



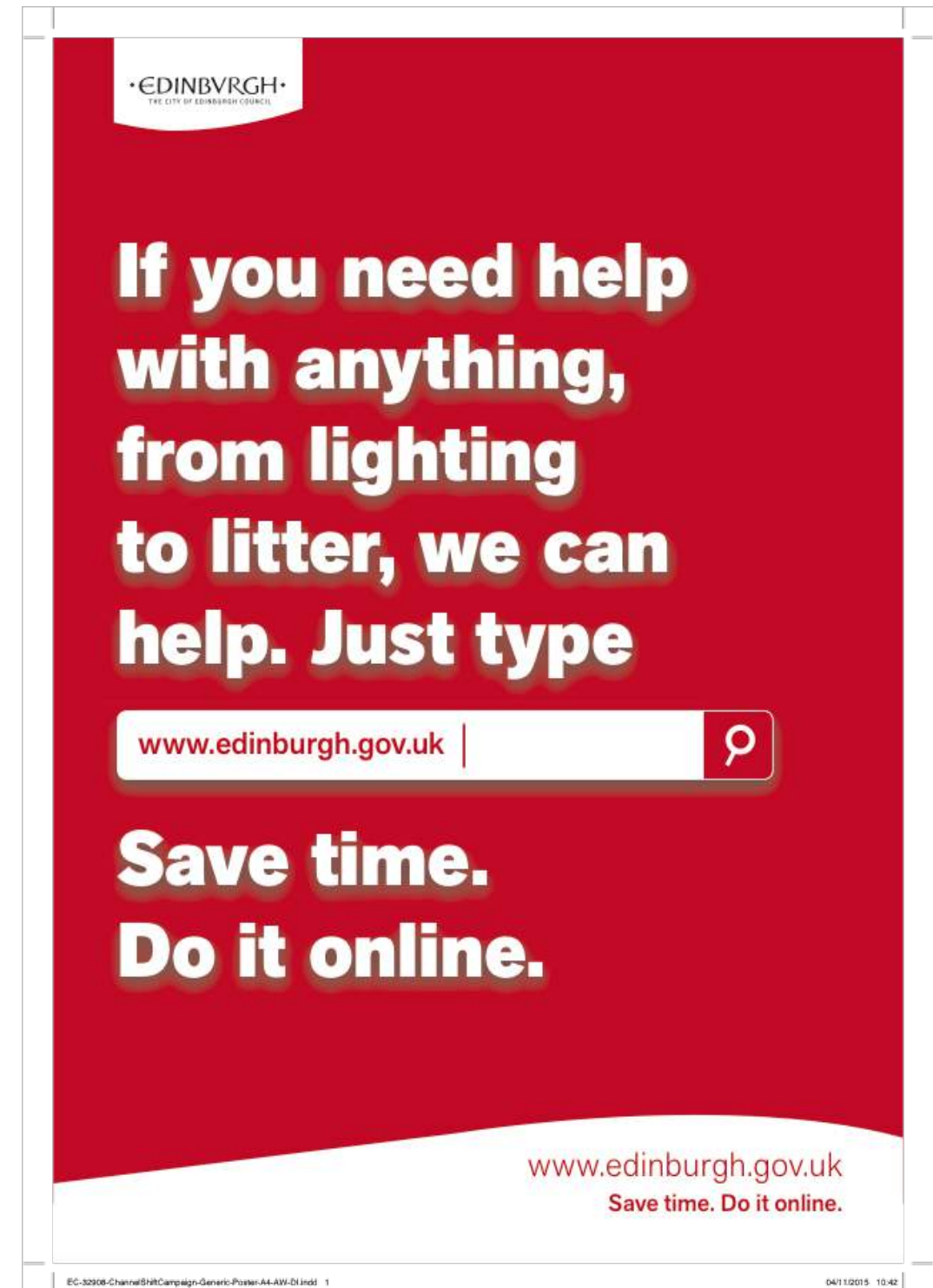
SAVE TIME. DO IT ONLINE.

**Promoting our online services to the people of Edinburgh.
Marketing Society Star Awards 2016.**

Executive summary.

As demand for services grows and financial pressures began to impact, a new approach to the way the City of Edinburgh Council interacts with its residents was needed.

‘Save Time. Do it Online’ was created to shift residents from direct to online Council contact. It resulted in a significant increase of +31% in online contact, a reduction of -20% in offline, and a 6:1 ROI.



A changing cityscape.



We tend to take our local services for granted.

Clean streets, bin removal, street lighting, schools, museums, galleries, the arts and libraries. Bin collections, recycling, housing, social services, adoption. Graffiti. Galleries. Gardens.

All of these, and many, many more, are provided by one of the 32 regional councils across the country. But for all councils the list of services demanded is getting longer and, at the same time, financial pressures are increasing. It's a perfect storm.

As Scotland's capital city, the situation for the City of Edinburgh Council is particularly acute.

