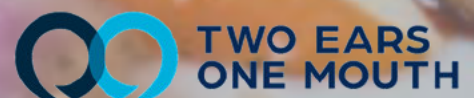


Research Proposal for AHDB Campaign Development & Evaluation

April 2021

Join us, and together, let's

Own tomorrow



Our understanding of the background and challenges leading to this brief

As a levy funded organisation AHDB's advertising and communication must perform highly and demonstrate great return and value for money for the British agricultural sector. It's vital therefore that you can prove the ROI on communication spend and that this thinking is hard-wired all the way through the creative development process. This will ensure that campaigns secure stand-out and are highly engaging to maximise levels of media spend across multi-media. Simply put, they must work as hard as possible for the agricultural sector that funds them.

We strongly believe in the importance of optimising learnings by carrying them through the whole of the creative development process and beyond, elevating beyond a project-by-project iterative approach. Feeding market evaluation learnings back into the creative development process is an excellent way of driving towards ever-increasing marketing effectiveness. Having a consistent research agency alongside the creative agency and client team working together is a great way to achieve this.

Our commitment to you and this project

We understand what you are trying to achieve with the brief; to unify the different parts of creative evaluation into one, defined approach with one agency. We also recognise that this is a bold move and so the decision and subsequent contract is a very significant one for AHDB.

We wholeheartedly support the approach and strongly believe that having solid partners on the creative journey results in better campaigns due to, in part, enhanced accountability. Besides the more rational benefits of a consistent team ensuring no learnings are lost, the commitment on both sides means everyone goes the extra mile.

It's an understatement to say we would love to be your preferred agency for creative evaluation going forward. It provides the opportunity to partner closely with you, continue to learn more about your work and embed ourselves even more strongly in the organisation.

The following proposal outlines our thinking, expertise, and experience which we hope will convince you of our credentials, but overall we believe that in appointing Two Ears One Mouth for this contract, you would be appointing the most astute, experienced & committed team you could have.

holders.

How will this deliver to your brief?

We are and will remain committed to working with you to create ever better campaigns for AHDB. We strongly believe in the streamlining and efficiency benefits you can achieve through this unified process. We also recognise the deeper relationship we can create, and that the process will enable more cumulative insight opportunities. We are hugely experienced in campaign evaluation and will continue to bring our learnings from implementing similar processes with other clients. We believe you will not find a more engaged and devoted team to partner with you on this marketing journey than us.

A consistent approach to optimising and evaluating along the creative journey

We are enthused by your desire to create a streamlined end-to-end process for researching your campaigns. We will go into detail on how we will deliver for each potential stage of the process later in the proposal, but the following outlines our overarching philosophy and approaches that will become the consistent 'glue' through the journey.



Creative evaluation model

Over the last eleven years, Two Ears One Mouth has conducted a significant number of advertising development and evaluation projects across all stages of the creative journey, and based on this expertise we have created an evaluation model that focuses on the key criteria that predict in-market success.

We will consistently apply this model to guide the design and analysis of campaigns, with it acting as a 'NorthStar' to ensure that whatever the subject, media, and objectives, we always challenge both the communication message and vehicle to ensure it's as impactful and motivating as possible in the key areas of effectiveness. This model is applied to all stages of the journey from idea through to execution, and provides a point of consistency to ensure that the campaign is continually developed into a highly effective one.

How will this deliver to your brief?

A consistent evaluation framework ensures that within the fast-paced and ever-changing creative journey, there is a foundation to the evaluation. By focussing on evaluating via the key drivers of campaign success, we can ensure that creative will deliver the stand-out, impact and propensity to shift attitudes and behaviours that AHDB requires.

Benchmarks

We believe that campaigns should be measured against their core objectives and the wider competitive environment, rather than simply against themselves in [REDACTED]. Benchmarks provide a further level of rigour to the analysis when campaigns are in development as well as when in-market. We believe specific benchmarks would be particularly helpful for AHDB as the subject matter and campaigns are often somewhat different from the standard category/ brand/ product construct of FMCG.

[REDACTED] This is something we have created for several of our other clients, and we know the value this brings when they can understand their communication's performance against others.

The larger the database, [REDACTED] [REDACTED] [REDACTED] through our creative development tool to establish further comparison scores on key metrics. Both of these actions would grow the benchmark substantially and could allow sub-analyses (product vs category for example). [REDACTED]

How will this deliver to your brief?

A benchmark database will provide another consistent evaluation criteria that recognises the unique nature of AHDB campaigns and compares effectively. The commitment to one agency makes the collating, sharing and learnings much more efficient and would be hard-wired into the creative evaluation process. We would become the custodians of the benchmark database, with full access for AHDB, creating an invaluable resource for the business going forward.

