Submission Title:
**Integrated Creative Campaign –
New House Rules.**

Client:
Shelter Scotland.

**Submission Date:
November 2018.**

FOR PUBLICATION

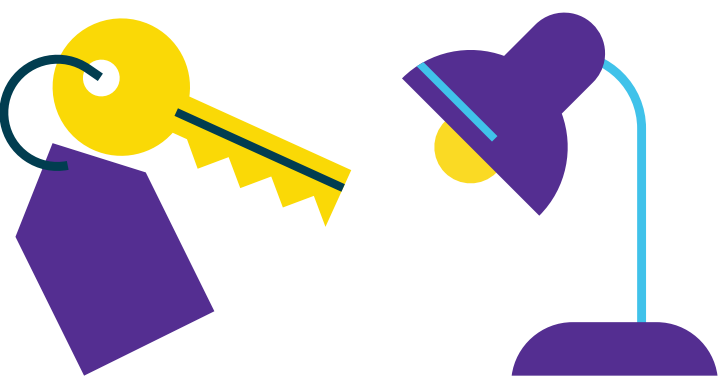| INDUSTRY SECTOR	CLIENT COMPANY	DESIGN CONSULTANCY	DATE OF ENTRY	
Charity	**Shelter Scotland**	**999 Design Group**	**November 2018**	**999**

Executive Summary.

Shelter Scotland was commissioned by the Scottish Government to raise awareness of Scotland's new private residential tenancy (PRT) to landlords and tenants. The PRT legislation was introduced to give tenants more rights and responsibilities as well as more security in their own home.

Shelter appointed 999 Design to develop an integrated, short and sharp 3-month long campaign that hard-to-reach audiences would quickly engage with. The campaign needed to explain a number of complex points in the legislation so our approach had to bring clarity in an eye-catching and concise way.

Central to our campaign solution, was the creation of a chatbot assistant and new campaign landing page which we designed to answer questions around the new legislation and reduce the strain on the charity's helpline services.

Key Increases.

116%

Increase in awareness in tenancy laws.

£180k

Total savings over a three month period.

94.5%

Reduction in calls – beating the original objective of 25%.

With over **12,000** interactions since the launch, overall savings are as high as **£256k.**

After the campaign run (Dec 2017 – Feb, 2018), YouGov poll results showed that awareness of the new tenancy laws had increased from **25% to 54%.**

This is a remarkable **116% increase** and was achieved in a short **three month period.**

Chatbot analytics revealed that for the same 3 month period, there were over 6,000 interactions. This compares to **4,400 users** of Shelter Scotland's Live Chat service, captured over the whole of the previous **12 month period.**

Additionally...

18%-41%

Increase in awareness of notice period length changes.

15%-36%

Rise in awareness of rent increases to properties.

9%-25%

Increase of awareness of a new system resolving disputes.

Case Study Overview.

Outline of project brief and background.

In December 2017, changes in the private rental sector came into force in Scotland to provide more safeguards for tenants and landlords and put an end to the confusing Short Assured Tenancies system. As Shelter Scotland is the established expert in providing advice and support to private renters, the charity received a government grant to roll out communications around these reforms and make both audiences feel positively engaged with the new legislation.

Overall Campaign Objectives.

- **Generate awareness of changes to Scotland's private tenancy laws among tenants and landlords.**

- **Answer basic questions around PRT from tenants and landlords.**

- **Reduce unnecessary phone calls to the Shelter helpline by 25%.**

- **Direct tenants asking complex questions to Live Chat OR the helpline.**

- **Use the chatbot as a test case to learn from and roll out to other areas beyond the scope of this campaign.**

Objectives would be measured by YouGov polls and KPIs around information pack downloads, video views, and advertising click-throughs. Our remit was to come up with a multi-channel design solution that would cut through to hard-to-reach audiences and minority groups.

The campaign was based around 8-10 key legislation changes that both tenants and landlords needed to know including:

- **No more fixed terms.**
- **Rent increases once a year only.**
- **Longer notice periods.**
- **Simpler notice to leave process.**

Case Study Overview. (Cont'd).

Overview of market.

The UK's 195,000 registered charities are playing in a hugely competitive marketplace*. The sector overall spends **£1,578 every second** or **£136.4 million a day** on charitable activities** with the largest charities spending more than £700,000 in comms per year***.

