



We *love it*  
for less

Why Realm 'love it for less' at Livingston Designer Outlet

**Category:**

4.6 Retail

**Submitted by:**

APS Group  
& Livingston Designer Outlet





## We *love* our job

Following its sale in 2013, Realm Ltd rebranded the fading McArthurGlen Outlet in Livingston, renaming it Livingston Designer Outlet (LDO) and commissioned APS Group to develop a brand campaign that was also used tactically from April 2014.

The campaign targeted 18–44 year old women in Scotland's central belt appealing to the 'savvy shopper'.

15% increase in sales  
£2.1m sales uplift

Footfall +14%  
£25.50 ROI for every £1 spent

Sales +24% against budget  
£25.50 ROI for every £1 spent

The result was an immediate 15% increase in like for like sales (smashing the 5% launch target), contributing to the centre's highest annual sales since opening in 2000, and a £2.1m uplift at Christmas 2014, in a declining Scottish market.

The Outlet had its best ever Christmas season with increases in both footfall, at +14%, and sales +24% against budget - a return of £25.50 for every marketing £1 spent.

All this, despite a 30% reduction in the previous year's marketing budget.





# We *love* who we are

## Our Background

Livingston Designer Outlet is Scotland's largest designer outlet but its location is remote; 15 miles west of Edinburgh and 30 miles east of Glasgow, and faces fierce competition from other out of town shopping centres.

In its final year of ownership under McArthurGlen, awareness (-5%) and usage (-6%) both dropped with the core female target audience alarmingly down 8%.

In early 2014 LDO appointed APS Group to develop both a creative and digital strategy with media planning and buying by Mediacom.



# We *love* a challenge

## Our Challenge

Clear and 'SMART' objectives were established:

- ♥ Rebrand and relaunch the centre in April 2014 with a target of +5% like for like sales increase during the launch campaign period
- ♥ Achieve sales target of £9million over the festive campaign period
- ♥ Achieve footfall target of 790,398 over the festive campaign
- ♥ At Christmas an additional requirement was to increase website traffic by 50% and increase social media engagement

## What's more, the campaign faced additional challenges:

- ♥ Edinburgh had a new tram line that was making city centre shopping more appealing for our target audience that lived in the west
- ♥ The Gyle Centre is a convenient out of town shopping centre in the western suburbs of Edinburgh that acts as a block or 'stopper' for further shopping travel westwards
- ♥ A new east of Glasgow 'stopper' shopping centre, just like The Gyle, - had recently opened and was now well established at The Fort
- ♥ All out of town competitors offer free parking, whereas parking at LDO is paid for
- ♥ Online retailing was having a significant impact on UK retail, particularly in the key Christmas season. It accounted for almost one-quarter (23.4%) of Christmas spending in 2014 (Up 19.5% on 2013. Source: Centre for Retail Research)
- ♥ 'Black Friday' and 'Cyber Monday', in November, were a UK media phenomenon and impacted on in-store shopping as the bulk of this spend was online
- ♥ Scottish retailing was still in a recession slump. Retail sales were down 1.6% YOY to end Nov 2014 (Source: British Retail Consortium)
- ♥ This all had to be achieved despite a 30% budget reduction and no Capex investment in the centre





## We *love* our audience

Our target market was young, (18-44), affluent (Edinburgh AB's), female and fashion-focused.

The key geographic target was the most loyal 0-30 minute drive-time core users (29% of shoppers) and a larger but more infrequent secondary target of 30-60 min drive-time (63%) shoppers.

These women appreciate quality, and the good things in life, that you would associate with major brands but who are not the sort of fashion aficionados who need to show off latest seasonal trends. But importantly they are also looking for value for money. Both these points had to be clearly communicated in our advertising.

Given the centre's location they had to have access to a car (public transport to the centre is not great).

BIG, year round savings, but NOT at the expense of quality and fashion cues

Furthermore, at Christmas the campaign had to appeal to shoppers not just looking for clothing but gifts and home-ware and the fact that there were new stores, extended opening hours and gift cards as an alternative present.

The campaign had to appeal to the emotions of these prospective customers and dramatise the core benefits of outlet shopping – BIG, year round, savings, but NOT at the expense of quality and fashion cues – important to build a loyal brand that has added value appeal rather than purely bargain associations.

# We *love* thinking outside the box

## OUR STRATEGY

Our campaign appealed emotionally and rationally and put the centre 'back on the map' as a first choice 'day out' for shopping, leisure and entertainment and supported year-round tactical activity after its period of decline under McArthurGlen ownership.

A multimedia, fully integrated campaign applied our 'big idea' across a heavyweight Easter 're-launch campaign (7-21 April) and a further burst in the lead up to Christmas (17th November to 31st December 2014).



Advans



Transvision and Digital Posters at Edinburgh Waverley and Haymarket train stations

...supplements mixed style with value to showcase products, brand names and the savings that were on offer...

