

**Project Title**

Buchanan Galleries

**Category**

Interactive &amp; Digital Media

**Sub Category**

3.4 Online &amp; Viral Promotion

**Client Company**

Buchanan Galleries

**Design Consultancy**

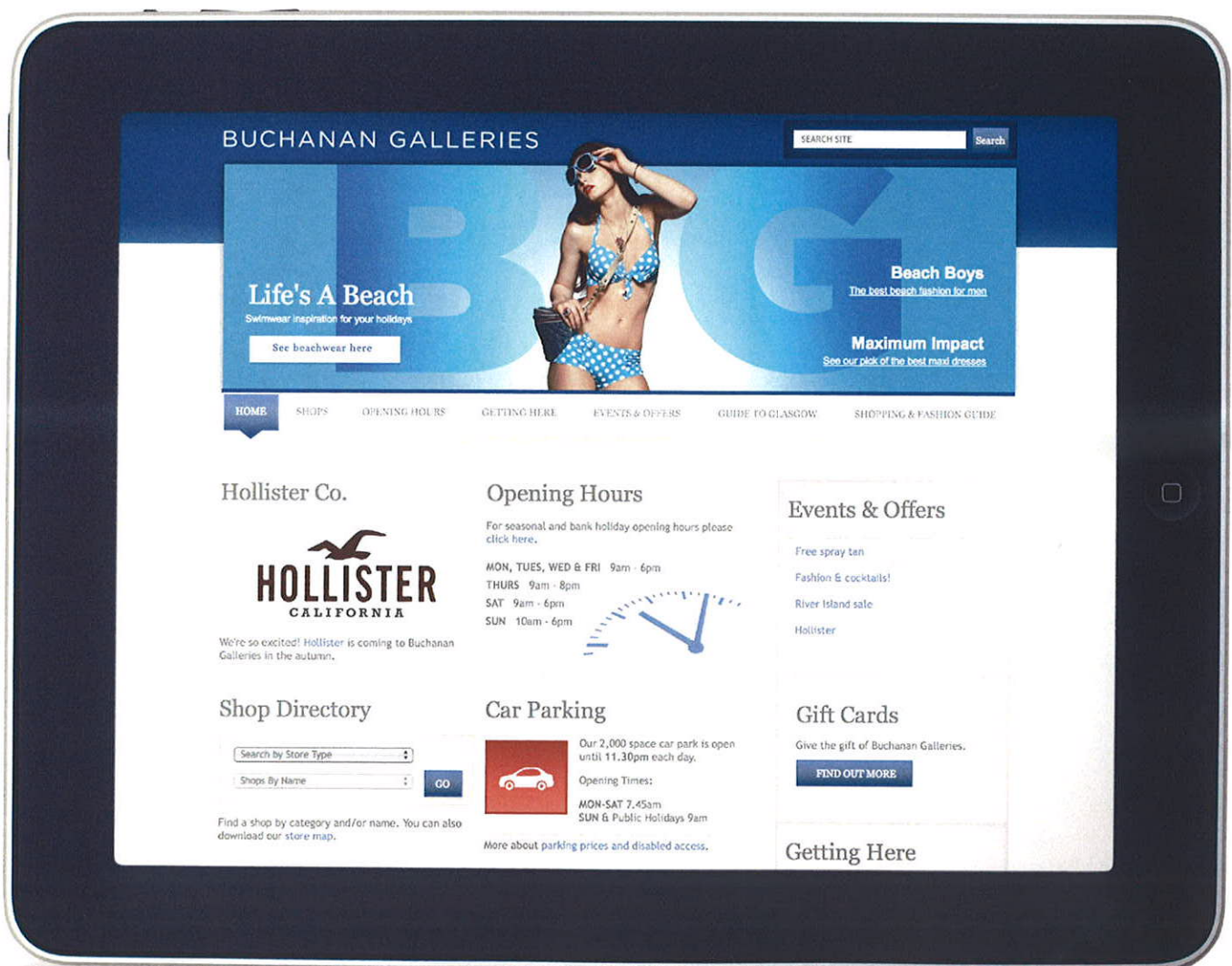
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07.06.10

**“Embracing the effective use of social media has enhanced the impact of the overall campaign and changed perceptions for the better. More than that, it’s created efficiencies with my overall marketing budget which allow me to maximise my spend elsewhere”**

**Sam Stewart**, Marketing Manager,  
**Buchanan Galleries**



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**Sources**

\* Figures from ShopperTrak

\*\* Figures from Experian

† Buchanan Galleries exit poll, Spring 2010.