According to the new Communications Benchmark 2017 from CharityComm, only 49% of respondents said they thought their organisation had a strong brand– and just 41% said their comms were 'planned and delivered with an integrated approach'.

£700,000

Spent by large charities per year.

Contributing to overall sector spending at:

£1,578 per second.

£136.4 million per day.

'*Unlike the corporate sector, charity communications aren't just about telling people about the change they make, it's about making change happen.*'

– CharityComms CEO.

## Obstacles and Challenges.

It's a particularly challenging time for the UK charity sector for a number of reasons:

- **Low public trust.**
- **GDPR and regulatory changes.**
- **An increase in permissions-based marketing.**
- **Higher audience expectations in the digital sphere.**
- **Competition from commercial brands with vastly bigger budgets.**

Overall, charities spend millions of pounds on marketing campaigns but often fail to get the most out of their spend. There is often an orthodoxy in charity communications which makes it hard to stand out in a crowded marketplace and make the most of smaller budgets.

Challenges for government communications.

In a time of austerity budgets, any marketing campaign funded by the (Scottish) Government is under particular scrutiny. All communications must deliver cost effectively to the public and the economy and is therefore evaluated rigorously on its impact. Reliance on big broadcasting routes for public awareness campaigns has shifted to more targeted digital platforms but there are still audiences who do not have access to smartphones or the internet. This means that local field marketing and traditional routes are still vital to engage with more marginalised groups.
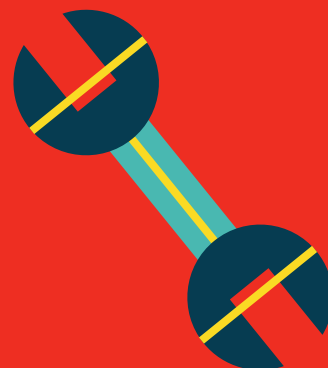
Case Study Overview. (Cont'd).

Target Audience.

As the campaign was aimed primarily at tenants in the private rental sector, we had to create an approach that would resonate with key demographics - younger, urban and transient communities with an ususually high & of minority groups.

According to the latest Scottish Household Survey:

64%

of properties in the private rental sector are flats.

61%

of households contain one or two adults under 65 with no children.

88%

of those in the private rented sector have access to home internet.

43%

of adults had been at their address for less than one year.

58%

recorded their ethnicity as white Scottish.

Based on these insights it was vital that our creative solution was highly visual, engaging and memorable and that it worked effectively across varied communication channels.

Key Deliverables included:

- Creative Campaign Identity
- Website Landing Page
- Chatbot
- Animation

- Information Pack (printed hard and soft copy)
- Social Media Assets
- Print and digital ads

Chatbot.

Shelter Scotland had predicted that the changes would result in confusion from both tenants and landlords. With their helpline and Live Chat already receiving more calls than they could answer, they were concerned about support staff becoming overwhelmed.

We introduced the idea of a chatbot as a trusted persona – a more personable and memorable element to the campaign experience – who is available 24/7 to answer basic questions around the PRT changes.

If successful, it was hoped that the chatbot would evolve and become a solution for all of Shelter Scotland's helpline services. Creating this proof of concept was a key goal for the Shelter Scotland team.

Creative Concept and Design Approach.

We created an overarching theme that would allow us to 'badge' our campaign with a distinctive confident message across all print, digital and social channels: 'New House Rules' became our campaign mantra.

A combination of familiar everyday household objects and wordplay made it easy for people to get to grips with the legislative changes through the highly visual creative approach.

Using a distinctive illustrative style and object-centred messaging system across a range of collateral we brought the key campaign messages to life:

- Get switched on to the New House Rules
- Private renting is changing. Don't be alarmed
- Don't get into a lather over the new private renting laws

Campaign Launched:
1st December 2017.

Length of campaign:
3 months.

