



KEEPING GLASGOW MOVING,
MAKING THE 2014 COMMONWEALTH GAMES
THE BEST EVER.

CATEGORY:
3.1 Advertising

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AN AMBITIOUS TASK

This is a tale of campaign planning and execution on a grand scale.

A tale of a city being put under the spotlight for the world to see.

A once in a lifetime event leaving no room for error.

THE STARTING BLOCKS

The Commonwealth Games opened in Glasgow on 23rd July 2014.

It's safe to say that Glasgow was inundated, as it hosted the largest sporting event ever to take place in Scotland.

1.2 million spectators, 6,500 athletes, 15,000 volunteers and 2,500 members of the press descended on the city for twelve days of intense blood, sweat and tears of high quality sporting action.

World records were broken and tears were shed. Meanwhile, behind the scenes, systems and events ran like clockwork. But such success did not come without meticulous planning.

The Glasgow 2014 Commonwealth Games Organising Committee (OC), along with Transport Scotland and Glasgow City Council, recognised that

a key part of the Games' success was in **ensuring athletes, spectators and the public could get to events, or other destinations, on time.**

Following phenomenal ticket sales, the volume of expected visitors was disproportionately high compared to the transport solutions available.

An advertising campaign was required to encourage and empower people **to plan their journeys in advance to avoid disruption.** It was imperative that the campaign **retained a feeling of excitement and positivity around the Games**, whilst reassuring the public that relevant organisations had been collaborating to minimise travel disruption. We needed to strike a balance between not scaremongering, yet still encouraging people to come to Glasgow and to plan ahead.



A SPECIFIC OBJECTIVE

Specifically, the objective was to:

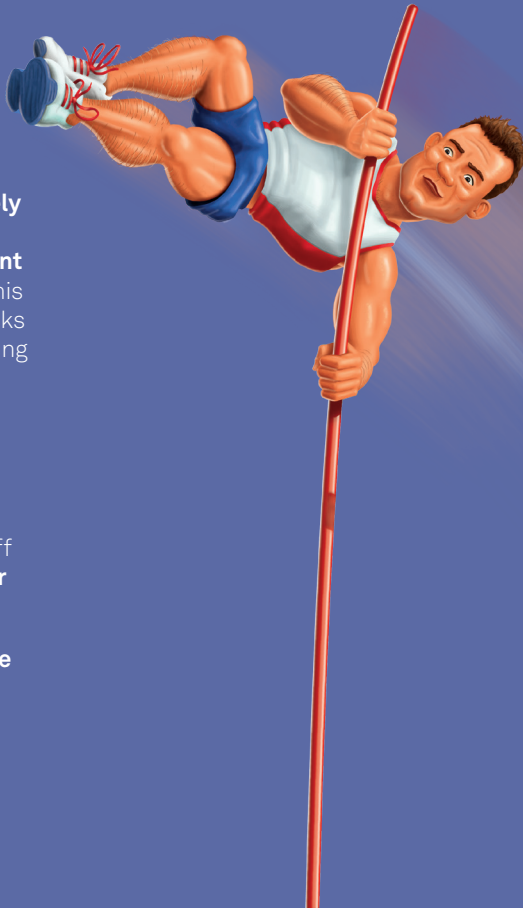
DELIVER A TRAVEL DEMAND MANAGEMENT ADVERTISING CAMPAIGN TO ENSURE THAT TRAVELLERS' JOURNEYS ACROSS GLASGOW AND THE CENTRAL BELT OF SCOTLAND SUFFERED AS LITTLE DISRUPTION AS POSSIBLE AND THE GAMES RAN SMOOTHLY.

The Leith Agency, in close collaboration with the Glasgow 2014 Commonwealth Games Travel Demand Management (TDM) Team, had four months to plan, research, create and produce a successful behaviour change campaign. The campaign would be live for only eight weeks.

To be deemed a success, at least 20% of our audience had to positively change their behaviour (re-plan or re-time their journey, take a different form of transport, etc). To achieve this behaviour change target in eight weeks 'live time' was an extremely challenging task and it was essential that the campaign was highly memorable to our target audience.

The biggest challenge we faced was that there was no opportunity to get this wrong. The Games were a one-off event, being the biggest event to **ever** take place in Glasgow.

This campaign had to work first time and we were sailing in firmly uncharted waters.



TARGET AUDIENCE

The campaign had a clearly defined target audience:

1. Spectators

Travelling to see paid-for or free events.

2. Road users

Leisure, commuter and business travellers.

3. Public transport users

Leisure, commuter and business travellers.