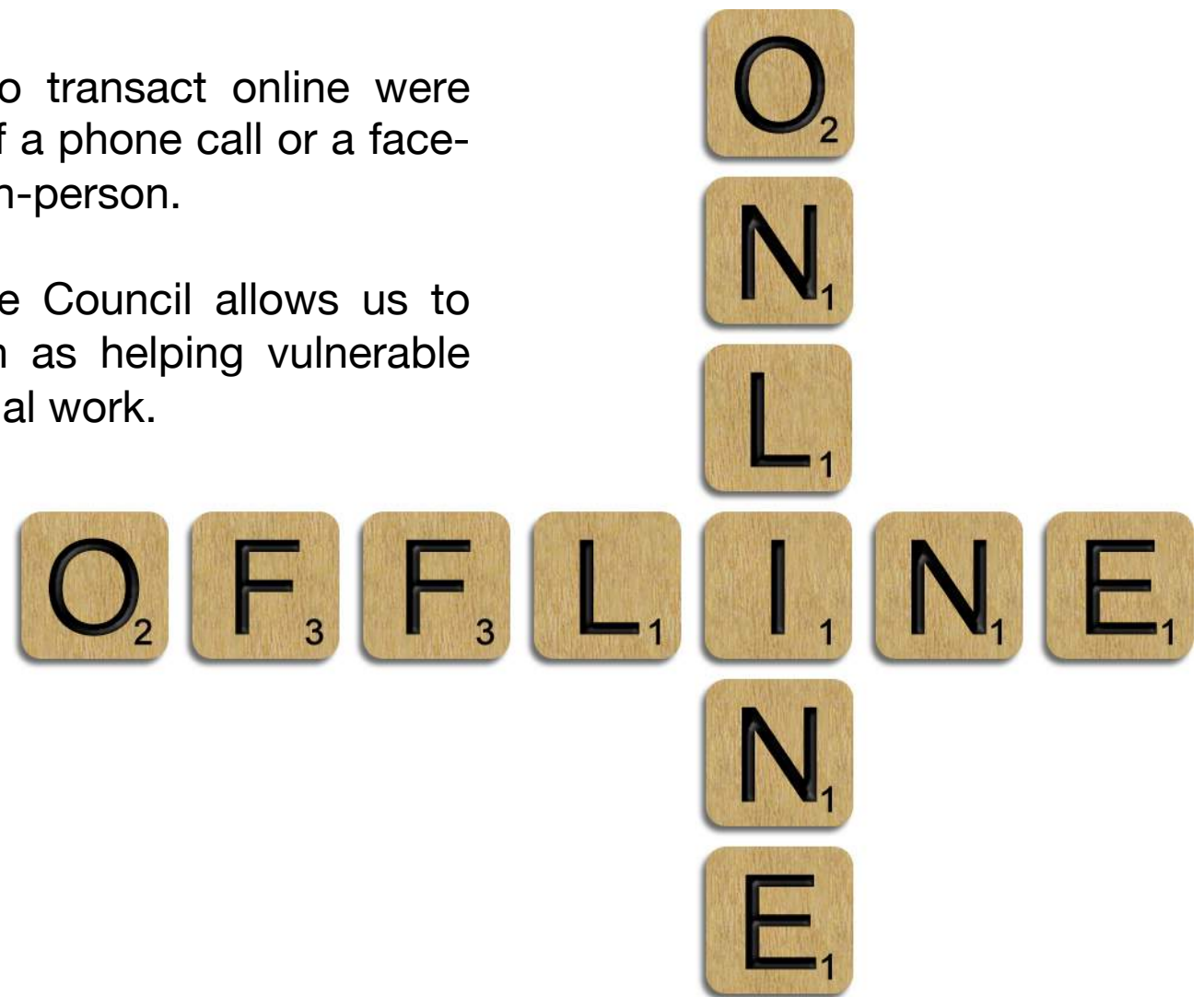
A growing, more diverse population in a landscape of tightening Council budgets means that services are under pressure like never before.

Delivering cost savings.

In 2014, the Council received more than 3.7 million contacts from residents. 88% were made over the phone and 11% face to face. Very few contacts were carried out online.

Yet the benefits to the Council of asking people to transact online were obvious. Online requests cost a fraction of the price of a phone call or a face-to-face request: 19p online compared to over £20 for in-person.

Reducing the costs of residents transacting with the Council allows us to prioritise spending on crucial frontline services such as helping vulnerable children, lighting streets, providing education, and social work.