Budget:
Redacted Confidential Data.
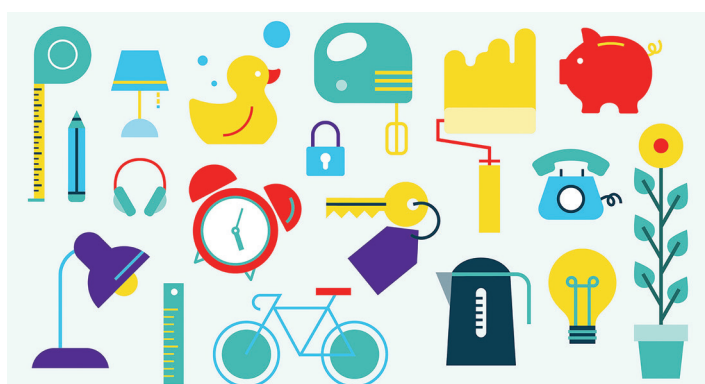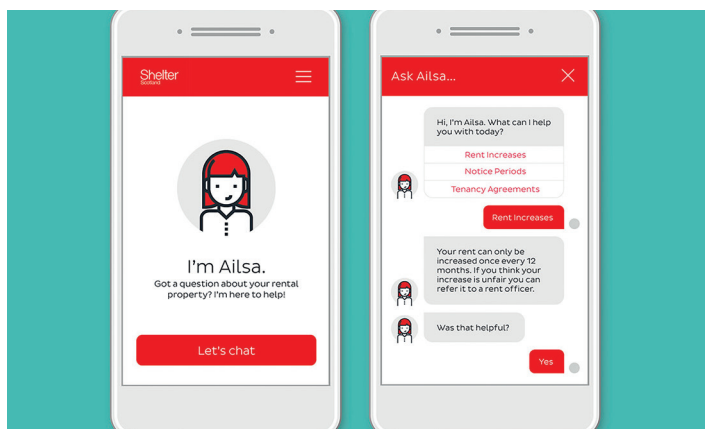
The campaign landing page was designed to cement the key messages and encourage users to view the animation, download resources, follow the #NewHouseRules hashtag and, crucially, to engage with the chatbot.

To further personalise the chatbot experience, we created a red-haired avatar and named her Ailsa – both a popular name for a home in Scotland and an acronym for Artificially Intelligent Lightweight Shelter Assistant. Using the Microsoft Bot framework, we designed an easy-to-use interface and conversation workflow for the initial campaign.

Working with the Shelter Scotland marketing team, we guided the approach while they checked in with the Scottish Government at regular project intervals to ensure the campaign was compliant and appropriate in tone and message.

Results.

The results from two YouGov surveys revealed that the campaign had successfully achieved its primary objective of raising awareness of the new tenancy laws.

The results showed that awareness of the new laws among the private rental sector had increased had increased from **25% to 54%**.

This is a remarkable 116% increase and was achieved in a short three month period.

54%

25%

0%
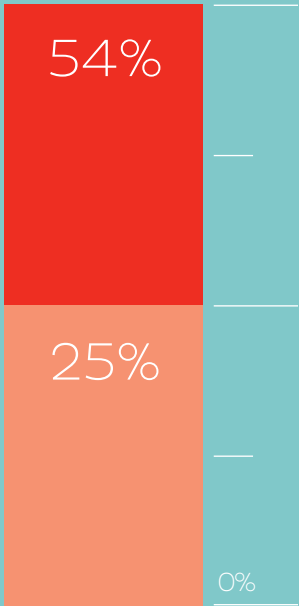
Additional Supporting Increases Achieved.

Total Increase.

9%   25%

Awareness of a new system for resolving disputes.

177%

15%   36%

Awareness of rent increase frequency and notice.

140%

18%   41%

Awareness of the change to length of notice period.

128%

Results Cont'd.

The Chatbot analytics revealed that over the three-month period, there were over 6,000 interactions recorded.

Over a 12 month basis this would equate to 24,000 interactions. This was particularly impressive given that the campaign was launched on the run up to Christmas and had to stand out during the crowded festive campaign period.

This compares to 4,400 users of Shelter Scotland's Live Chat service, captured over the whole of the previous 12 month period.

- A call on average costs Shelter Scotland £22.42, which means that the chatbot brought savings to the organisation of over **£180K in 3 months**.

- With over **12,000 interactions** since launch, overall savings are as high as **£256K.**

- We achieved a substantial **94.5%** reduction in calls to the helpdesk, reducing pressure on the helpline to deal with more urgent calls, beating the original objective of reducing calls by **25%**.