†† Statistics from 'Emotional Logic on street survey, November 2009'.

**Buchanan Galleries (BG) is a 607,000 sq ft shopping centre in Glasgow city centre. It opened in 1989, has 95 stores, most of which are fashion based. It attracts 20 million visitors a year\* and accounts for 14% of the shopping spend in Glasgow.\*\***

Losing out to younger, newer out-of-town shopping centres with larger marketing budgets, BG needed to address preconceptions about the centre and outsmart rather than outspend the competition.

Historically BG had chased the shoppers; reinventing 'shopping' based campaign messages every year which drained money from an already limited marketing budget.

The overall strategy was based on repositioning BG as a fashion based shopping destination with the creation of a brand platform that would endure, thus maximising efficiency in marketing investment and, ultimately attracting younger shoppers and spend.

We believe our digital brand campaign work for BG clearly illustrates the tangible benefits a well thought out digital strategy and plan can deliver when integrated into a compelling brand platform.

The digital activity went live in May 2009. The budget for design, build and management was £35,000.

**Headline Commercial Results:**

- Move from trad-digital email methods to Twitter has saved £9,000 marketing spend over a 12-month period.
- BG's social media activity has generated the equivalent of £35,100 worth of investment in consumer PR over a 12-month period.
- The centre's estimated annual turnover is up 25% YOY.†
- Average spend +58% YOY on non-food items for both target groups.  
(+53% for 'Stylish & Sophisticated' and +62% for 'Young Fashion' target groups.)††

**Other Headline Results:**

- Community of 1,403 followers.
- Net Promoter Score +27% on 2009.  
(How shoppers view BG and how likely they are to recommend it.)††



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**The Brief**

- Create a brand platform that will endure, aiding the repositioning of Buchanan Galleries (BG) as a fashion shopping destination.

**The Key Objectives:**

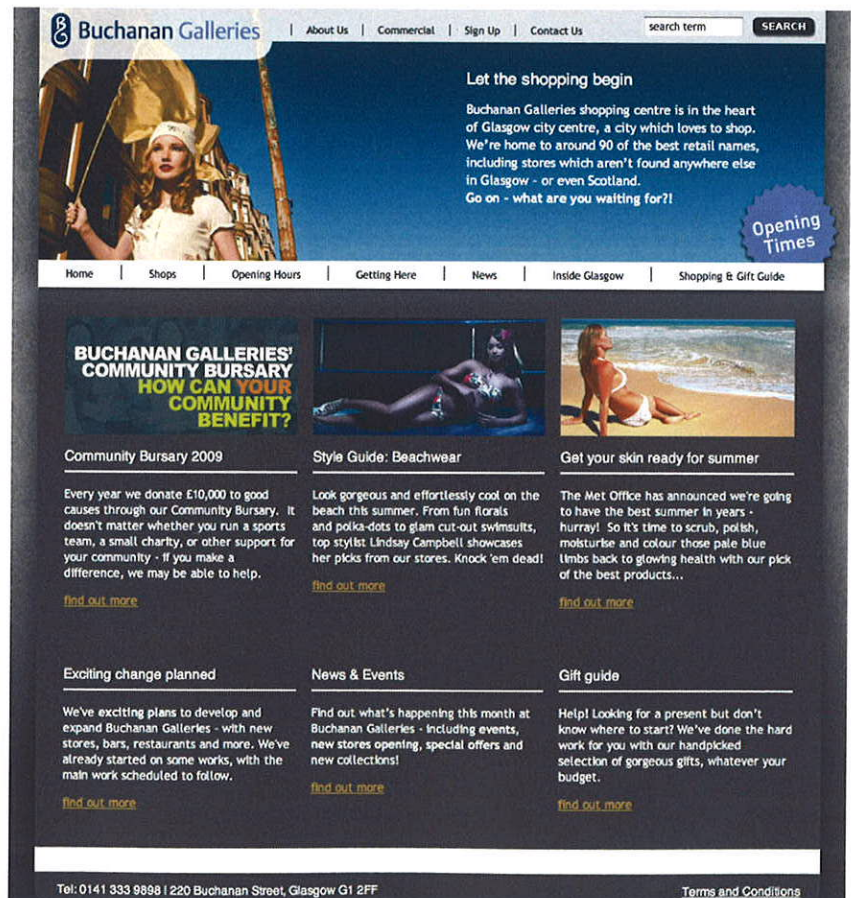
- Change perceptions of BG with target market.
- Use digital marketing to attract target shoppers.
- Make maximum use of available marketing spend (save if possible).
- Contribute to increasing cash through retailers' tills.