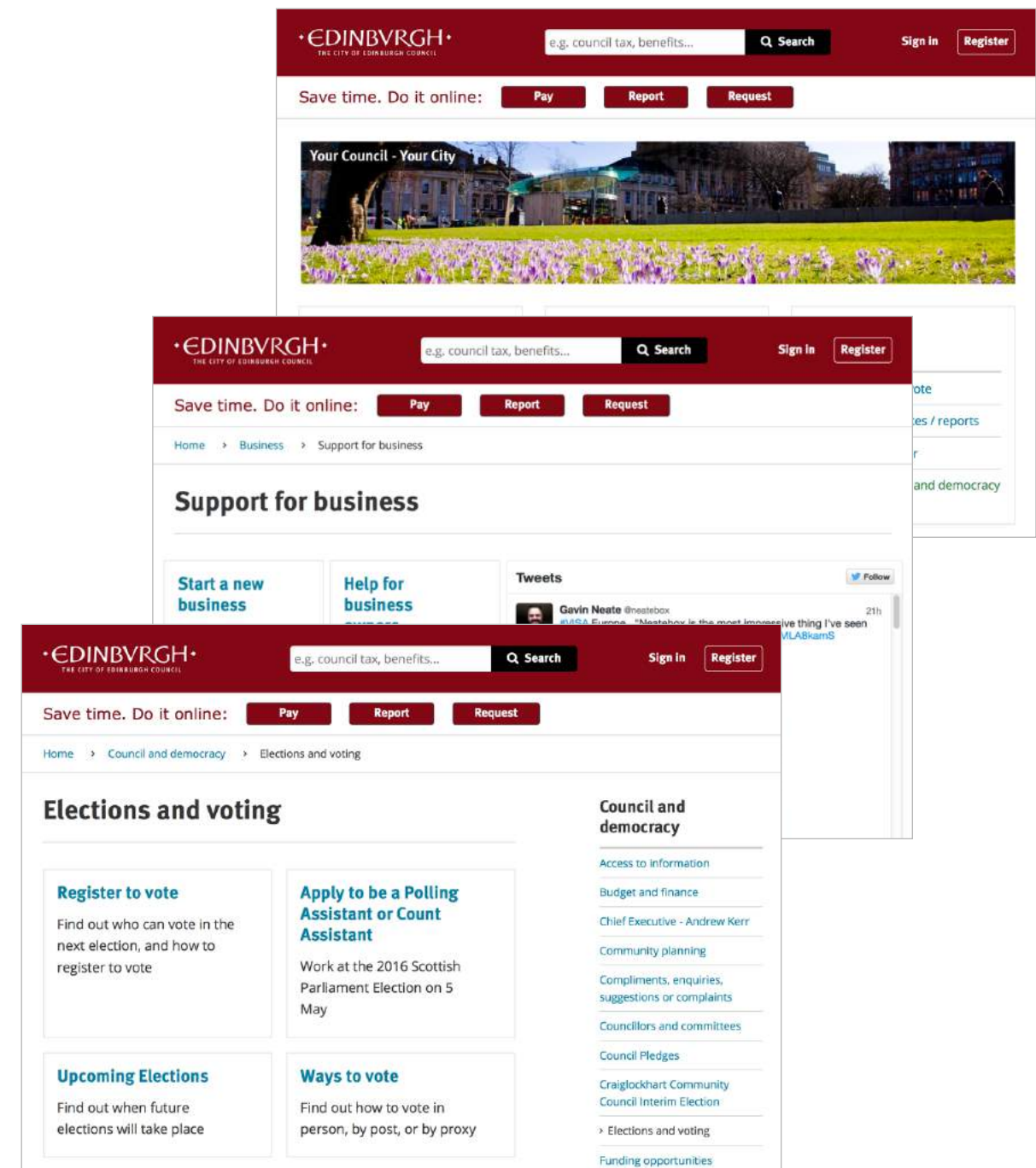
Working to change resident contact.

We worked with residents to re-design our website, and became the first local authority in Scotland to offer an end-to-end integrated online customer experience, with faster response times to, and automated transactions with, our customers.

By the beginning of 2015 we had more than 40 online transactions available, from reporting a broken street light to ordering a new recycling bin.

The challenge was to convince residents to use these online services.

Working with The Union, we developed a three-year strategy, and an overarching creative theme and visual identity to launch the digital services, to begin to change the engrained behaviour of the city's people, and get our staff to believe in it.



Campaign objectives.

We wanted to position the City of Edinburgh Council as forward thinking and accessible to its residents 24/7. With this in mind, our primary objective was to:

Encourage 'channel shift' through raising awareness of online services, increasing adoption by 10%.

To achieve this we had to:

- Identify 'early adopters' and how to leverage them to encourage others.
- Understand and evaluate the thoughts and opinions of residents, businesses and colleagues.
- Create one strong message that we could use as our 'hook' to encourage residents to choose online and think differently; something that easily resonated with them.

We analysed profiles of Mosaic segments to identify priority audiences for the campaign within discrete geographic areas of Edinburgh. The segments identified were chosen on the basis of their existing online transactional behaviour for other goods and services. The Union used the segmentation to inform the campaign development as well as recruitment specification for creative testing.

Mosaic segments.

Possible clustering

Low hanging fruit?



Upper Echelons



Families on the Move



Renters Now Owning



Small Town Propriety



Urban Sophisticates



Town Centre Singles

More challenging?



Shades of Grey



State Beneficiaries



Low Income Families

The original planning charts looked at most likely prospects, allowing cost-effective targeting.

Gathering insight from our residents.

Our insight showed that over 80% of Edinburgh homes were equipped with broadband, and that 75% of residents owned a smartphone. This confirmed the opportunity to provide access to services how, when and where residents needed them.

We carried out focus groups with residents, businesses and colleagues to find out how they used and what they thought of our face-to-face, online, and phone services. We also explored the types of media they used, be it newspapers, websites, or community newsletters. Again, we were encouraged by the response, typified by the quotes shown.

We also had some well-known behaviour change principles from which we could draw. These told us that we had to communicate speed and ease as the key personal benefits of interacting online¹. And we had to be specific around the services that were offered online².

“I kind of think it’s great. They’re using technology to actually get to the people who are providing the service and people who are receiving the service.”

“I’ve been on the Council website a few times recently – I think it’s pretty good, actually. It’s quite easy to find your way about; it’s very clear.”

“I might be able to do that [parking permit renewal] because it does take a bit of time to go into town and stand in the queue and get your number.”

Focus group feedback helped inform the campaign approach.

1. Nudge: Improving Decisions About Health, Wealth and Happiness, Thaler & Sunstein, 2009.

2. UK Government Behaviour Change Insights Team, 2002

Focusing on the key benefit.

The campaign line focused on the specific and easy-to-understand benefit:

SAVE TIME. DO IT ONLINE.

As a Council we had to be careful that creative output could not be deemed extravagant. But it had to be effective.

So we decided the way forward was to use simple clean imagery that was still being easily identifiable as being from the City of Edinburgh Council. A typography route used the Council's iconic red pantone to provide standout, and a light-hearted tone and humour was used to grab attention.



The 'generic' campaign creative.

Effective activation.

The city-wide advertising campaign ran for an initial 12-week period and focused on the most common transactions, ranging from street lights, to litter, to road and pavement repairs.

We also promoted a number of 'avoidable contacts', such as finding out information about school holidays and bin collection days.