The charity campaigns all year round to promote various issues and the results achieved are far beyond anything the marketing team has ever experienced. All the core objectives for the chatbot exceeded all KPIs set to deliver.
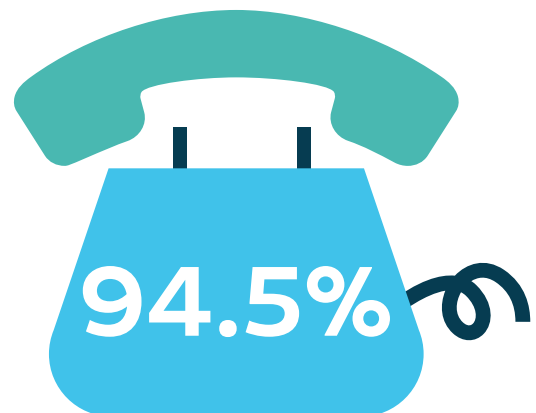
KPI results.

- **621 information pack downloads.**
- **6,218 YouTube video views.**
- **34,319 Facebook video views.**
- **8.6% conversion from Facebook to chatbot.**
- **5,197 sponsored content click-throughs.**

NEW HOUSE RULES

£256k

Overall Savings.

94.5%

Total reduction in calls.

Chatbot Interactions were also over 20% higher than comparable Shelter Scotland campaigns. Take, for example, their 50th anniversary campaign which attracted only 600 conversions over 10 months, to date.

Continued Engagement.

ChatBot use over the first six months.

Despite the campaign finishing at the end of February 2018, chatbot usage remained high in the subsequent 3 months:

Dec – Feb =
**8,509 interactions**

Mar – May =
3,486 interactions.

From our chatbot Ailsa's interactions, only 5.5% of the audience asked for contact details of the Shelter Scotland helpline which means that of those who contact Shelter Scotland by initiating the chatbot, there was a 94.5% reduction in calls to the helpdesk, reducing pressure on the helpline to deal with more urgent calls, beating the original objective of reducing calls by 25%.

The resounding success of our chatbot solution achieved the goal of relieving phone helpline staff from answering initial queries, freeing them up to deal with the more complex issues arising.

The success of the chatbot means it is now being further developed to deal with natural language queries on a wider range of topics which was one of the main goals of the project. Using data and analytics gathered we worked with Shelter Scotland to take Ailsa to the next level of development when we introduced natural language understanding to the chatbot.

'The chatbot allows people to self-serve and find out the information online, rather than phone our helpline. It has helped a significant number of people get to grips with the legislation changes, without us getting a large volume of calls to our helpline.'