TV advertising was central to the media strategy; essential to create the necessary impact to successfully challenge 13 years of familiarity. The cost effectiveness of buying local airtime led to a two-week burst of 20" airtime at launch (250 TVRs) on STV and Grampian South and a further 6 weeks with 526 individual TVR's at Christmas.

Supporting Video on Demand ensured we reached our audience watching programming on 'catch up' and technology devices other than TV, given changing media consumption habits.

TV was supported by local radio to attract car drivers and commuters.

Outdoor advertising included bus T-sides in Edinburgh to give visual impact, and to challenge city centre shoppers, offering a savvy alternative.

Advans were used in high traffic routes in city centres, along with digital posters in transport hubs to further bring the TV to life.

Fashion magazines and newspaper magazine supplements mixed style with value to showcase products, brand names and the savings that were on offer.

Online channels, where our audience were both socialising and researching purchases before they made any shopping trips, were used. A new website skin captured the sheer scale of the offer. Social media channels (Twitter and Instagram) were launched to support our Facebook page. All were managed in-house to create engagement, share news and run competitions.

## Media Shedule (a)

Media	Circulation/Reach/Location (Ads)	Size/Comm Length	Notes	No. of Ins
<b>TV</b>				
STV Central & Grampian South	8,257,500	20"	Adults - target audience is ABC1 Adults	1
	6,552,000	20"	Adults - target audience is ABC1 Adults	1
	2,299,800	20"	Adults - target audience is ABC1 Adults	1
	4,256,100	20"	Adults - target audience is ABC1 Adults	1
	4,951,500	20" & 10"	Adults - target audience is ABC1 Adults	1
	8,032,500	20" & 10"	Adults - target audience is ABC1 Adults	1
	8,172,000	20"	Adults - target audience is ABC1 Adults	1
	VOD (40,000 Impressions per burst)	20 / 10 (Winter Sale)"	Adults - target audience is ABC1 Adults	1
<b>Radio</b>				
Forth One	270,760	30"	4OTH, all adults 15+, 7 days	9
	195,482	30"	4OTH, all adults 15+, 4 days	9
Heart Scotland	n/a	30"	Sponsorship	3
Capital Scotland	n/a	30"	Sponsorship	6
Kingdom FM	97,000	30"	4OTH, all adults 15+, 4 days	9
Central FM	79,000	30"	4OTH, all adults 15+, 4 days	9
<b>Outdoor</b>				
T-Sides		Quantity: x21	Selected routes	1
Transvision digital screen		Quantity: 1	Edinburgh Waverley Station	1
Rail LCDs		Quantity: 7	Edinburgh Haymarket Station	1
Advan		2 asvans for 3 days		1
<b>Press</b>				
The No 1 Magazine	32,000	Full page colour	ROP   ERHP	3
The No 1 Magazine	32,000	Full page colour	ROP   ERHP	1
I-On Magazine	20,000	Full page colour	ROP   ERHP	1
I-On Magazine (Edinburgh and Glasgow)	20,000	Full page colour	ROP   ERHP	2
Spectrum (Scotland on Sunday)	33,479	Full page colour	ROP   ERHP	1
Scotsman Magazine (Sat)	42,581	Full page colour	ROP   ERHP	1
West Lothian Courier	11,028	25 x 4	ROP   ERHP	2
<b>Online/Digital</b>				
Time Out Edinburgh	<a href="http://www.timeout.com/edinburgh">www.timeout.com/edinburgh</a>	Double MPU	Homepage	1
The List	<a href="http://www.list.co.uk">www.list.co.uk</a>	MPU	Homepage	1
I-On Magazine (online)	<a href="http://www.ionmagazine.co.uk/edinburgh/">www.ionmagazine.co.uk/edinburgh/</a>	MPU	Homepage - Edinburgh & Glasgow	1
The Scotsman	Scotsman.com	MPU, Leaderboard, Skyscraper	Run of site, up-weighted to Homepage	1

## Media Shedule (b)

MAR				APR				MAY				JUN				OCT				NOV				DEC					
w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c		w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	w/c	
03	17	24	31	07	14	21	28	05	12	19	26	02	09	16	23	30	06	13	20	27	03	10	17	24	01	08	15	22	29



# We *love it* when a plan comes together

## Bringing the strategy to life creatively – brand and tactical in perfect harmony

The essence of our target audience is of a sassy, savvy, sexy shopper wanting to look great and bag a bargain.

The essence gave rise to an expression of the brand 'Love it for Less' which would act as the brand's anchor throughout all of the marketing activity. It was executed using a hand-drawn font for the emotional aspect, 'love it', and a standard font for the hook, 'for less'.

The ads were bold, brash, sexy, confident, fun and above all young and (mostly) feminine. They clearly communicated the models 'loving' and hugging the products they have just bought from LDO and the big savings available to them. This was reflected in all the print and outdoor advertising.

At 20 seconds, the TV ad had to work hard but, primarily, showcase brand personality.