**The Key Issues:**

- BG is considered to be more *"householdy than clothes"* by their target groups.
- City centre location, opening hours (shuts at 6pm most nights) and high parking costs are holding the centre back versus new, out-of-town shopping destinations.
- Competition's larger marketing budget (twice the spend) means we need to outsmart them.
- Lack of a coherent brand image for BG due to constantly changing ATL 'shopping' campaigns.

**Old Website**

A functional site in terms of the information it presented, but there were some key usability problems, no real drivers to visit the centre and a visual disconnect with the off-line creative.



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**Source**

\* Buchanan Galleries exit poll,  
Spring 2009.

**Old Campaign**

Styled to appeal to the target market but lacked focus on the centre and was shopping generic.

**New Campaign**

A brand focused, impactful and inherently ownable platform.

**Project Description**

BG was losing its way with the valuable core fashion shopping segment of 18-24 year old women. Research shows that 46%\* of centre's shopper fall within this bracket; but also that they held poor perceptions of BG. A change of strategy was required.

BG realised they needed an enduring brand campaign rather than creating 'shopping advertising' and introduce a significant element of digital marketing activity into the mix which offers an immediacy and an ability to engage shoppers unlike traditional media. This allowed us to outsmart, rather than outspend, the competition.

**The Market**

BG is in Glasgow city centre, ranked by Experian as the best UK retail destination outside London. The local market is competitive with city centre and out-of-town locations competing for spend in a recession.

**This competition honed BG's focus on their target shoppers:**

— ABC-1 Glasgow women, 18-35 who like fashion, have money to spend and are a good fit with the retailers in the centre.

**Subdivided into two types:**

— 'Young Fashion', 18-24, on a budget, fashion spend focussed.  
— 'Stylish and Sophisticated', 24-35, discerning, affluent and looking for choice.





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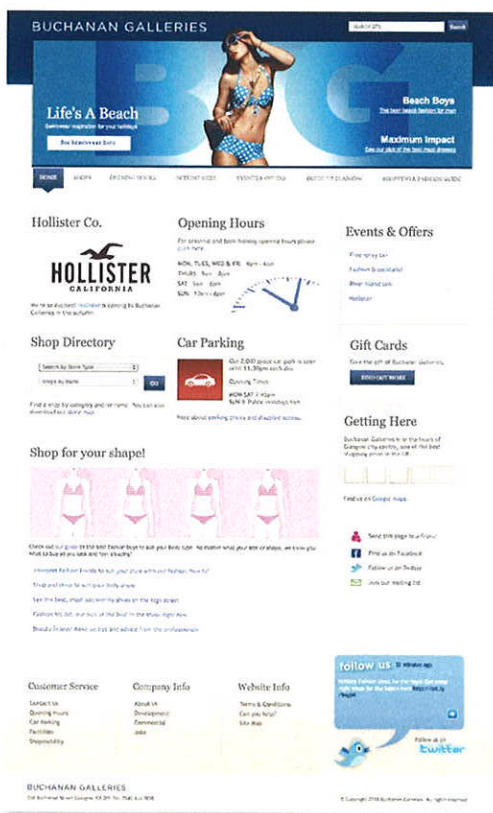
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**New Website**

Visually striking and engaging, the website is easy to navigate and use, enabling visitors to find information quickly and easily. Designed specifically to integrate campaign creative, on and off-line marketing work together.