Again, being mindful of being perceived as being extravagant, channel selection was key, as was careful targeting:

- Bought: press, outdoor, radio, social media advertising, online display adverts.
- Owned: channels created and controlled by the Council - website, newsletters, offices (incl. neighbourhoods), schools and libraries.
- Earned: PR, including Council owned and controlled social media.



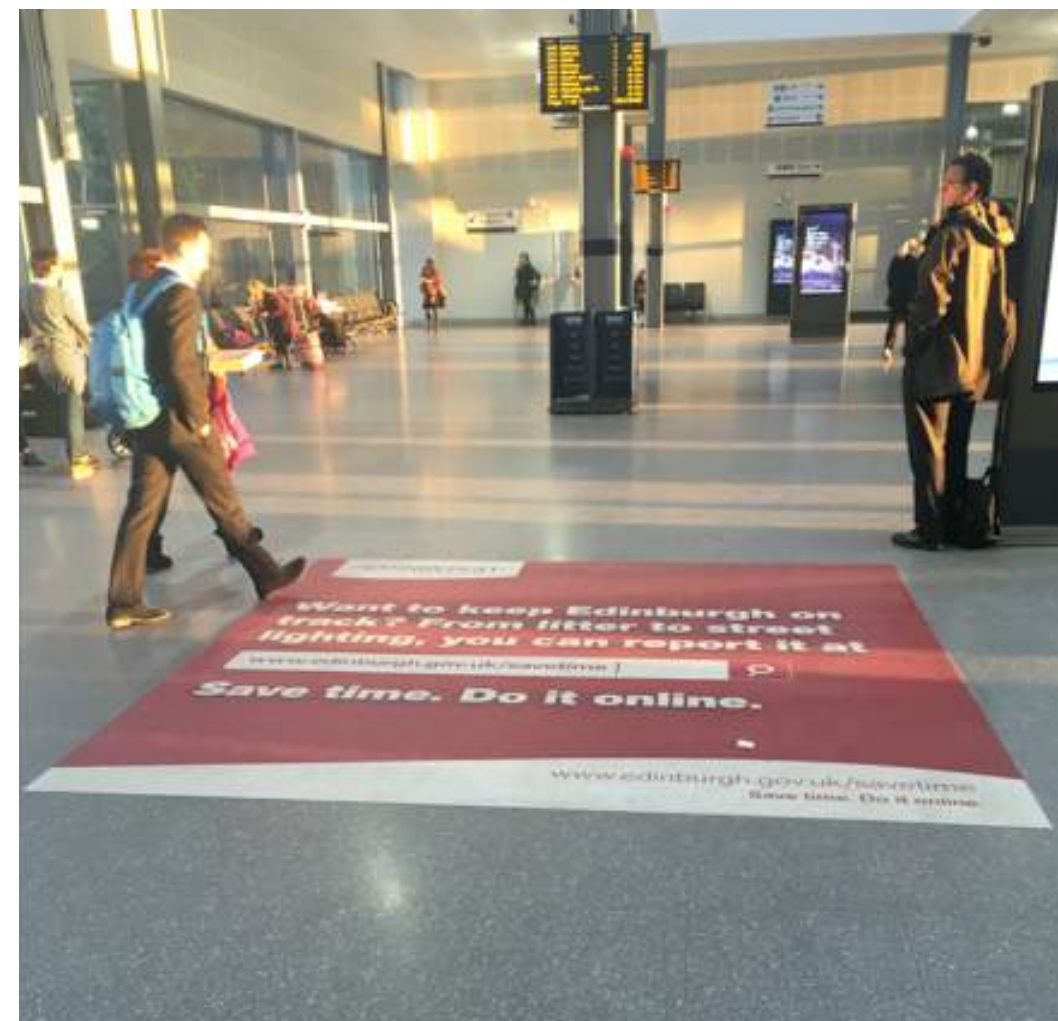
More specific routes were used according to media, or services most in demand.

Effective activation.

