



DIGICONNECT.

#GoEvenGreener

SCOTRAIL

ScotRail provides train transportation services locally across Scotland's seven cities and regionally across the UK (Scotrail 2021). With 2,300 intercity, regional, and suburban railway services a day, Scotrail seeks to provide its customers with the best possible railway service.

EXTERNAL ANALYSIS

The transport sector plays a crucial role in every country's economy (Lingaitis and Sinkevicius 2014); thus, the macro-environment has a great impact on the railway industry. To further investigate factors that affect ScotRail, the PESTEL framework was used.

The main factor which changed the travel industry was Covid-19 travel restrictions, further affecting other aspects (Transport Scotland 2021). However, the railway industry may see a boom in users over the summer of 2021 as the Scottish Government is investing £580 million for transport measures (Lee and Chen 2020; Love 2020; GOV.SCOT 2021).

Positive social aspects such as the predicted demand for domestic holidays (Euromonitor 2020) and the growing environmental concern (Mintel 2019a) are both great opportunities for ScotRail. However, the rapidly growing electric car market in the UK is a factor to consider (Lilly 2021). Additionally, new technologies increase consumer demand for ScotRail to keep up with the trends to ensure a smooth customer purchase journey for successful omnichannel integration (Cook 2014).

INTERNAL ANALYSIS

To further understand ScotRail as a business internally a digital audit was conducted. The main focus was put on all the media channels used to evaluate the strengths and weaknesses of the brand.

SOCIAL MEDIA

Having a good social media presence is crucial to any brand as it links people together (Boyd 2006). SWOT analysis was conducted to investigate the companies social media channels further (see Figure 1).

From the analysis, it was concluded that ScotRail should improve its efforts by splitting its activities across more channels and produce more interactive content to increase engagement. Additionally, ScotRail does not have a verified Instagram platform, limiting their omnichannel customer experience that is important in the customer purchase journey (Mangold and Faulds 2009).

WEBSITE AND SEO ANALYSIS

Through a perceptual heat-mapping study, it is evident that ScotRail's website is successful in drawing attention to the call to action, which is essential for higher website conversion and customer acquisition (Hernandez and Resnick 2013). However, sentiment analysis of interviews indicated that ScotRail, when compared to competitors, was positioned the lowest for being aesthetically pleasing.

SEO analysis indicates that ScotRail has high organic search traffic of 558.4K keywords and the website's authority score is 62. The brand has a high visit and unique visitor score, however, the page visits and average distribution is 06:54, indicating that people do not spend long on the website (SemRush 2021).



Figure 1: ScotRail Social Media SWOT

STRATEGY

THE OBJECTIVE IS FOR DIGICONNECT TO PROPOSE A 12-MONTH INTEGRATED MARKETING CAMPAIGN THAT WILL GAIN PARTICIPATION FROM 1,500 LEISURE PASSENGERS AGED 18-30 ACROSS SCOTLAND COMBINING TRAIN AND BICYCLE TRAVEL.

This scheme will be aimed at leisurely travellers between the ages of 18 and 30 who want to make even greener journeys, through combining train and cycling. These will be current train passengers or those who have previously used their car to make journeys in Scotland. We will demonstrate that they have completed at least 6 journeys, combining cycling and train travel, during the length of the campaign.

SEGMENTATION

Leisure travel is a fast-growing target for a railway company as more people are concerned about their carbon footprint (Mintel 2019a). Also, due to Covid-19, they are expected to take more domestic vacations (GWI 2020; Mintel 2020a). Travellers aged 16-34 and families with no children compared to 35-64 with no children are more likely to feel confident in the ability to take a UK short break or holiday (Visit Scotland 2021). Moreover, millennials have a need to discover new things and they want value for money (Visit Scotland 2020).