Campaign development & evaluation journey

We believe that a campaign's development is a circular, rather than a linear journey.

There are always past learnings from similar campaigns or across AHDB products or sectors that are pertinent and relevant to consider as a new campaign is developed, creating an endless feedback-loop that benefits all. Having the consistency and dedication of the whole team across agencies maximises learnings.

To maximise learnings from this circular journey we would seek to ensure these findings are captured and documented so that their value isn't lost or forgotten.

We would conduct a campaign review with the team at the end of every campaign journey, regardless of the stages of research evaluation that have been completed.

This session would run as a collaborative workshop with the core team and agencies to examine the performance of the campaign, as well as the learnings that were made along the journey. This would happen whenever most useful e.g. after the first wave on air to maximise learnings for future airings.

Fig. 2 Two Ears One Mouth Creative Development & Evaluation Cycle

How will this deliver to your brief?

The discipline of campaign reviews provides additional insight that comes from bringing key stakeholders together to define the stand out learnings from the campaign and the implications going forwards. As your consistent agency partner we would commit to ensure they happen every time

Building in the latest tools & techniques to improve the insight and learnings available

The insight industry is evolving all the time, and the ability to use the latest tools & technology can greatly improve insight and learning. This is particularly so with neuroscience techniques as they continue to be developed for other applications, but then are co-opted for research with amazing results. One of the potential concerns of committing to one agency could be the risk of missing any new tools or techniques if that agency has not been proactive in sourcing and using them.

We are committed to continually sourcing, assessing, and deploying a variety of innovations & neuroscience tools in our qualitative and quantitative research, as we know that bringing them to our clients deepens our relationship with them.

We regularly use a range of tools and techniques and have considered their use in each stage of our brief. We will detail the exact approaches in each methodology section, but they encompass implicit reaction test, facial coding AI, and eye-tracking.

We believe these tools are particularly valuable when trying to understand the consumer response to campaigns, which is rooted in a more instinctive, less rational response.

To this end, we ensure our surveys, interviews and qualitative sessions are short and focussed. Consumer response to advertising in the real-life is rapid and instinctive. This means we only ask what's needed and do not continue to explore once we have a clear understanding.

How will this deliver to your brief?

By choosing us, you are selecting an agency that is committed to bringing you the very latest research tools and techniques, enabling compelling, further insight to be gained, often without adding time or extra questioning to the research. Simply put, rather than quantity of information, we focus all of our efforts of quality of insight and clarity of direction, to ensure maximum commercial success in market.

Campaign development

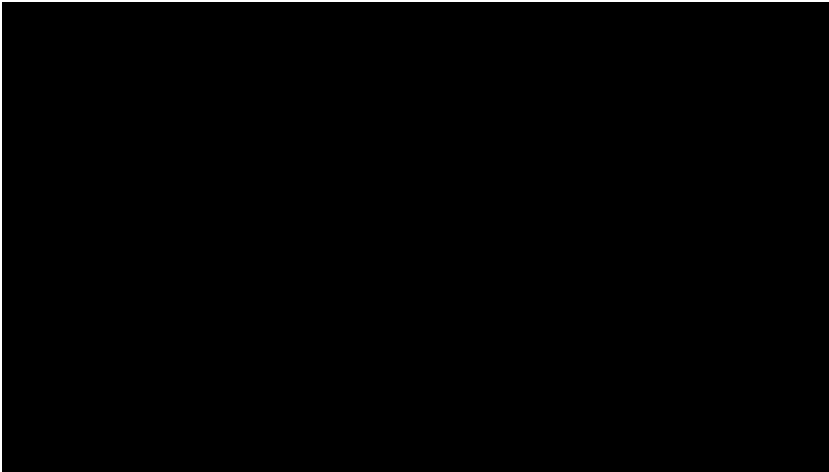
We understand the typically time-pressed nature of campaign development, and the impact that can have on research requirements. As an agency founded and rooted in advertising research experience, we work hard with our clients to deliver the right insight at the right time. Crucially this means we would:

- [REDACTED]
- [REDACTED]

Qualitative campaign development

Before we get into the detail of the different stages of qualitative campaign development, we wanted to detail our overarching thinking on conducting qualitative campaign research in 2021 and beyond. We continue to recommend group discussions as they provide a dynamic and creative environment with which to explore early-stage material where an element of imagination and thought is required to bridge the gap between early concepts and final execution.