PREPARING FOR VICTORY: STRATEGIC THINKING

We conducted research to inform whether or not a TDM campaign was required from the public's perspective. If it was required, it was vital to know what (and when) would be the most effective messages to communicate to prompt our target audience into adopting the desired behaviour – to plan ahead and minimise disruption to their normal journeys.

As such, The Leith Agency conducted qualitative research¹ testing initial advertising concepts and messaging.

Specifically, we wanted to understand:

- Knowledge of the timing / location of the Games
- Likely travel behaviour during the Games (including propensity to change)
- Awareness of other travel options available
- Expectations of information regarding travel
- The most appropriate messages, language and tone that would motivate behaviour change

Research confirmed that:

- The public were excited about the Games but **hadn't considered the transport implications to themselves in any detail**
- The campaign had to act as a trigger to **facilitate behavioural change**
- The campaign had to **clearly illustrate how busy Glasgow would be and when**

“WILL IT BE AS BUSY AS WHEN THE POPE WAS HERE?”

Female, Greater Glasgow,
36-55, ABC1

- The key messages in the campaign had to be **simple, streamlined and easy to digest** with a strong call to action
- Partner logos help to **reassure the public that relevant organisations were collaborating**



¹ 8 x 90 minute focus groups; 6-7 participants in each.

A FOUR-STAGE PLAN

We know from behavioural psychology that **individuals tend to assess the likelihood of an event based on their own generalised experiences**. The difficulty we faced was that Glasgow had never experienced an event on the scale of the Games before. Glasgow is host to many big sporting and cultural events, but **the Commonwealth Games were going to be the equivalent of them all happening at once**.

PHASE 1: SET CONTEXT

Objective: introduce the Games to our audience and prepare them for busyness.

- Context setting explaining that the Games are imminently approaching
- Outline the potential scale of disruption
- Tone of voice focussed on building excitement in a friendly, welcoming way

PHASE 2: PROVIDE OPTIONS

Objective: inform our audience about areas of busyness and encourage our audience to take action.

- Remind them of travel options available (walk, cycle, car share, etc) and how to manage journeys (retiming, avoiding peak times and locations, etc)
- Encouraging people to plan ahead, outlining travel options
- Tone of voice becomes more direct, yet still facilitating the public's enjoyment

Our strategy was to **recalibrate our audiences' experience**. If we could nudge their understanding in the direction of the true scale of the events, it would make them receptive to messages about alternative travel options. Based on this thinking, we developed a four-stage strategic plan to influence behaviour:

PHASE 3: PLAN AHEAD

Objective: drive action and encourage our audience to consider all travel options, like car sharing, walking, cycling or taking public transport.

- Information about Games time events
- Travel options and solutions
- Tone of voice becomes more direct and matter of fact

PHASE 4: ACT NOW

Objective: provide day-to-day direction to minimise disruption and keep our audience moving.

- A focus on tactical Games-times messages
- Direct tone, being assertive, communicating a sense of authority and urgency with a strong call to action

MEDIA STRATEGY

The total budget for the campaign was **£755k**. The Glasgow 2014 TDM team allocated £575k to media planning and buying and £180k to creative production, research and fees. The campaign was fully integrated and included both above and below the line advertising.

The media plan was designed to **hothouse the area within one hour's drive of Glasgow, hitting all core roads within a determined circumference of the city**. It was a fully integrated campaign, featuring:

- PR
- Press
- Radio
- Posters
- Bus rears
- Station media and 125 train interiors
- 48 digital escalator panels on the Glasgow underground
- Digital and social media

In addition, while the team developed all of the content, the media agency, Carat, worked with four publishers to create bespoke packages (including pull-ups, cover-wraps, Q&As and advertorials). Other partners, such as Inrix and Solus, provided media extension through live and pre-recorded radio broadcasts as well as displaying the creative within hospitals, doctor's surgeries and other public buildings on their inventory of digital boards. Partnership marketing (including First ScotRail and SPT) was used to extend paid media reach and lend credibility. Real-time Games related information was seamlessly managed by the Glasgow 2014 TDM team.