Furthermore, research shows that young people on vacation value sightseeing, outdoor adventures, activities, events, and partying high (Visit Scotland 2020). However, reasons for not feeling confident about travel for 16-34 are fewer things to do and visit and restrictions on socializing (Visit Scotland 2021). People looking to take three or more types of holidays are more likely to be aged 25-34 (Mintel 2021).

The analysis indicates that the best target audience for ScotRail is young leisure travellers who are seeking to take three or more types of holidays; thus, for the campaign, we have chosen to target **Generation Z (18-23)** and **Young Millennials (24-30)** (see Figure 2).

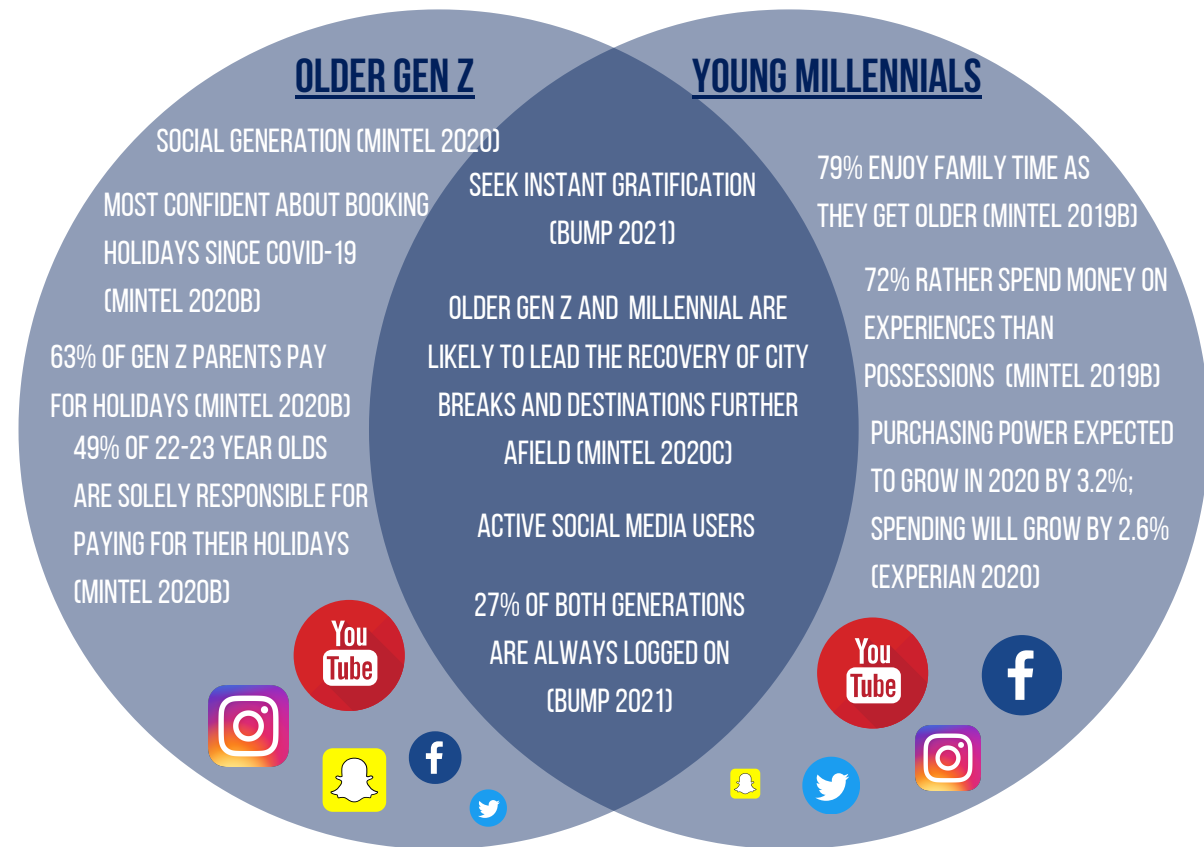


Figure 2: Older Generation Z and Young Millennials Characteristics



TARGET MARKET

The chosen target audience for the campaign is defined by the «18-30 year-olds segment» which resembles older Generation Z and young Millennials.