**The Solution**

The new brand campaign gave us a great platform "BIG on fashion" upon which to do two main things:

**1. Redesign the BG website (with a defined content strategy)**

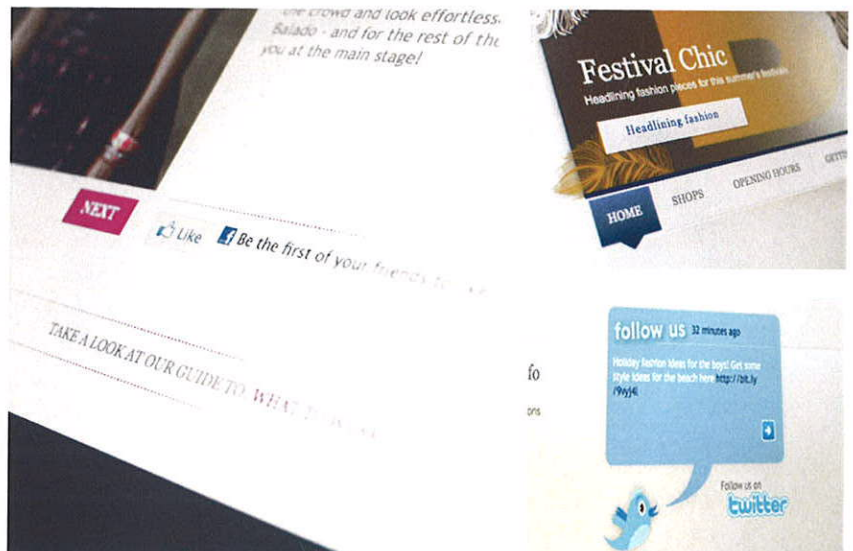
The new site incorporated the new brand campaign positioning, but was also improved by:

- Making the site easier to find and use.
- Improving the quality and quantity of fashion and shopping content.
- Encouraging users to move from 'functional' (opening hours) to fashion and shopping pages.
- Featuring local, relevant information to appeal to the target audience.

**2. Deploy innovative social media initiative**

A Twitter campaign was chosen as the users are young, mobile and urban (39% of users are 18-34). It's free, provides an open method of communication and is quick and easy to update. Used correctly it allowed us to influence brand perceptions and reinforce the fashion message.

We created a Twitter page called 'Glasgowshopping' which discusses fashion and shopping in the city. In order to build trust and followers, we launched without referencing BG ownership. (Sending 8 tweets a day, 25% of which linked to the BG website). This was gradually introduced in stages, after we had established a critical mass of followers and credibility.



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**Integrated campaign**

Examples of the off-line collateral which utilise the same graphic and photographic assets.

**Other Influencing Factors**

The digital activity was launched as part of an integrated campaign for BG (as outlined earlier in the entry). Crucially, however, no more money was invested in the campaign in 2009 v's 2008.

It should also be noted that all of this activity and results achieved took place during the worst economic conditions for 100 years.





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**NB.** Because of the nature of Buchanan Galleries being a centre of 95 retailers, who keep their figures a closely guarded secret, it's impossible to determine the total impact / ROI of the brand and digital campaign work.

**Annual saving of £9,000**

Move from 'trad-digital' email methods to Twitter has saved £9,000 marketing spend over a 12-month period. Free Twitter updates replaced monthly email at £750 per email over a 12-month period.

*Source: BG Marketing Team.*

**£35,100 worth of PR value generated**

BG's social media activity has generated the equivalent of £35,100 investment in consumer PR over a 12-month period – based on the cost of sending out one press release per week at £675 per press release, over 52 weeks. It's a faster, more appropriate and more efficient method of communicating directly to our target group.

*Source: BG Marketing Team.*

**The centre's estimated annual turnover is up 25% YOY**

Every May BG survey 1,000 shoppers in the centre as they leave. In 2010 the poll illustrated that the centre's estimated turnover was up 25% on the previous year.

*Source: Buchanan Galleries exit poll, Spring 2010.*

**Average spend +58% for both target groups**

BG's two target groups increased their annual average spend in the centre by 53% for 'Stylish & Sophisticated' and 62% for 'Young Fashion' which equates to an average increase of 58% on non-food items.

*Source: Emotional Logic on street survey November 2009.*

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**Community of 1,403 followers**

BG's social media strategy has cultivated a growing online community, with Twitter followers currently at 1,403 and Facebook friends at 596. These groups are engaging with the brand on a one-to-one basis as well as sharing and spreading BG information within their own communities.

**Net Promoter Score +27% on 2009**

Results of an on street survey in 2009 demonstrated that the number of shoppers who would recommend the centre had increased by 27% from the previous year.

*Source: Emotional Logic on street survey November 2009.*

**BG rated best for "Great fashion shopping"**

From the shoppers surveyed in 2009 rated BG as the best in Glasgow for 'Great fashion shopping'.