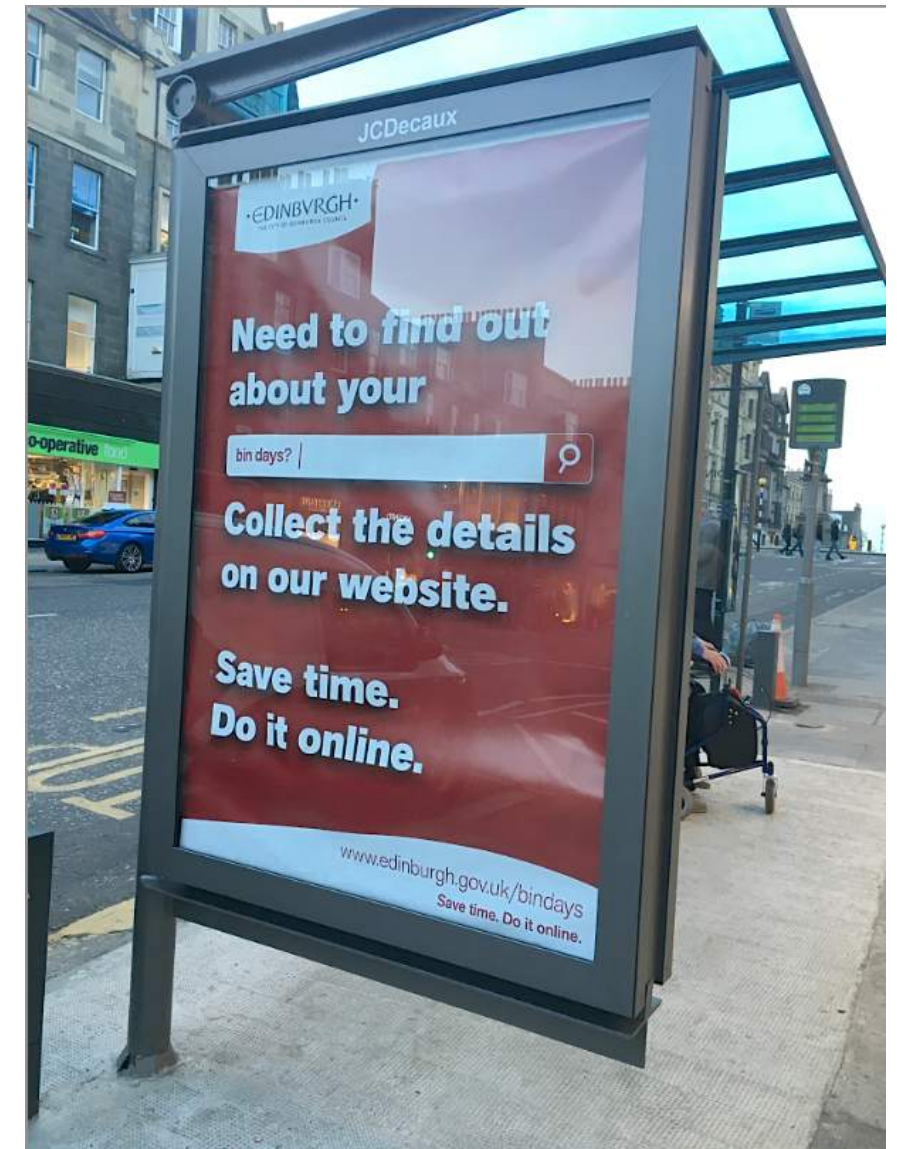
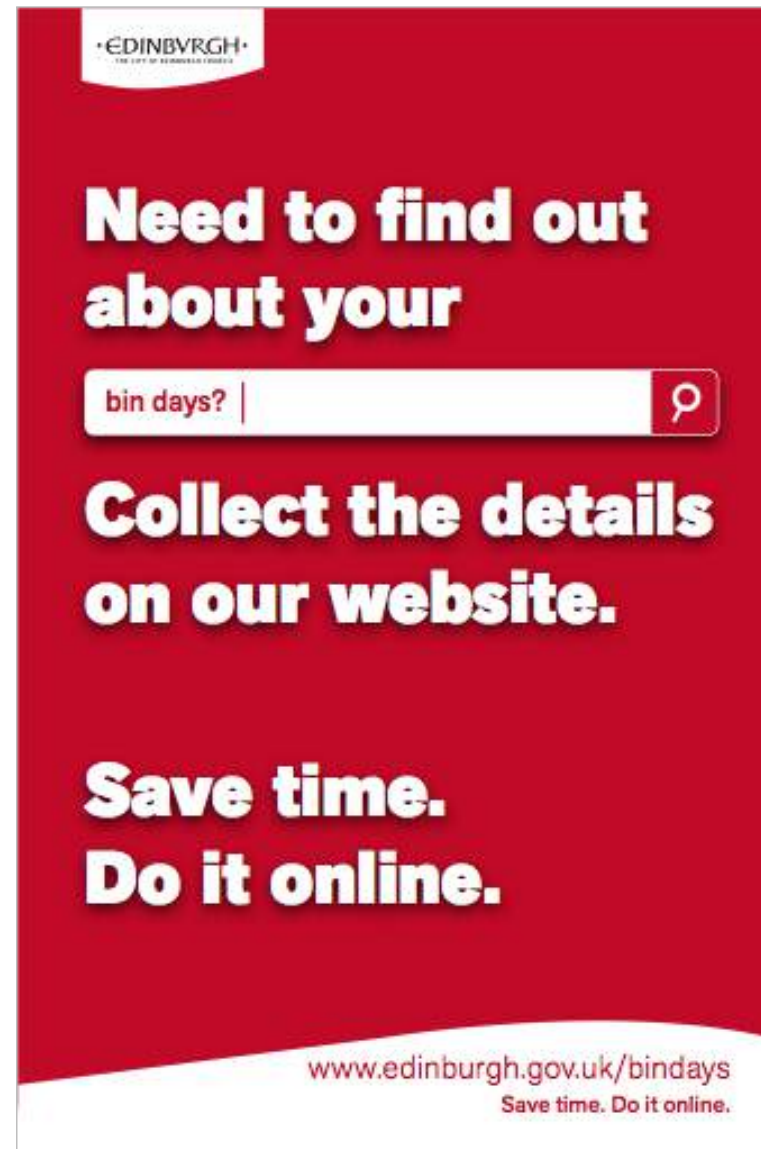
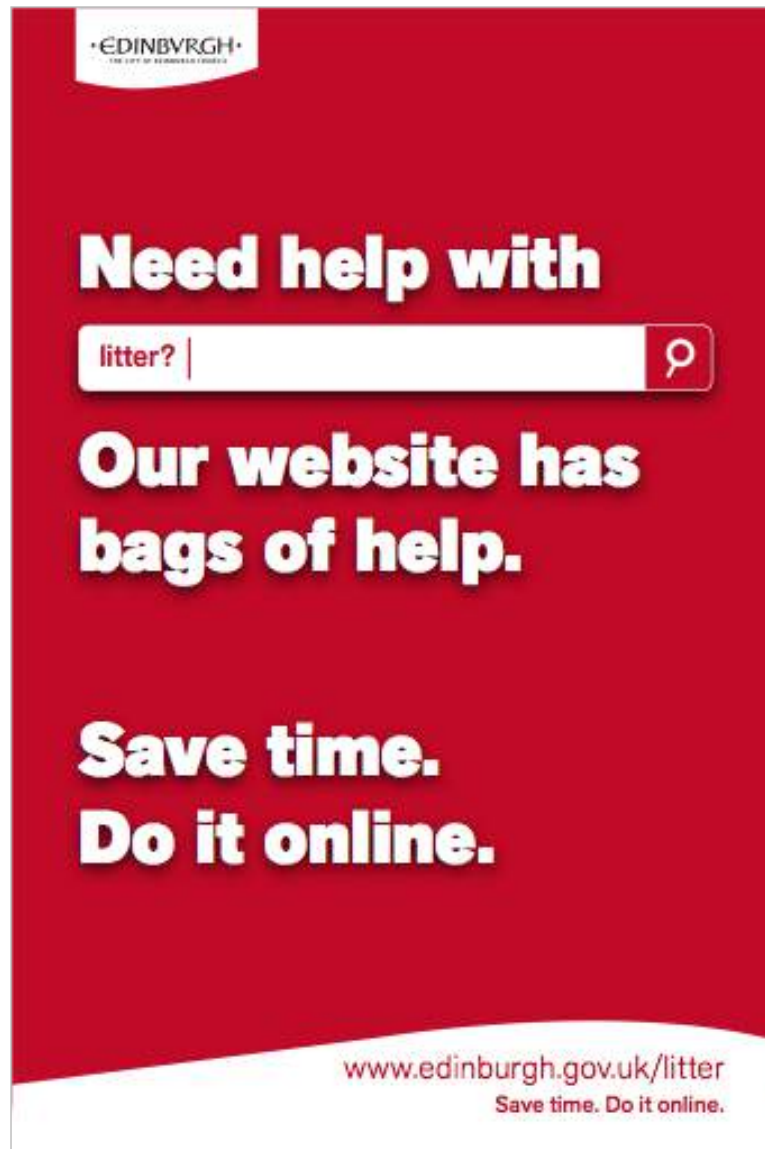
Naturally we bought channels focused on media very specific to Edinburgh residents.