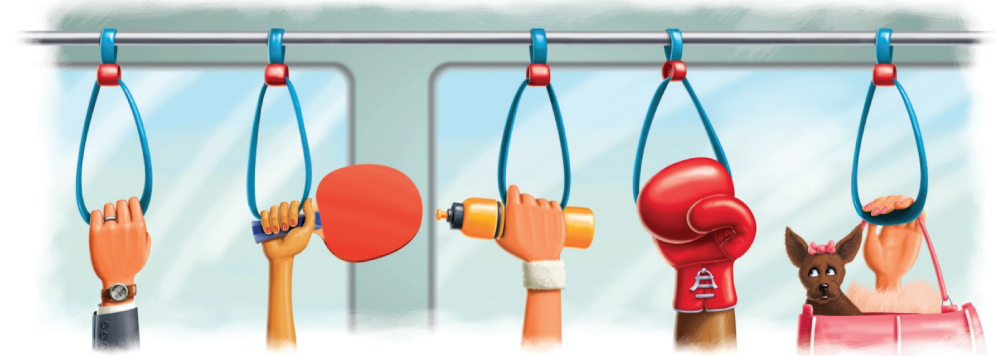
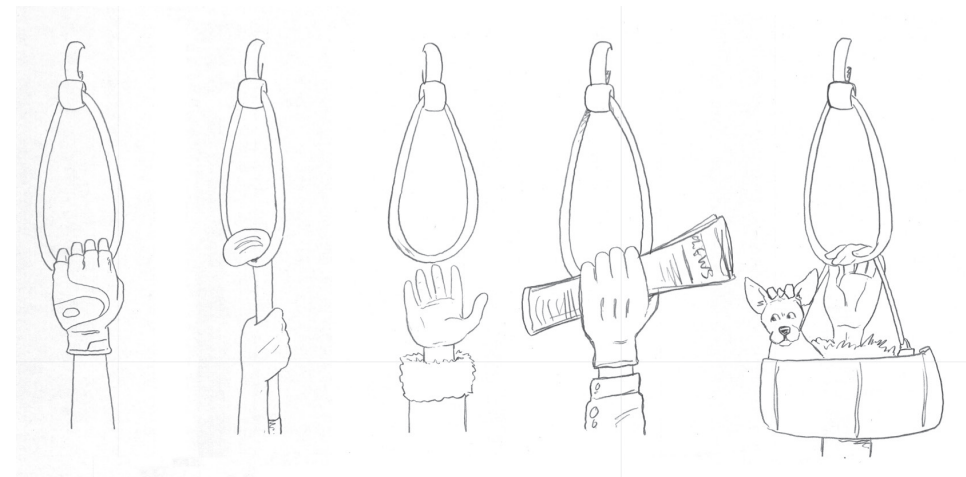
Campaign activity ran from **16th June to 3rd August**.

CREATIVE

The visual campaign creative featured bespoke illustrated images of athletes and Glasgow locals interacting on their journeys in and around the Games. The call to action was: Get Ready Glasgow - plan ahead for your Games times travel.

The cheerful illustrated style meant the campaign had a distinctive look and feel at a time when the city was saturated with Games branding, signage and marketing campaigns.

The playful, light-hearted tone meant the campaign contributed to the positive atmosphere around the Games, while encouraging people to keep your travel on track. But a stripped-back version of the campaign could be used to deliver information-heavy or urgent messages in a variety of visual media channels.



PHASE ONE

PRESS



THE GAMES ARE ON THEIR WAY. GET READY.

The Commonwealth Games are here from Wed 23 July to Sun 3 August.
Glasgow will be busy. So, if you are travelling to Glasgow, make sure you plan ahead.
Glasgow 2014: keep your travel on track.

For travel advice and information, go to getreadyglasgow.com

Follow us @GamesTravel2014



DIGITAL OUTDOOR



THE GAMES ARE ON THEIR WAY. GET READY.

The Commonwealth Games are here
from Wed 23 July to Sun 3 August.
Glasgow will be busy. So plan ahead.
For travel advice and information,
go to getreadyglasgow.com
Follow us @GamesTravel2014

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PHASE TWO

PRESS



AVOID TRAVEL HOLD-UPS.

23 JULY TO 3 AUGUST

The Commonwealth Games are on their way. And it's going to be busy. So if you are travelling to Glasgow during the Games, plan your journeys in advance and, if you can, get flexible with your travel options. Taking public transport, car sharing or travelling at a different time could help make your journey easier. Glasgow 2014: keep your travel on track.

For travel advice and information, go to getreadyglasgow.com

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OUTDOOR



BEAT THE RUSH. TRAVEL EARLIER.

23 JULY TO 3 AUGUST.

Glasgow 2014: keep your travel on track.

To help you plan ahead,
go to getreadyglasgow.com

Follow us [@GamesTravel2014](https://twitter.com/GamesTravel2014)

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PHASE THREE

OUTDOOR



CAR SHARING COULD
MAKE YOUR GAMES
JOURNEY EASIER.

23 JULY TO 3 AUGUST.

Glasgow 2014: keep your travel on track.

