consumers underestimate their calorie consumption by as much as 600 calories a day.

A culture of consumers taking control – As already outlined in our response to question 1, 'consumer control' is prevalent in the health and fitness sector with 20% of the Scottish population using personal health tracking apps such as calorie counters and this is forecast to double over the next 10 years (source: nVision 2016). This will drive the consumer's search for meaningful advice behind the numbers. Hyper-personalised insight which helps users achieve their own health, nutritional or exercising goals has the potential to attract consumer's attention.



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to a simple, strategic direction:

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EMPOWER –

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INFORM –

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ENCOURAGE –

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Given that people want to make dietary change, and will purchase products that allow them to track that change, we will use choice based ads to empower people to take positive steps. At the heart of the campaign will be the **FSS Healthy Choices Bank** – a bank of assets in a ‘pinnable’ format sitting on the FSS website. Visiting the site and the Healthy Choices Bank will be a key call to action in the activity at the subsequent stages of the campaign (inform and encourage).

A user knows what is most likely to aid them, and will be able to choose those images which they believe are most likely to empower them to break the calorie dense snacking habit – whether they offer alternative and healthy snacks, a fact about calorie intake or a simple reminder of the change they’re making.

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they are most susceptible to eating.

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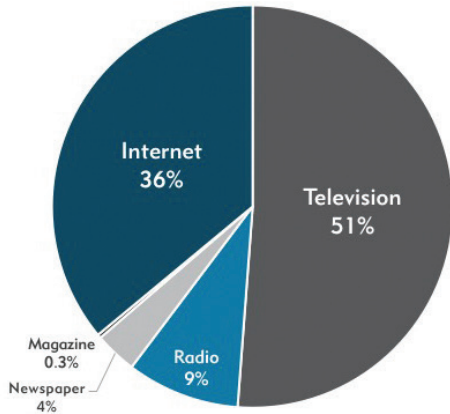
3.5.2 INFORM – DELIVERING RELEVANCE THROUGH ALIGNING TO SNACKING CONSUMPTION

In order to deliver the 'ubiquitous' proposition to our target audience on their journey, informative messaging will be key. The kind of stats included in the brief are disconcerting; enough to make consumers take stock without lecturing;

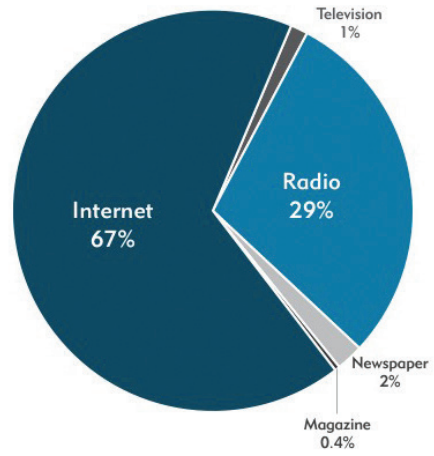
- *20% of all calories and fat we eat comes from discretionary foods*
- *50% of the sugar we consume comes from discretionary foods*
- *22.3% of sugar intake comes from sugary drinks*

Information will be at the centre of the 'Inform' stage. We will target people where they are most likely to snack to ensure relevance of message when exposed. The 2 key places for snacking are at home and at work – we have looked into share of media in both places to define the most appropriate channels;

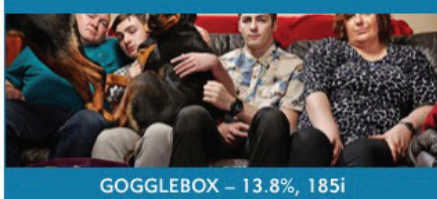
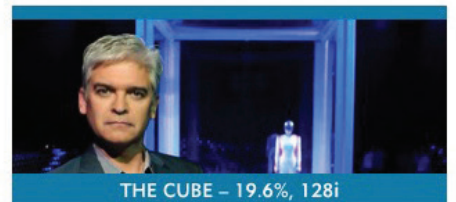
Share of Media Time At Home



Share of Media Time At Work



Source: YouGov, 2016, base: Scottish Mobile Groups 18+, Monday to Friday



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Source: TGI GB Jul'14-Jun'15, base adults 15+