Radio was Forth, Capital East, and Heart East, whilst press brought in some distinctly local titles such as Trinity Spotlight, Leither and Corstorphine Grapevine.

At Haymarket Station we placed high impact floor graphics.



Outdoor.

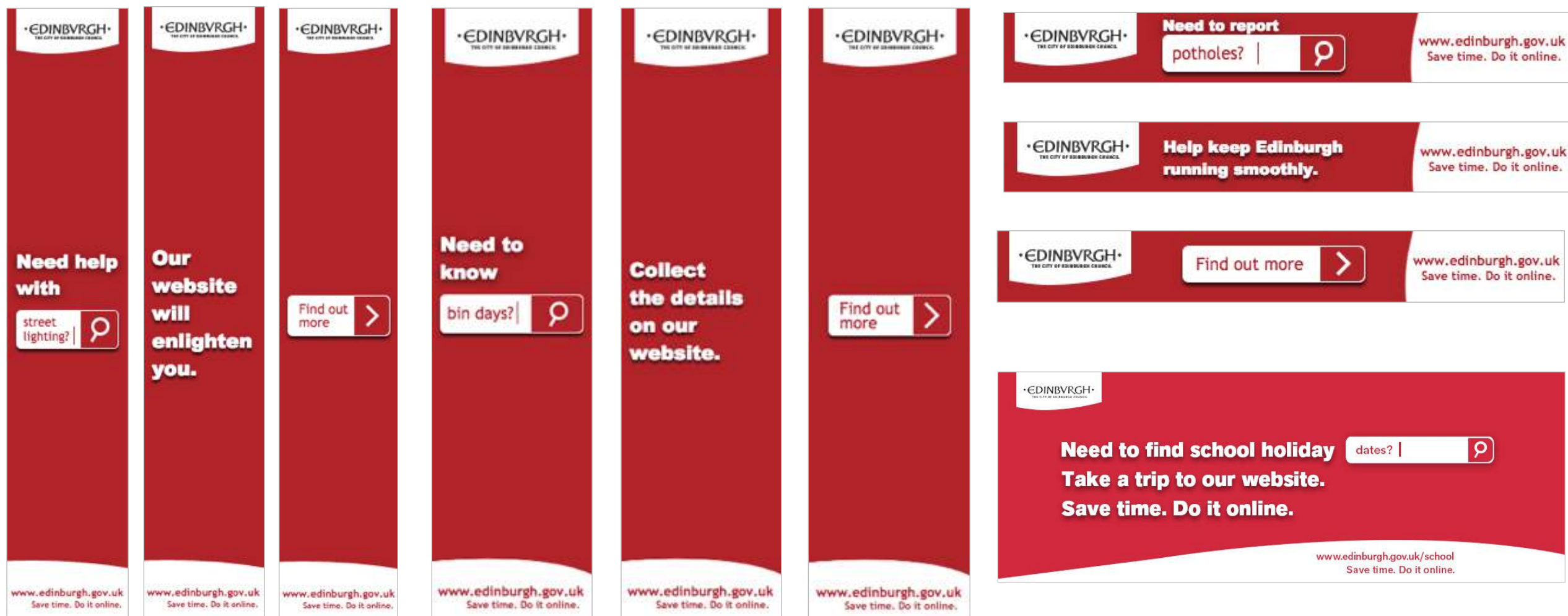


6 sheet and digital 6-sheet were located in hot spots across the city.

Effective activation.