*Source: Emotional Logic on street survey November 2009.*

**Perception rankings +6% for 'trendiness' and +6% 'variety of stores'**

In the 2009 perception rankings, the figures for BG being perceived for 'trendiness' and the 'variety of stores' both increased by 6% from 2008 rankings.

*Source: Emotional Logic on street survey November 2009.*

**7.8% footfall increase from previous month**

The footfall for July 2009 increased by 7.8% on previous month, despite Scottish footfall down over 2%. We're attributing this result, in part, to the launch of a new and improved website.

**BG Footfall +2.6% v's Scotland -2.45%**

The centre's footfall in the second half of 2009 increased by 2.6%. In comparison to the Scottish average footfall falling by 2.45%, this was an excellent result.

*Source: Monthly averages, July-December 2009; ShopperTrak & Experian.*

**December footfall +1.2% v's Glasgow city centre -1.6%**

The December 2009 footfall for BG increased by 1.2% whereas Glasgow city centre's footfall fell by 1.6%.

*Source: Glasgow Style Mile.*



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**Outperforming competitor sales**

The shoppers surveyed in 2009 said 27% of their non-food shopping spend was in Buchanan Galleries compared to their nearest competitor, an out-of-town destination with a larger marketing budget to pull on, at just 16%.

*Source: Emotional Logic on street survey November 2009.*

**More visits than competitors**

Research carried out in 2009 demonstrated that shoppers visit BG 24 times a year compared to the nearest competitor, at 20 times a year. Those 24 visits also represent 25% of the total shopping visits made in the Glasgow area.

*Source: Emotional Logic on street survey November 2009.*

**27% increase in direct traffic to the website**

There has been a 27% increase in shoppers visiting the BG website directly, this proves that there has been an increase in brand recognition amongst the target audience.

*Source: BG Web Stats 2010.*

**'Stylish and Sophisticated' website visits up 15%, bounce rate down 47%**

A key segment of our target audience, referred to as 'Stylish and Sophisticated', are now staying on the website for longer periods than previously and the bounce rate has dropped by 47%. The visits to the website from this group has also increased by 15%.

*Source: BG Web Stats 2010.*

*'Bounce' means a visitor to the website who comes in and leaves immediately.*

**'Young Fashion' website visits up 115%, bounce rate down 30%**

There has been a 115% increase in the 'Young Fashion' target audience visiting the website. They are also staying on the website for longer and the bounce rate has been successfully reduced by 30%.

*Source: BG Web Stats 2010.*

*'Bounce' means a visitor to the website who comes in and leaves immediately.*

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**Online visitor increase outwith centre catchment area**

There has been an increase in the number of visitors coming to the website from areas out with BG's catchment area:

- 69% increase in visitors from Uddingston
- 68% increase in visitors from Cumbernauld
- 84% increase in visitors from Motherwell
- 65% increase in visitors from Perth
- 71% increase in visitors from Bellshill
- 50% increase in visitors from Aberdeen
- 95% increase in visitors from Belfast
- 14% increase in visitors from Newcastle
- 43% increase in visitors from Salford
- 23% increase in visitors from Cardiff

Source: BG Web Stats 2010.

**Twitter feedback**

Twitter feedback demonstrates BG's position as a leader in Glasgow Shopping and trusted fashion advisor status:

- "You guys are fashion divas!"
- "I'm so glad that @glasgowshopping exists. I'll never be too late to know if there's a sale or new line added. Happy 2b your follower. Cheers!"
- "I'm shopping in Glasgow on Saturday. Any tips or offers?"

**Set trend on Twitter for Jimmy Choo – 20/10/09**

BG set twitter trends online, most significantly the centre was a trendsetter for 'Jimmy Choo' prior to H&M launching the Jimmy Choo range in the BG store.

Source: <http://happn.in/glas/20oct09-01pm/>

**Online feedback**

Feedback through the website questionnaire also reaffirmed BG's fashion position and relationship with shoppers:

- "Style advice – will buy coat on its suggestion"
- "It's fun, shows the latest in fashion, good list of events and gives your mall a distinct fashion image. Great website"



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**“Thanks for all your help in promoting the launch of the new store – head office told us it was one of the best openings in the UK.”**



**“Through the continued help of the BG marketing department we expose our product to a wider market, which in turn drives our sales and footfall in store.”**

**WAREHOUSE**

**“We always track the sales of product used and are always satisfied we’ve seen an uplift. They are a great way of helping us grow our image.”**



**“It’s great to see customers coming in to our store that are inspired by the selection of our stock on the BG website. It allows customers to see what’s on trend as well as being interactive and ‘fashion forward’.”**

**Retailers feedback**

Retailers are seeing a quicker, more responsible & measurable marketing response from BG.