Plan ahead now at getreadyglasgow.com

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DIGITAL



CYCLING COULD BE A QUICKER WAY TO
TRAVEL DURING THE GAMES.



Plan ahead now. Go to getreadyglasgow.com
or follow us @GamesTravel2014

All digital assets provided by Blonde.

PRESS



WALKING COULD BE
A QUICKER WAY
TO TRAVEL
DURING THE GAMES.

23 JULY TO 3 AUGUST.

Walking all or part of your normal route could help you beat the crowds.

Plan your journey now. Glasgow 2014: keep your travel on track.

Plan ahead at getreadyglasgow.com

Follow us @GamesTravel2014

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PHASE FOUR

PRESS

THE TRIATHLON TAKES PLACE TOMORROW AND SATURDAY 26 JULY. YOU'LL NEED TO FIND A NEW ROUTE.

THE TRIATHLON RUNS FROM 11.00AM TO 6.00PM TOMORROW AND FROM 12.30PM TO 2.30PM ON SATURDAY 26 JULY.

Roads around Strathclyde Country Park, like the Raith Interchange and Junction Six of the M74, will be extremely busy from early morning until the evening.

Plan ahead to avoid disruptions to your journey. If you're not attending the event, try to avoid the area.

For Triathlon info go to northlanarkshire.gov.uk/getready

To plan your Games time travel go to getreadyglasgow.com

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PROUD HOST VENUE



DIGITAL



The Cycling Time Trial takes place
on **Thursday 31 July**.

Roads close on the
route from 3am.

Your normal travel in and
around Glasgow will be affected.

So don't get caught out,
plan your travel now.

Check out the route map at
getreadyglasgow.com
or follow us @GamesTravel 2014



All digital assets provided by Blonde.

PRESS

ARE YOU READY?

Over 100,000 people have checked
how their journey will be affected
and are making a plan to travel
differently at Games time.
Have you made yours?

Plan ahead now to avoid disruption
to your journey at getreadyglasgow.com

Follow us @GamesTravel2014

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THE MARATHON TAKES PLACE ON SUNDAY 27 JULY.

YOU'LL NEED
TO FIND A
NEW ROUTE.



Key things you need to know:

- Roads on and along the route will be closed to traffic from 3am and will open in the late evening once safe to do so.
- If you need to travel, be familiar with the route and plan around it as there are no traffic crossing points.
- Pedestrians and cyclists can cross at dedicated crossing points. Please follow instructions of the stewards.

If you're heading to the event:

- Event starts at 9am - Get there early and be prepared to wait.
- Spread out along the route, the start/finish will be extremely busy.
- Don't try to stand on the route, this is dangerous for you and the athletes.
- Leave the car at home, walk, cycle or get the bus to the closest point on the route to you.

Plan your travel now at getreadyglasgow.com

Follow us @GamesTravel2014

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GOLD MEDAL RESULTS

An eight-week, multi-wave online survey was commissioned amongst the target audiences to monitor the following aspects of the campaign throughout the Games:

- Resident and commuter awareness
- Impact
- Travel planning throughout the Games

The results show that the primary target we originally set was smashed:

- After an eight week targeted campaign, **42%** of people made changes to their travel routine

This result significantly outperformed the forecasted performance target, which **required a 20% (on average) change to individual travel routine plans.**

The additional tracking results were remarkable too:

- **9/10** people claimed they found the TDM campaign helpful
- **85%** of people could remember the campaign, unprompted.
- **76%** of people said they would consider making a change to their travel plans in the run-up to the Games

The public's Games-time travel experience undoubtedly contributed to their overall high enjoyment of the Games, with **91% of spectators at ticketed events reporting they were satisfied or very satisfied with their overall Games experience.**²

By listening to and understanding the target audience up-front, The Leith Agency in partnership with the TDM client team were able to plan a campaign around their wants and needs, successfully triggering behaviour change. And this positive behaviour change did not end when the Games left town.



The campaign left a positive travel legacy. **A quarter of respondents claimed they were likely to continue the new travel routine post-Games.**

Additionally, the TDM campaign helped the local economy, with retail figures showing travel and transport were no obstacle to enjoying all that Glasgow had to offer around the Games. Rail figures show that Glasgow enjoyed **an increase in shoppers of just under 22% during the Games** (compared to the same period last year).

Working with the Glasgow 2014 partners and stakeholders, The Leith Agency created a travel demand management campaign, to keep Glasgow moving. Meticulous planning, insight gathering, creative development and tracking allowed us to decisively and positively change behaviour not only during the Games, but for months and years to come.

² Quantitative research conducted by The Leith Agency, August 2014