For cost-effectiveness we bought digital display ads at scale through programmatic trading desk Amnet. This allowed us to geo-target to Edinburgh, then Audience and Contextual targeting was overlaid (responding to subjects and content that the individual had read).

We utilised social media channels, and we booked standout formats such as homepage takeovers along with emails in sites that included Edinburgh Evening News and I-On.



Digital executions were re-targeted in response to search terms.

Owned channels.

We had the benefit of owning a number of assets that lent themselves to promotion, from our neighbourhood offices to libraries. We used our bin lorries which offered a unique opportunity to deliver outdoor advertising in all areas of the city.

We also introduced push messages on a variety of our existing communications, such as council tax envelopes, press releases, telephony hold systems, and email and letter footers.

To help residents who wanted to improve their computer skills, and to ensure our online services were open to everyone, we started free digital skills training in our libraries.



Owned channels.



Bin Lorries



Creative for the bin lorries were very much in keeping with the media!

Engaging our people.

A further consideration was the engagement of the Council's 18,000 employees. We needed to achieve internal advocacy, which was vitally important as we needed colleagues to champion our online services – for an initiative that could conceivably be viewed as a risk to jobs.

A large number of our colleagues were not office based and didn't have access to email, such as carers, gardeners and catering assistants.

To reach these employees we ran a series of roadshows across the city, briefing over 300 colleagues. We created an engaging campaign briefing pack to explain the benefits to residents and colleagues, along with images of the campaign material and key dates.

Face-to-face briefings were carried with customer service colleagues and councillors from each political party, prior to the campaign going live. We also provided councillors with bespoke digital insights about their wards.



Briefings were developed to gain advocacy from what was a very important 'channel' - our people.

Delivering results for the City.

We set a target of a 10% increase in online requests over the campaign period. The actual result was significantly greater.

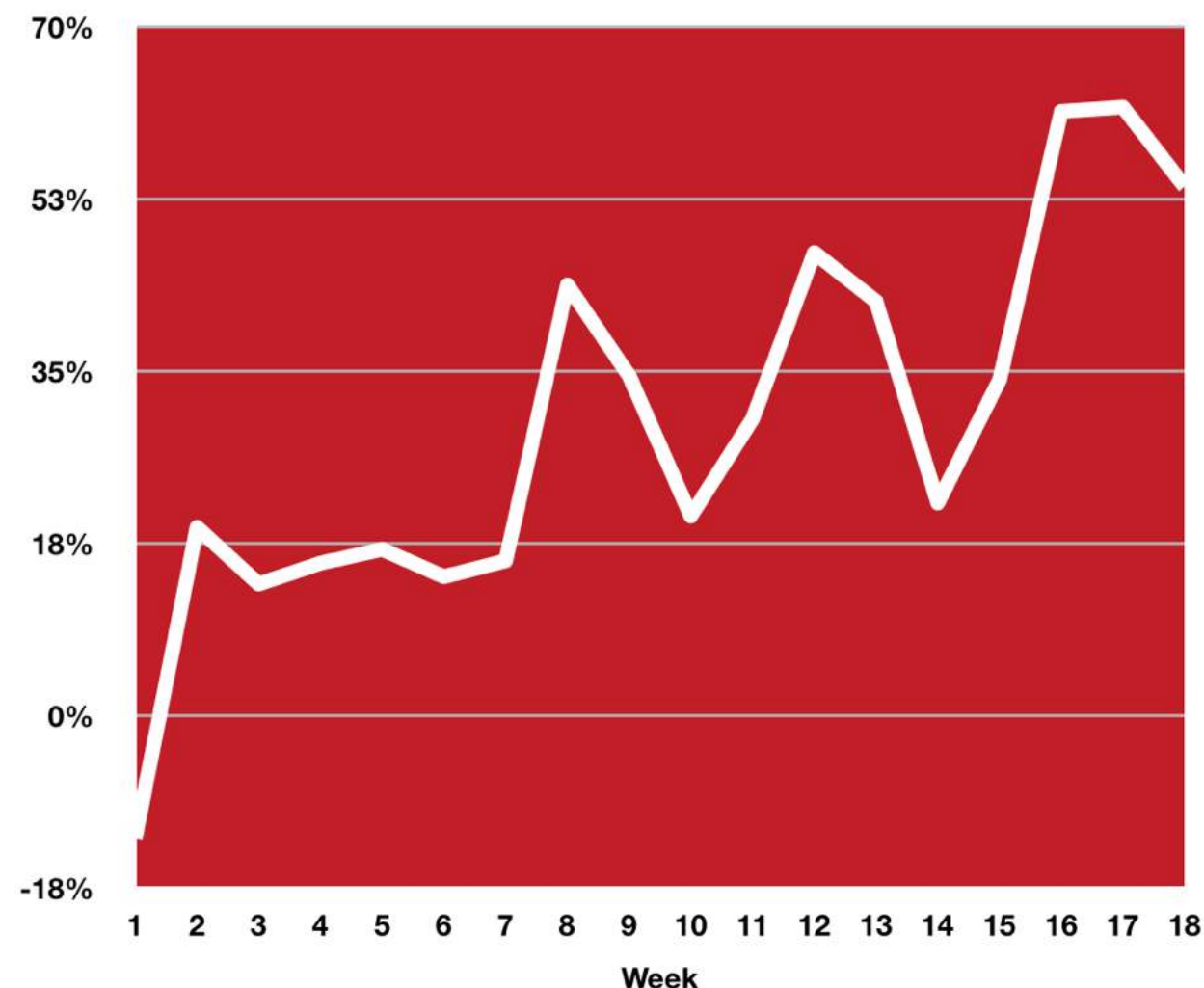
The number of people using our **online services increased by +31%**, and the number of people phoning or visiting us **face-to-face declined by -20%**.