*Source: BG Occupier Survey 2010.*

**“BG’s centre marketing team is the best I’ve worked with in my 10 years of retail.”**

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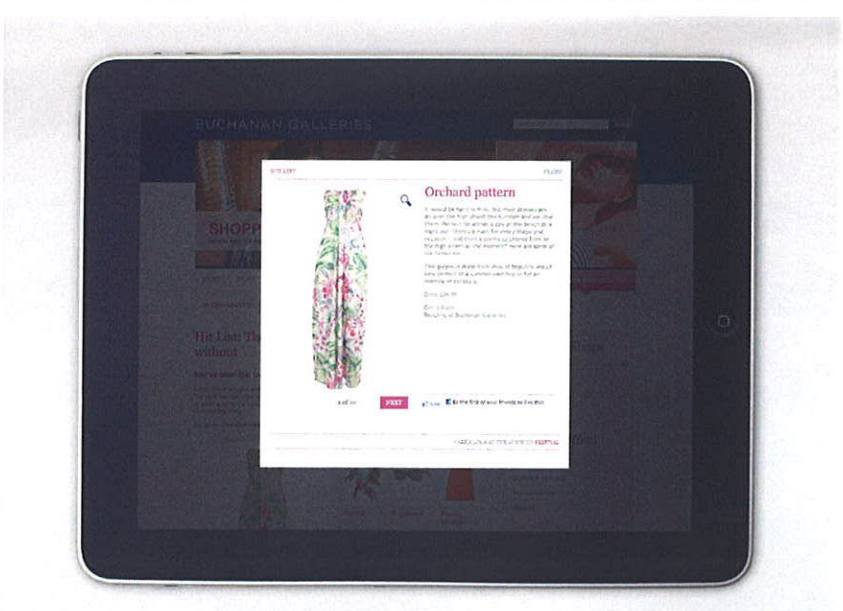
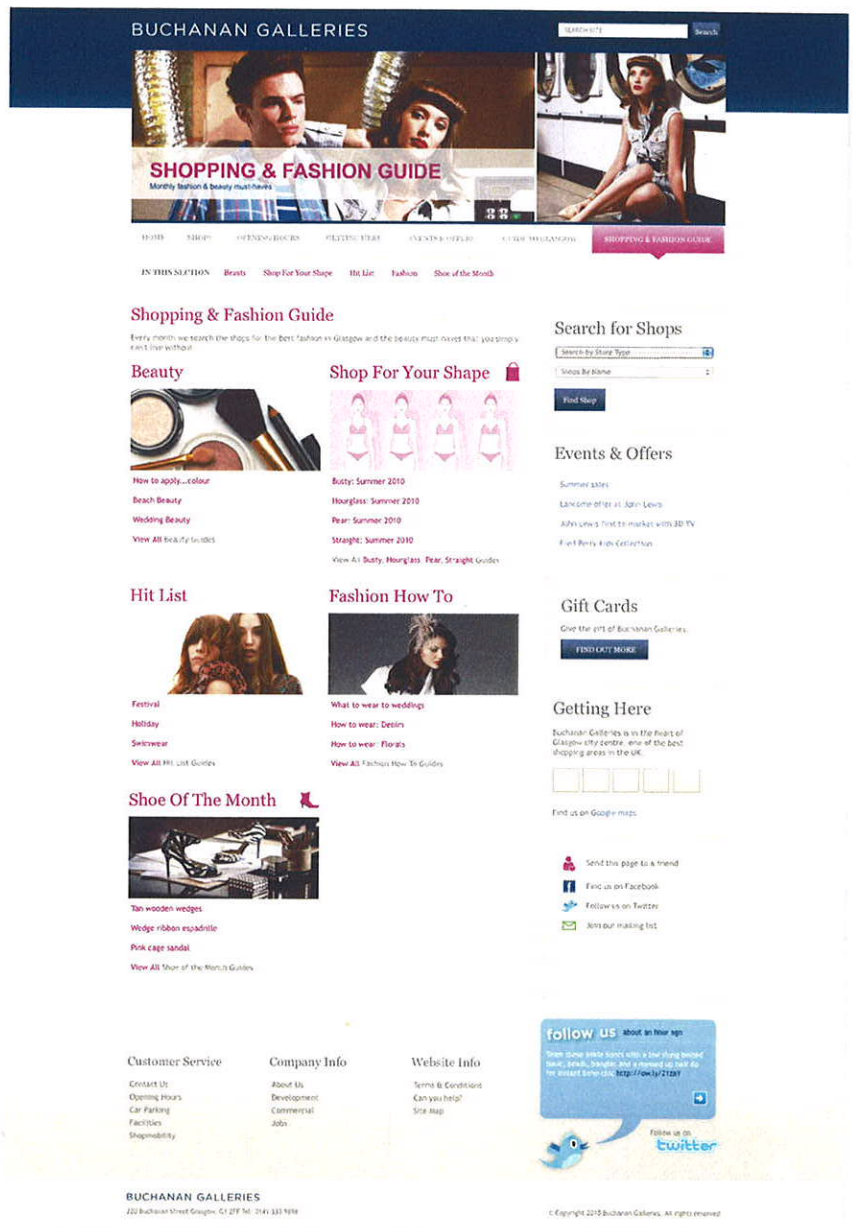
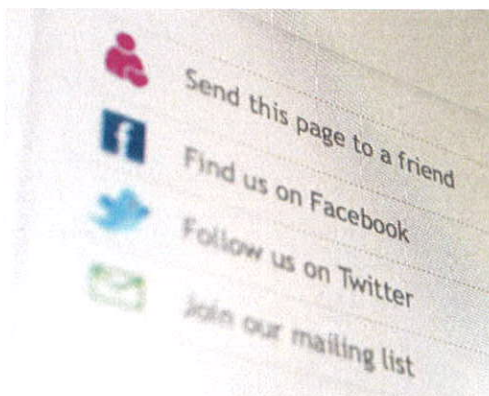