Young Millennials and Generation Z are both active social media users and 27% are always logged on (Bump 2021). Moreover, both generations are more likely to lead the recovery of city breaks and destinations further afield after Covid-19 restrictions are lifted (Mintel 2020c).

However, their purchasing power is different. Young Millennials purchasing and spending power is growing the fastest compared to other generations (Experian 2020). On the other hand, Gen Z is still somewhat reliant on their parents financially, especially for bigger tickets, essential outgoings, such as transport and holidays (Mintel 2020b).

Figure 3 illustrates three customer personas targeted for the campaign.



Figure 3: Campaign Customer Persona Profiles

DATA STRATEGY

GDPR

General Data Protection Regulation (GDPR) are the rules and regulations relating to the protection of a person, with regard to the processing of personal data and rules relating to the free movement of personal data (GDPR.EU ca.2020).

We will practice GDPR through privacy notices which will be used to set out the policies on how customer's data will be processed that is within our control. These privacy notices will be sent to all customers who take part in the scheme and will be accessible throughout the whole campaign. However, according to GDPR, users of the scheme have the right to opt-out at any point and have their data updated or recovered from the scheme.

Furthermore, the users of the scheme have the right to obtain information such as the purposes of their data, the period in which the personal data will be stored, and a copy of the personal information obtained from the user (GDPR.EU ca.2018). Moreover, users of the scheme will be made aware that information may be shared with third parties that comply with ScotRails standards and will keep their personal information secure (ScotRail ca. 2020).

SOCIAL MEDIA

Through data collected from the app and website sign-ups, we will use YouTube advertising to target this audience and play personalized ads that will attract them to the scheme. In addition, to ensure we have permission to repost the user-generated content, there will be a clause within the terms and conditions stating that any image posted with the hashtag #GoEvenGreener will be considered to be re-posted with credit to the user. Furthermore, the considered post authors will be contacted for approval individually by ScotRail.

APP AND WEBSITE DATA

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When signing up for the app and website, the data that will be collected will include:

- Name
- Age
- Location
- Contact information
- Accept push notifications

When using the app and website to make trips for the campaign, the following data will be collected:

- Journey made
- Whether a bike was taken (through a selection box)
- When you subscribe to the email list

This data will be used to feedback to ScotRail so that they can update their total 'leaf' amount within the scheme to ensure they receive their discounts and promotions. This data will also be used to send out personalized promotions and push notifications to their email and through their apps to encourage participants to make more trips using the #GoEvenGreener scheme.

In addition, the notifications will suggest places to visit and businesses that are a part of the scheme where consumers can redeem and spend their points in. Using push notifications has been said to be an effective way of marketing as it allows for a highly personalised message to be sent directly to a customer (Awad and El-Shihy 2014). Furthermore, Heussner (2012) explained that by sending push notifications to a customer, they are 18-30 times more likely to use an app which will be highly useful for the campaign to draw users back into using the scheme.

The website data will be analysed through Google Analytics as it can track metrics based on website traffic that can measure the success of the campaign on the website. Additionally, we will use Google Analytics to track, measure and optimise user acquisition and engagement on the app (Google Analytics ca.2020).

CREATIVE STRATEGY

THE BIG IDEA

The premise of the campaign will be to promote exploration of Scotland through more sustainable travel. With the #GoEvenGreener scheme we, therefore, want to emphasize the beauty of Scotland and at the same time utilize the rising trend of more eco-friendly ways of leisurely travel. Not only does the scheme encourage consumers to combine the use of train and cycle travel – it also rewards you for it. In fact, the more you explore Scotland the more points you receive, given in the form of leaves. The aim is for consumers to complete 6 journeys throughout the campaign period. Enabled through the Scotrail app consumers can track their journeys and redeem their rewards as they go. Adding to the theme of sustainability, the rewards are for independent local Scottish attractions, shops and restaurants in the form of useful discounts. Consumers are in charge of fulfilling their experience by travelling more to collect more points. The experience has been rendered to work with various devices such as smartwatches and smartphones to ensure it's accessible for all users.