During this 18 week period alone, it equates to a **Return On Investment of 5.9:1**.

We have used this lower 20% figure to quantify this (i.e. removing the additional contacts that the campaign delivered) - so in reality our return is even greater.

Given the shape of the curve, which has peaked so far at **+62%**, the latent effect of the campaign will continue in coming months, and we continue to use owned and earned channels to further amplify its effectiveness.

Growth of web transactions vs pre-campaign average



Comparison of the number of requests made for 18-week period before and after date of campaign launch.

Delivering results for the City.

When comparing to the previous year, the results are even more impressive:

2014 campaign equivalent period on-line average	2015 campaign period on-line average	YOY% increase
689	1395	102%

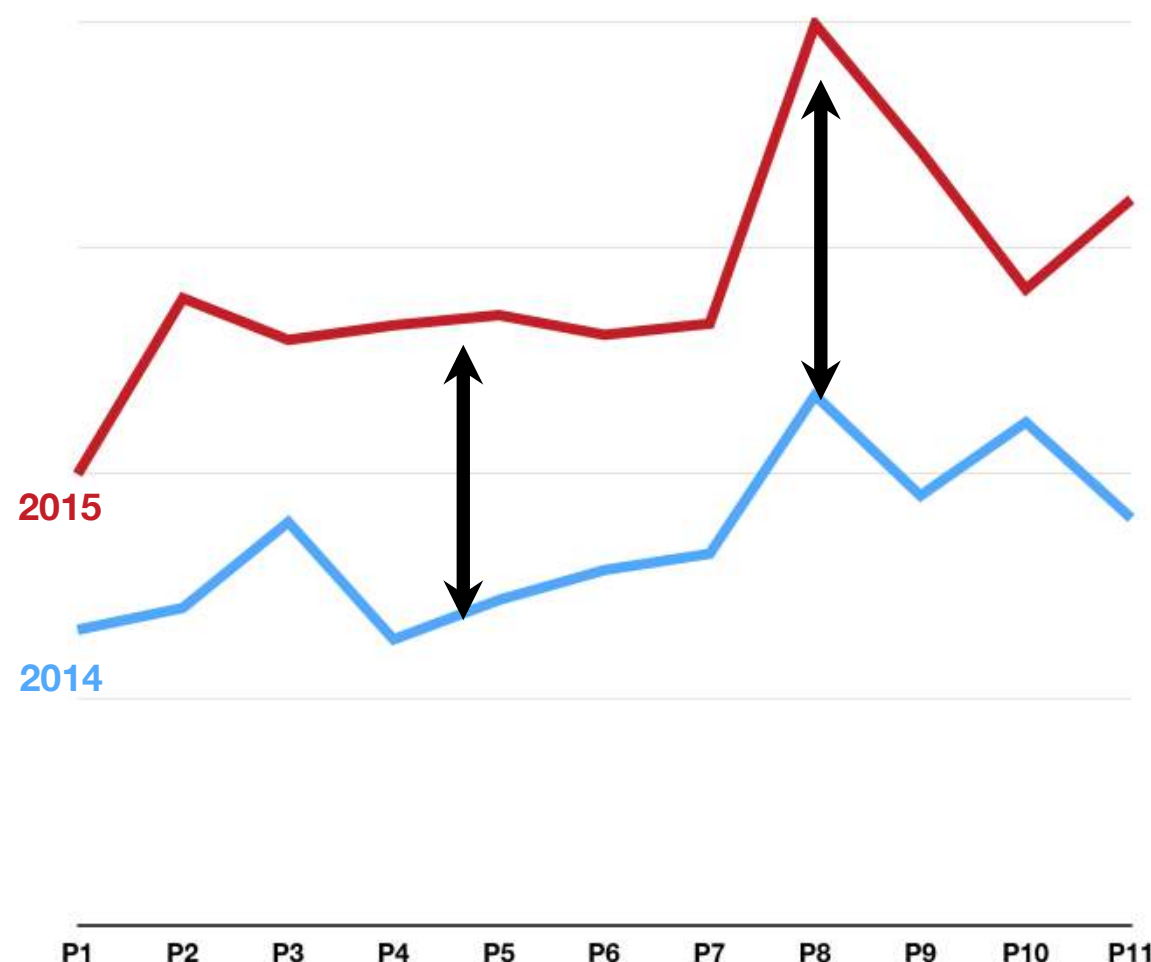
We **more than doubled** the number of transactions carried out online, year-on-year.

For specific communications, we selected a number of transactions that we knew would increase due to the onset of winter, for example reporting an issue with a gully or grit bin.

During the campaign period online requests for these transactions increased by **+44%**, versus contact centre and face-to-face, which was up by **+23%**.

Facebook delivered the highest number of clicks at 28,450, more than double the booked clicks. It delivered the highest CTR at **0.79%** against an industry average of **0.07%**.

Web only requests: 2015 campaign period versus 2014 equivalent



Save time. Do it online.

This is a remarkable performance, and one that delivers significant value to the City and its residents, at a time when the Council is under great financial pressure.

Buoyed by its success, the variety of transactions is set to grow to over 200 in 2016/2017. We will be able to send SMS messages to foster carers in emergency situations, further highlighting our desire to embrace technology across all touchpoints.

This is further proof that the residents of Edinburgh are, as a direct result of our campaign, saving time - and making our city more efficient - by doing it online.

+31% online service usage
+44% online usage of targeted services
Upward curve across all services
+62% online service usage peak
5.9:1 ROI