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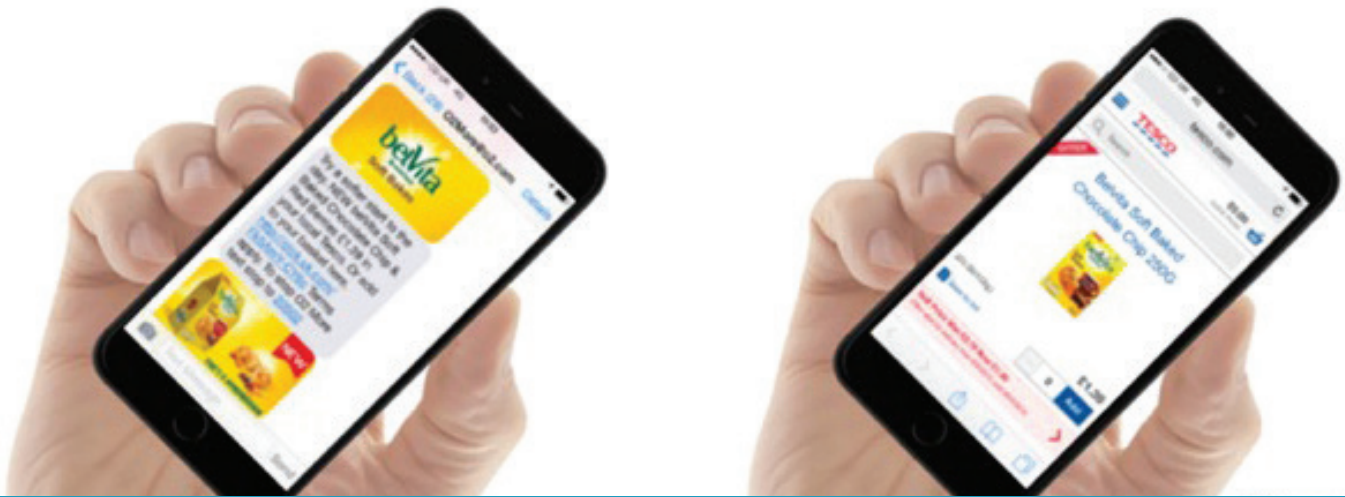
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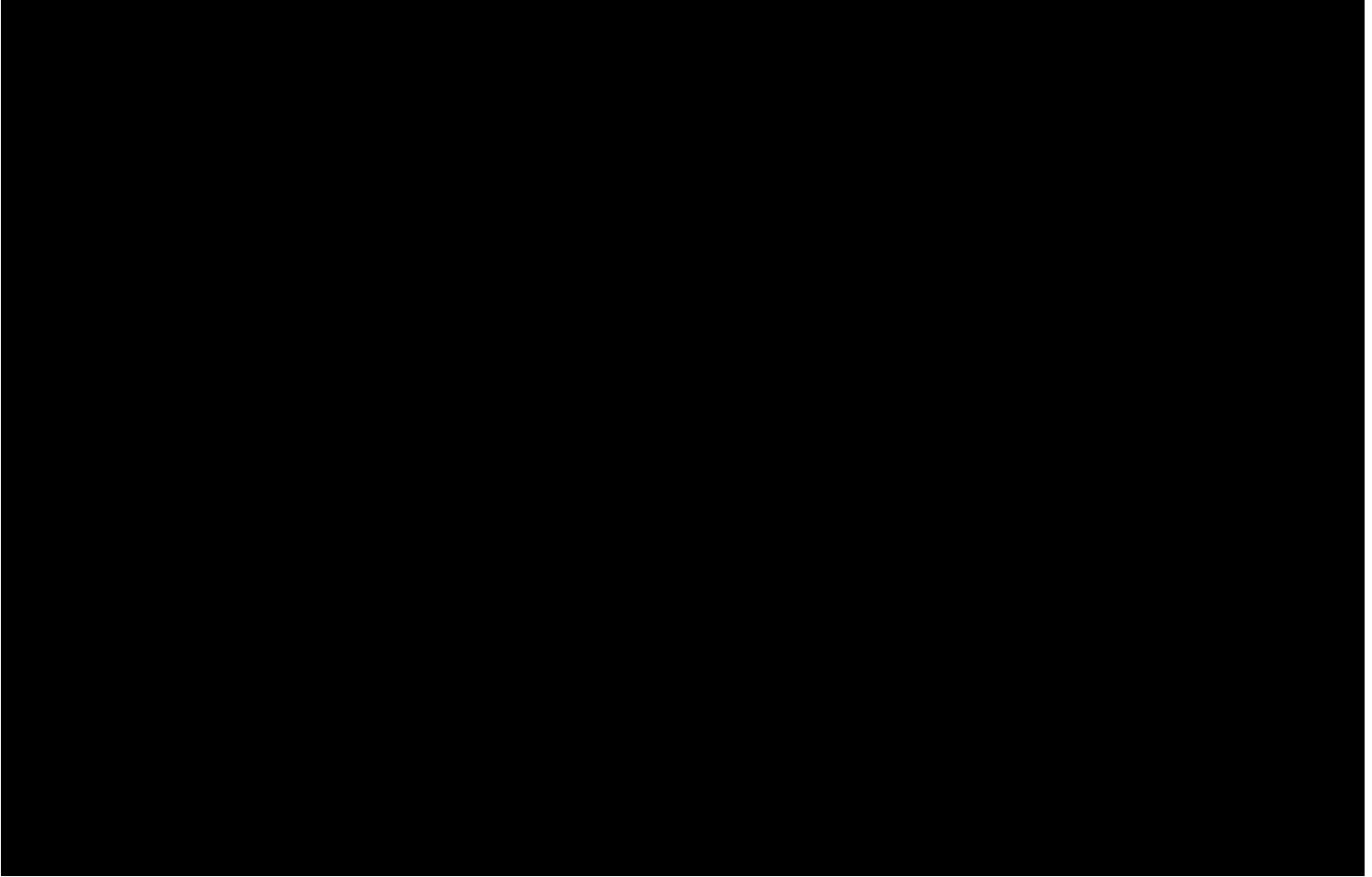