R **Reach:** To reach our consumers will we use offline and online marketing tools. For example, SEO and SEM alongside social media, adverts, billboards and QR codes to target our audience and create awareness for our touchpoints. We will use hashtags to boost visibility and cohesiveness throughout our campaign (Lee and Yoon 2020).

A **Act:** Through an app, consumers will be able to track their journey and use our points scheme. This brings consumers into the experience as they gain points throughout their travel and can use these points to gain discounts to local cafes, chains, and attractions during their trip.

C **Convert:** For the purchasing stage, consumers will be driven to our website or app, where they can purchase train tickets through tools such as QR codes. During their purchase journey, customers will interact with our green leaf scheme where they can redeem their rewards and complete the scheme. We have created a purchasing journey that can be enhanced based on the consumer's activity with our campaign.

E **Engage:** For our digital marketing, we will encourage consumers to use the hashtags on social media platforms to drive engagement to our posts and the service we are offering. The green leaf scheme also allows customers to interact with their journey and Scotrail to create a solid customer relationship. Consumers will feel more involved with the brand and will be able to see their impact by taking these routes. Consumers staying engaged with the campaign and acting like brand advocates after conversion is a low-cost marketing strategy for Scotrail with the aim of ensuring a high ROI (Foster 2014).

DIGITAL VALUE PROPOSITION

The Digital Value Proposition is a tactic that indicates the varied factors we should consider in our strategy. To excel our campaign, we used Chaffey's (2011) 6C's. Figure 4 showcases how we have used these components to propose our digital value proposition for the campaign.

CONTENT	USP «High Value, Green Travel whilst exploring Scotland». Will also include user-generated content through Instagram posts.
CUSTOMISATION	Content will be personalised to the location that they could travel to. It will also be personalised to local attractions and food spots they can spend their points on.
COMMUNITY	Using the hashtag #goevengreener that will attract a society 2.0 audience that uses a web-based means of interaction where they create, share and exchange images and videos (Ducange et al. 2018).
CONVENIENCE	Users of the app will have 24/7 access to the scheme and will be able to use it on any time, anywhere basis.
CHOICE	The scheme will be available to use on any leisurely train journey within Scotland. Users will also have the option to take a bike or no bike. They will also have a large range of vendors to spend their reward points on.
COST REDUCTION	By using the scheme, users will receive discounts on train travel, tickets to visit attractions and on participating food and drink vendors.

Figure 4: Digital Value Proposition (amended from Chaffey 2011)

CONTENT STRATEGY

We will use 6 Instagram micro-influencers to entice our audience into exploring Scotland. By representing the fantasy of Scotland in vlog-style videos and pictures, consumers can witness an expectation for their journey. As perceived fit between influencer and brand is important for campaign effectiveness, we have chosen influencers who focus their content on exploring, travel and/ or sustainability (Breves et al. 2019). More about 6 chosen for the campaign can be found in. How the journey would go and how their content relates to the sustainability of the scheme.

To advertise our campaign we will be using Iain Stirling to commentate our videos. As using celebrities drives consumers to our campaign, we will be able to excel in our reach to the target audience (Menon et al. 2001). The micro-influencers establish relatable content while Stirling brings a glamorous experience to our campaign. By using Stirling in our campaign we create a humorous approach to our advertising which highlights the personality of the campaign which will attract our target market (Olenski 2018).