Overall, the campaign stood out; aided by memorable, clean and uncluttered messaging.

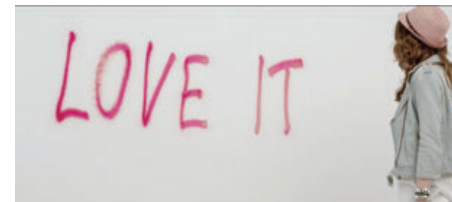


Bus side

48 sheet posters



20 second TV ad.



<http://youtu.be/Rdj1MwsdlPg>

We cast three very different models as characters, Eve, Joy and Holly. Each had their own personality, their own demographic and their own style.

Email

ThreeWiseWomen.mp3

**Link:** <https://soundcloud.com/livingston-designer-outlet/sets/radio-ads/s-xFvdo>



**LIVINGSTON  
DESIGNER OUTLETS**

# THREE WISE *Women*

**FASHION  
FIVE  
FINDER**

**IVE LONG**  
DESIGNS  
**KURT GEIGER  
KARE VILLEN  
TED BAKER**

**FOR HIM  
LACOSTE  
FRED PERRY  
LEVI**

For savvy Christmas shopping and up to 60% off

livingston-designer-outlet.co.uk

**££ #Love it for less**





Website



In store POS



Other than in the brand TV ad (that we adapted to make the message more tactical for the Christmas period), they appeared in all of our activity.

Each came bearing gifts: fashion, accessories and home-ware, wrapped up in desirable and aspirational packages. They varied in their likes, dislikes and lifestyles, but each had attitude, sass and verve.

Online ads



Instore hanging banners & displays



## Expenditure

The overall budget for the year's activity for media and production was £355,600 (April-Dec 2014).





# We *love* making a splash

## How the strategy had an impact

The impact of our targeted strategy and single-minded creative approach was immediate and dramatic and met all of the SMART objectives outlined in the introduction:

## Launch campaign

Footfall increased 3.6%, immediately beginning the process of replacing the decline in users over the previous 12-month period.

Like for like sales (+15%) massively exceeded the launch target +5%, a centre revenue increase of £260,334. The Scottish Retail Consortium reported only a corresponding +1.1% increase for the month of April.

A snapshot of the following retailer results shows even bigger gains:

Sunglass Hut	+ 117%
Watch station	+ 97%
Phones 4U	+ 57%
Kurt Geiger	+ 50%
Skechers	+ 72%
Bench	+ 45%
Fat Face	+ 64%
Fred Perry	+ 70%
GAP	+ 64%
Lacoste	+ 48%
Tommy Hilfiger	+ 39%

- ♥ Postcode analysis showed a 6% increase in consumers from key affluent Edinburgh postcodes within 30-60 minute drive-time – achieving this objective
- ♥ Facebook achieved a 31% increase in likes for April 2014

### Christmas campaign

Although UK retailing in general was enjoying a positive 2014, sales in Scotland reported through SRC, remained in decline (down 2.6% over Nov & Dec 2014).

And sales through stores fell overall in the UK by 2.1% because the retail growth was through online traders and store operators selling online.

(Source: Centre for Retail research)

So the fact that our tactical campaign raised footfall by 14% against the budget set and, more importantly, sales by 24% was in contrast to the market.

♥ The target of £9million sales was smashed. Sales reached £11.1 million over the campaign period, an increase of £2.1million and was the most successful festive sales on record since the centre opened in 2000

♥ Footfall increased by 110,600 visitors to 901,000 (14% increase)

♥ On a sales uplift of £2.1m this represented a remarkable return on investment of £25.50 for every £1 spent

♥ Some YOY brand sales increases were particularly notable:

Skechers	+ 51%	Next	+ 21.5%
Phase Eight	+ 38%	Ted Baker	+ 26.3%
Kurt Geiger	+ 30%	Gift Company	+ 42.8%
Fred Perry	+ 14.5%	Radley	+ 13.5%
Levi's	+ 23.6%		

♥ Website traffic increased by 10x target (+512% in December against 2013)

♥ Facebook likes increased 13% in both November and December

Revenue increase  
of £260,334      Footfall  
increased  
by 110,600

Like for like sales +15%

Sales reached      Increased  
sales  
by 24%  
£11.1 million

Raised footfall by 14%

Sales Increase  
of £2.1million      ROI  
£25.50  
for every £1 spent



# We Just *love it*

## Summary

With intense competition and against a backdrop of a declining Scottish retail sector, few would have believed by establishing a new brand name and delivering a bold multimedia advertising campaign, Livingston Designer Outlet would be able to deliver a performance that defied the Scottish economy. The strategy led to results which have exceeded all targets set, revitalising a fading outlet and returning £25.50 for every £1 spent on marketing. All this, despite a 30% reduction in marketing budget compared to the previous year.



[livingston-designer-outlet.co.uk](http://livingston-designer-outlet.co.uk)

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