– Keith Bartholomew,
Senior Digital Officer at Shelter Scotland.
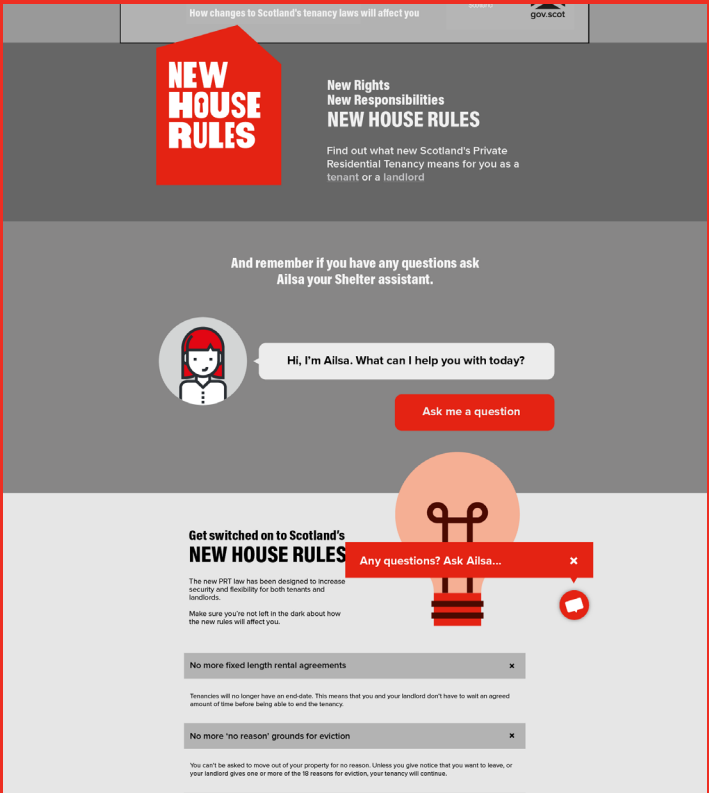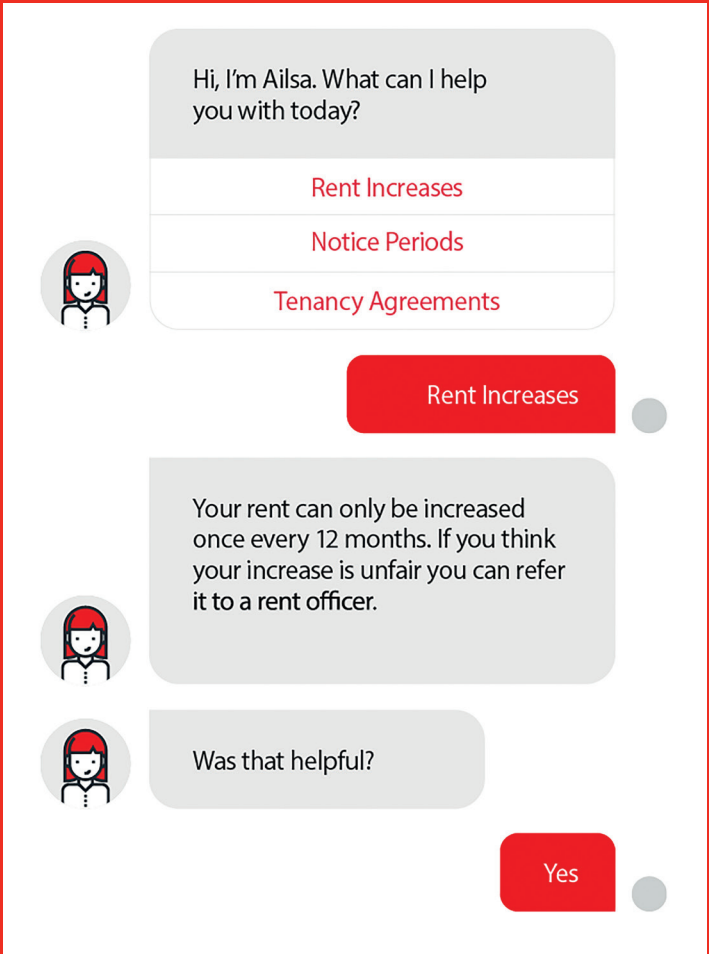
Context.

Project impact compared to previous campaigns

To give some context, Shelter Scotland ran a campaign called 'Homelessness, far from fixed' alongside the PRT campaign. For this, they set up a landing page and drove traffic to the campaign via social advertising and PR. Overall the landing page attracted only 220 unique visitors during the campaign period.

Alongside this, the organisations 50th campaign, which has ran for the whole of 2018 has attracted only 600 conversions over 10 months to date.

Influencing factors

1.   Marcomms Activity.

As the campaign rolled out, Shelter Scotland undertook a series of communications to raise awareness of the changes to the private rental sector in Scotland. This included activity such as editorial PR, online cross-channel marketing of related content and general promotion through their social channels.

2.   Existing Brand Equity.

Shelter Scotland is a trusted brand that was already engaged with the target market for the campaign. They are known as the 'go-to' charity for tenants in the private rental sector and work with existing partners such as LGBT Youth Scotland and CEMVO networks to disseminate information to minority groups.

The really strong single minded approach that 999 created for this campaign made people sit up, take notice and take action because it simply stands out it in the charity space and is bold and memorable'.

– Conrad Rossouw, Digital Manager.

Sources
'Why we've lost faith in charities: The Oxfam scandal is just the latest in a long-line of controversies to dog the third sector, by Oliver Bennett, February, 2018

"'Charity Today' report, 2017, ACEVO, the Charities Aid Foundation (CAF), the Institute of Fundraising and CharityComms

"'Communications Benchmark 2017: Taking the sector's temperature