Other platforms for content creation such as Instagram will be used. Instagram will allow us to host competitions to generate engagement with the consumers. This competition will ask people to follow Scotrail and tag/interact with our posts which could result in free tickets to explore a destination in Scotland. By driving customers towards our Instagram we can also generate traffic to our website (Hanna et al. 2011). In addition, continuous posting about the campaign will be done on Instagram with ScotRail created posts, customer-generated content and influencer created posts. To reach an even wider audience Digiconnect will use billboards to entice the audience to the campaign. The billboards will also present our QR code to drive traffic to the app and the green lead scheme.

See figure 5 and 6 for storyboards on our micro-influencer campaign and YouTube advertisement.

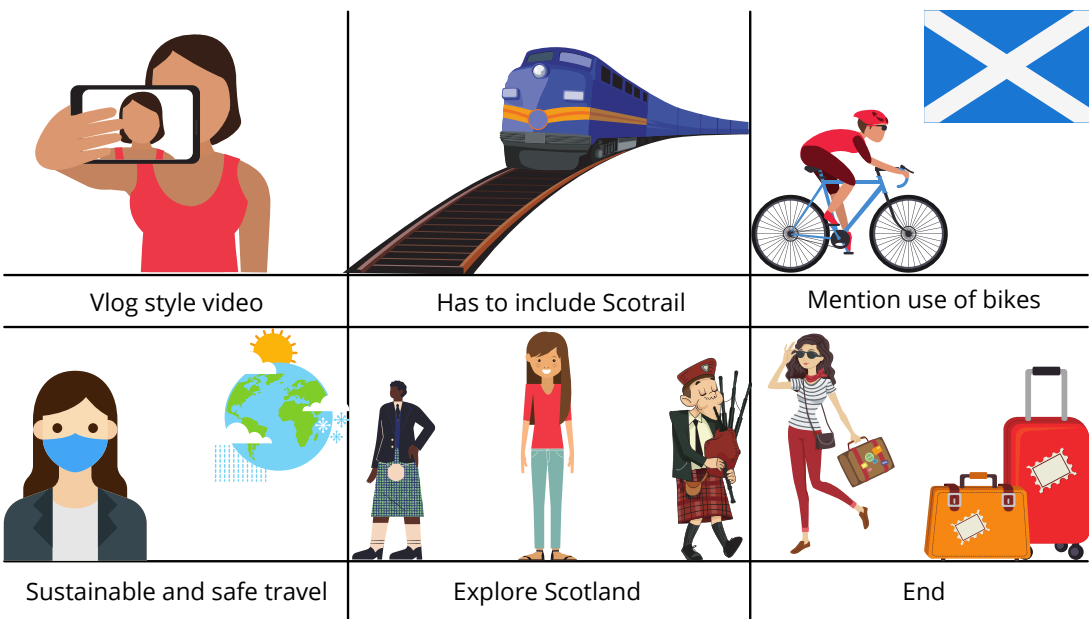


Figure 5: Micro influencer storyboard

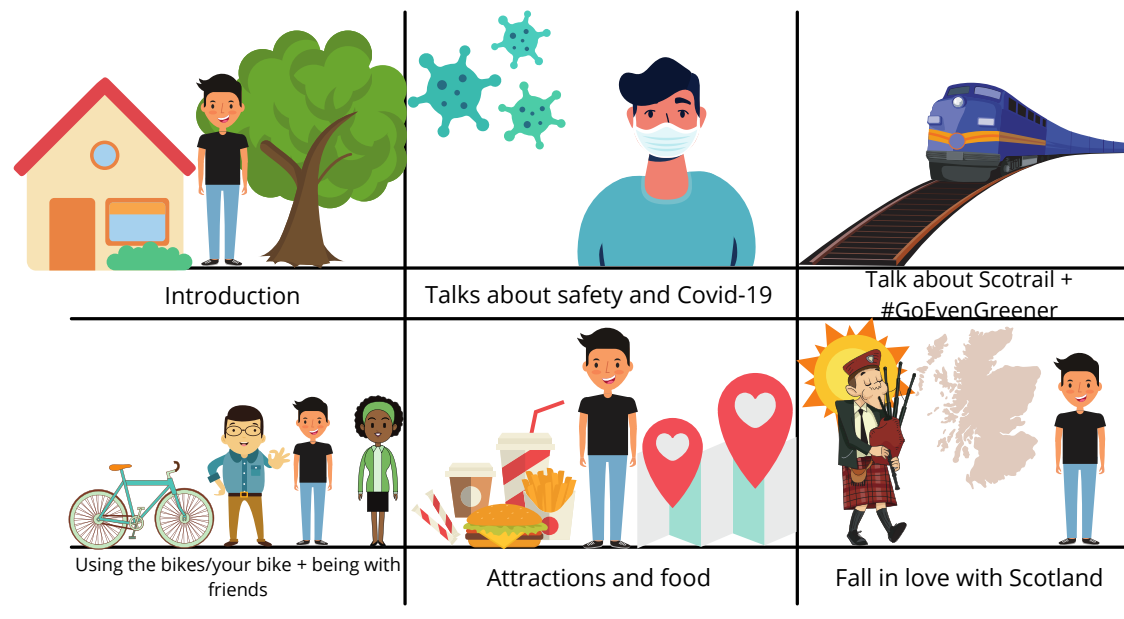
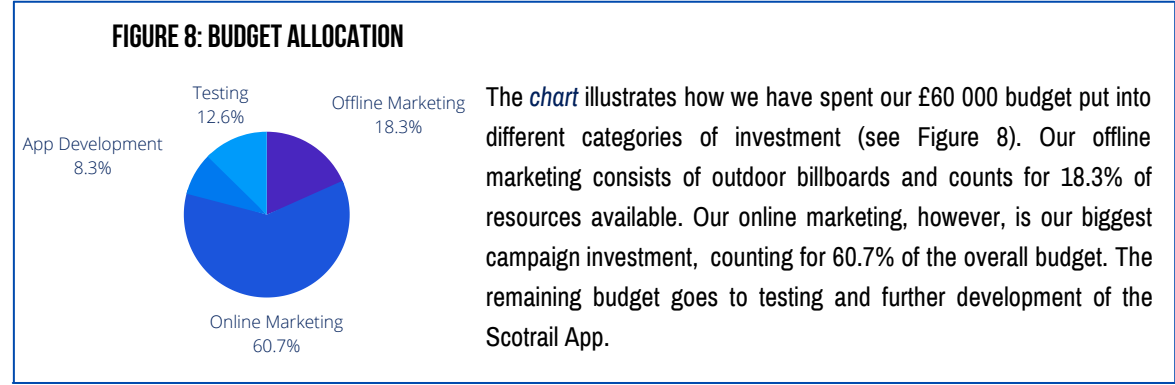


Figure 6: Youtube advertisement storyboard

Stages	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Offline Marketing												
Outdoor Billboards												
Testing												
Online Marketing												
Instagram / Instagram Competition												
Testing												
YouTube Advertising												
Micro Influencers												
SEO / Blog Posts												
Testing												
SEM												
Testing												
Phone Application												
Testing												

Figure 7: Gantt Chart



ONLINE AND OFFLINE MARKETING

The campaign proposed will communicate with our target audience through the use of both online and offline activities. To effectively plan our campaign we have used a Gantt Chart (see Figure 7) (Mind Tools 2021). The chart illustrates the use of marketing activities in addition to the time and length of each activity. The chart also outlines the testing period of the campaign.

Our *offline marketing* will consist of outdoor billboards placed across 4 cities in Scotland. Doing so, we are enabling broad campaign reach as a result of constant exposure in both the beginning and middle of our campaign (Cestrian 2014).