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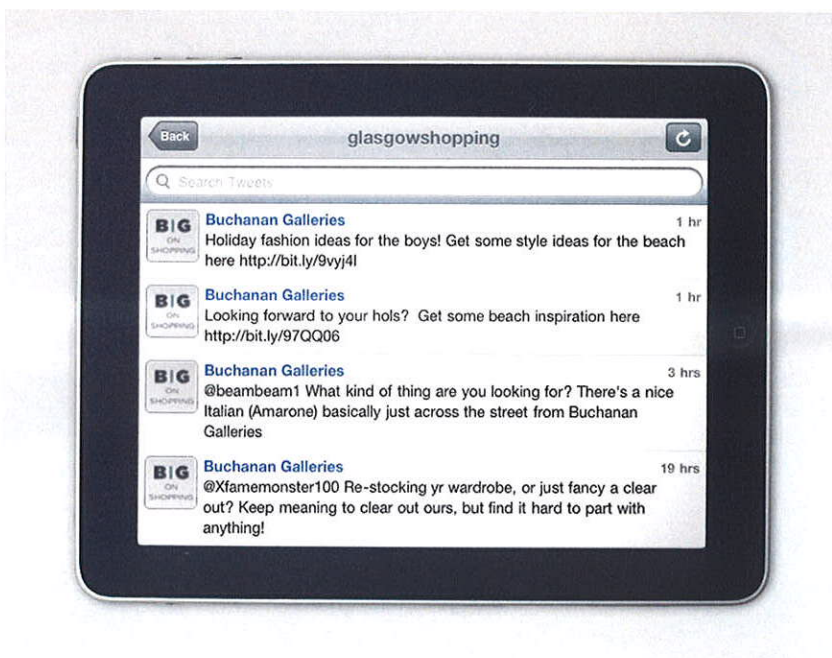
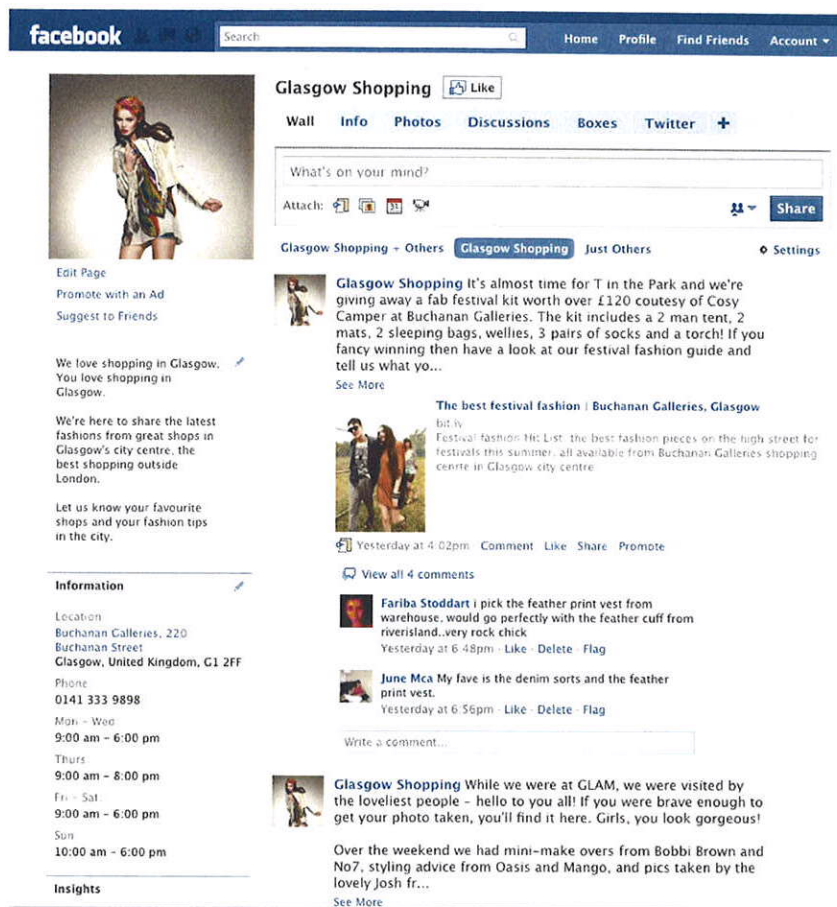
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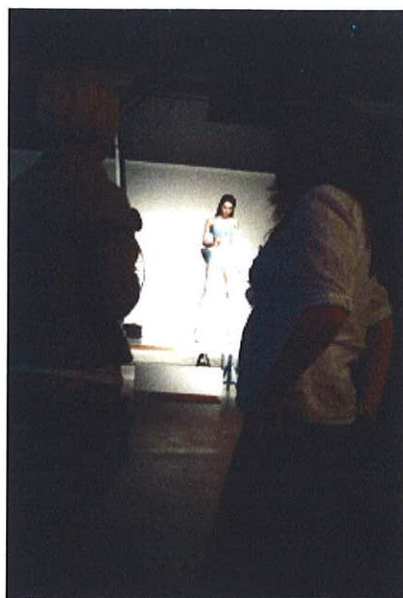
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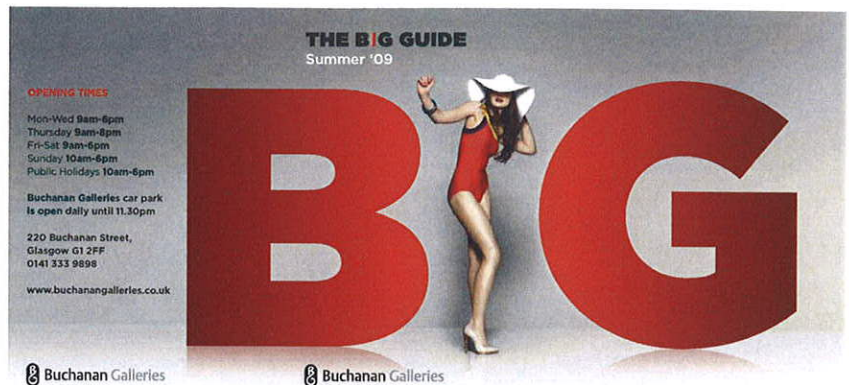
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**On behalf of Good Creative****Keith Forbes**

Creative Director/Partner

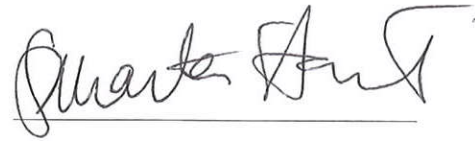


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**On behalf of Buchanan Galleries****Sam Stewart**

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