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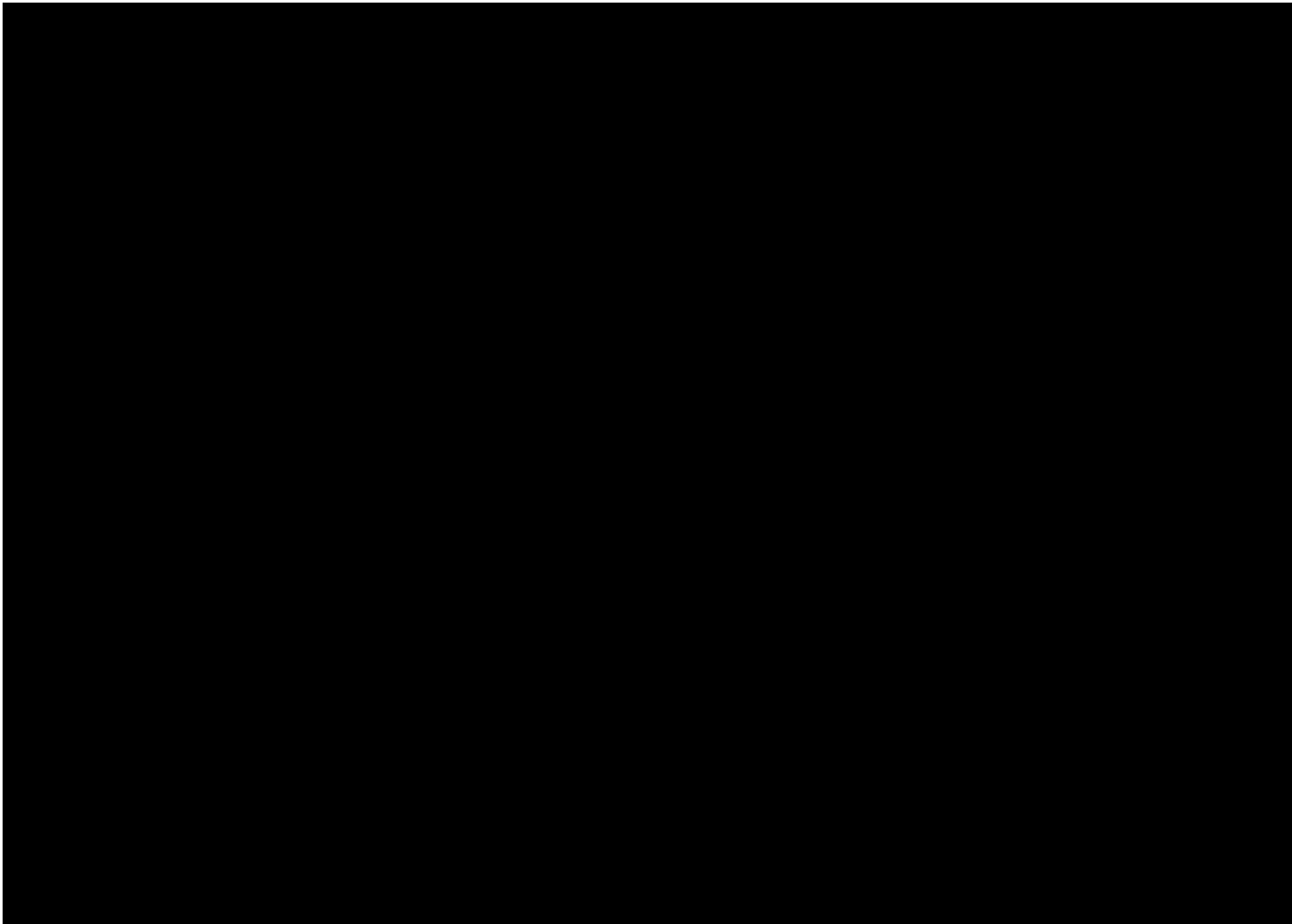
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