For our *online marketing*, we have focused on Youtube and Instagram, which are platforms highly used by our target audience (Mintel 2019b; Mintel 2019c). This will consist of Youtube advertisement to create awareness, and Scotrails own Instagram content creation to engage consumers. Furthermore, we will also invest in 6 micro-influencers, as an effective yet inexpensive way of building brand awareness (Kay et al. 2020). As Instagram is a top influencer platform, Instagram influencers will help provide an overall cohesive campaign (Influencer Marketing Hub 2021). Lastly, we also want to expand Scotrails SEO and SEM investment. To do so we will create a landing page to increase organic search, in addition to making blog posts for ScotRail's website. Moreover, the websites blog post content will be connected to the mobile app, thus increasing mobile SEO. Furthermore, we will also invest in paid keywords for mobile and desktop searches to create a higher awareness in consumer search for travel around Scotland (Laughton 2020). Lastly, for consumers downloading the app, there will be push notifications for example reminding them to complete the scheme and redeem their awards.

ENABLING EFFECTIVE ONLINE AND OFFLINE INTEGRATION

By using QR technology and our campaign hashtag we will enable effective integration of our online and offline marketing, with the ability of one method to promote or lead onto another. By doing so, we are creating an enhanced customer journey in addition to increased campaign exposure. Enabling this omnichannel environment will better fit the increasingly demanding consumer and their need for consistency across platforms (Rigby 2011).

TEST AND LEARN PLAN

A/B TESTING AND MONITORING

For the campaign, we have chosen to use A/B testing in the first month of the launch as it is quick to design, build and configure. Multivariate testing was deemed unsuccessful as it requires large traffic and can take a significantly longer time (Lacey 2014). This will help to test the effectiveness of the marketing materials and gain insights into what the target audience reacts to best (Likeable 2020).

Moreover, continuous testing and optimisation will be done for SEO, thus the performance of organic search for the campaign can be monitored. In addition, the app will be continuously monitored for any technical issues. Google Analytics for App's which allows segmentation, optimisation and insights will be used throughout the campaign (Firebase 2021).

BILLBOARDS

In the first month, two billboard designs will be tested to indicate which design generates more scans and app downloads from the specific QR codes. Both designs will be tested in Scotland's large cities and smaller ones to also indicate the differences and trends in the markets.

Billboard design 1 will be put up in Edinburgh and Inverness and billboard design 2 in Glasgow and Aberdeen. After the initial month, the engagement results with the QR codes will be analyzed, and the best performing designs in the big city and the smaller city will be displayed next time to create extra exposure for the campaign.

Figure 9 shows the two different billboard designs used for testing.

PAID KEYWORDS

The campaign will start with 7 initial paid keywords directly related to holidays and cycling in Scotland. However, after the first week, the keywords will be reevaluated with Google Ads Editor for both desktop and mobile search performance.

This will allow to either decrease or increase the budget, evaluate the keywords which bring the most traffic to the landing page and remove or add similar keywords.

A**B**

Figure 9: Billboard A/B Testing Examples



MOBILE APP

A/B testing for mobile apps allows testing different hypotheses for experiences and make changes based on actual data (Optimizely 2021). Thus, the app's home page will be A/B tested to find the best sign-up and starting the scheme experience for the target audience. Two different user segments will be created, and each will be shown a different experience. After the first month of the campaign, the app will be reevaluated and the best version with the highest conversion rate will be continued.

INSTAGRAM POSTS

At the beginning of the campaign, two Instagram posts will be tested to evaluate the engagement, comments, and likes of each post. To do this Instagram account insights for a business account will be used (Instagram 2021). Moreover, the posts will be posted at the best posting times for Instagram. One post will be posted at the best time for travel and tourism on Friday between 9 am and 1 pm (Reichert 2020). And the other post will be posted on Wednesday around 11 am as indicated by HubSpot is the best time to post (Chi 2021).

Further, the post with the most engagement will set the tone of promotional Instagram content. The best performing day will also be taken into account.

Figure 10 illustrates the two Instagram posts tested.

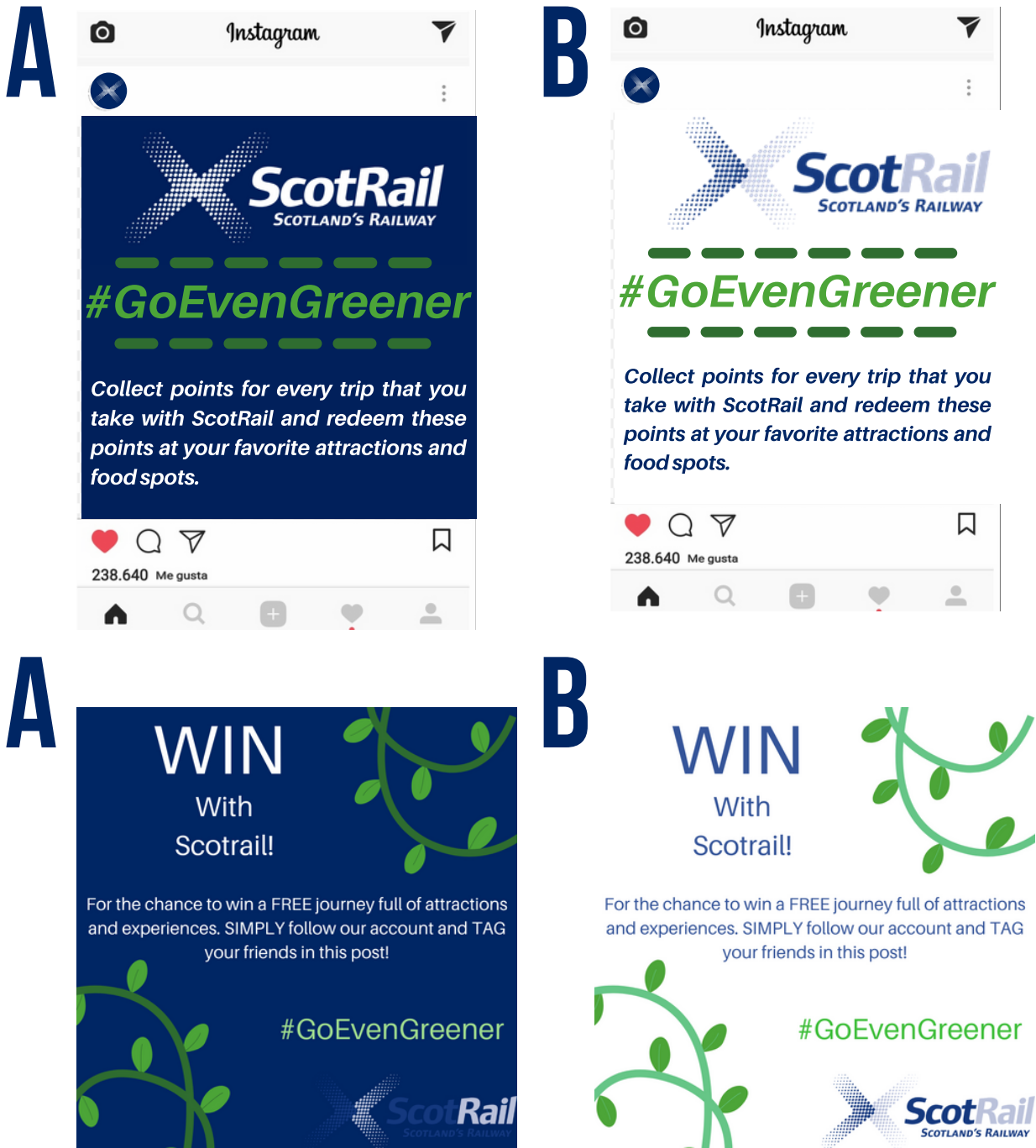


Figure 10: Instagram Post A/B Testing Examples

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