[REDACTED]



However, like many aspects of personal and commercial life, Covid-19 has had a transformative effect on qualitative research. [REDACTED]

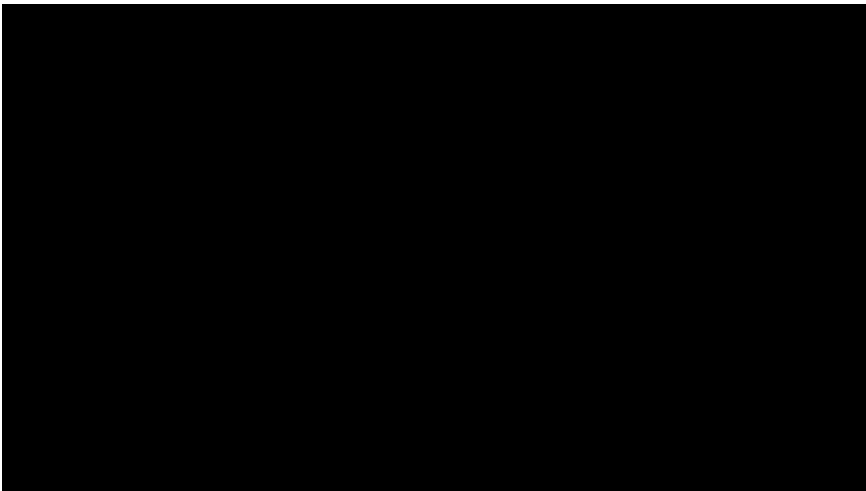
We have worked hard on the up-front set-up to ensure the technology works and enables respondents to access on a variety of devices (large enough to show stimulus clearly) to aid participation.

[REDACTED]

Fig. 3 Recent Two Ears One Mouth online focus group

and analysis that have persuaded us that online groups are our recommended approach going forwards for most scenarios. There are improvements for all aspects of the research.

After a year's 'pilot', we have seen marked improvements across several areas of moderation



Technology-enabled analysis tools are available for the first time via online multi-face approaches where recordings are automatic. [REDACTED]

[REDACTED]

[REDACTED]

Fig. 4 Facial Coding Output From Two Ears One Mouth focus group

In addition to this high-tech approach, more pro-

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Option 1 Early-stage qualitative concept development

For a campaign to be impactful, simple to comprehend, and drive attitude-shift, it will need a very strong core idea to create the power needed. Exploring the idea early as a concept will uncover it’s potential separate from the further impact that can be created within a creative construct, and will be invaluable in ensuring the campaign develops from the strongest foundations.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

How will this approach meet your objectives?

- ✓ [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

Once a strong foundation idea has been secured, and clear direction on the overall campaign is understood, the next phase is to explore creative ways of executing this and understanding the consumer response to them to direct the campaign's development.

[REDACTED]

- | | |
|--------------|--------------|
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |

[REDACTED]

In our experience when researching food advertising, we often find consumers stating strong interest and intention during the group sessions and it's fascinating to understand whether they follow through with this engagement. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

How will this approach meet your objectives?

- ✓ Understand and identify which copy variations are most impactful and motivating and what is driving that response
- ✓ Define response via the key drivers of campaign success including interest, motivation and credibility
- ✓ Structured so that creative elements such as tag lines can be explored, separately to the creative if necessary
- ✓ Provide detailed, pragmatic optimisation recommendations for creative agencies to further develop the executions

Option 3 Quantitative message testing

A bespoke research tool to test potential power of communication messages is an invaluable stage. It ensures your campaign strengthens attitudes towards your category or product and will remain of value across many campaigns as these aspects are researched separately from any creative.

[REDACTED]

[REDACTED]

[REDACTED]

How will this approach meet your objectives?

- ✓ The approach enables true discrimination between many seemingly important messages
- ✓ Discriminating sufficiently so that differences can be diagnosed in communicating the same territory in several different ways
- ✓ Goes beyond simple consumer appeal to understand what will drive attitude shift and behaviour change/ strengthen

There is always a benefit to researching campaign executions prior to launch to ensure they will work as intended and are fully optimised. However, there are any number of reasons why a client can't or doesn't want to commit to a full detailed test of the campaign including:

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Therefore, it's important to have an option for a pragmatic fast-turnaround piece of creative development research to understand and maximise the performance. Our approach is responsive to the flexibility needed when a quick 'test' is required and can accommodate a wide range of stimulus; from near-finished executions, to ideas and scripts.

- | | |
|--------------|--------------|
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |
| ■ [REDACTED] | ■ [REDACTED] |

How will this approach meet your objectives?

- ✓ Quickly provides an understanding of consumer response
- ✓ Flexible in what can be tested to respond to business needs
- ✓ Focuses on the key measures that predict effectiveness in market

There are times where a fuller evaluation of communication potential will be beneficial to the campaign and business where:

- The campaign is a wide-ranging multi-media campaign
- The creative is a new departure for the category or product
- There is considerable media spend planned
- Clear direction is required to select the best creative from different options

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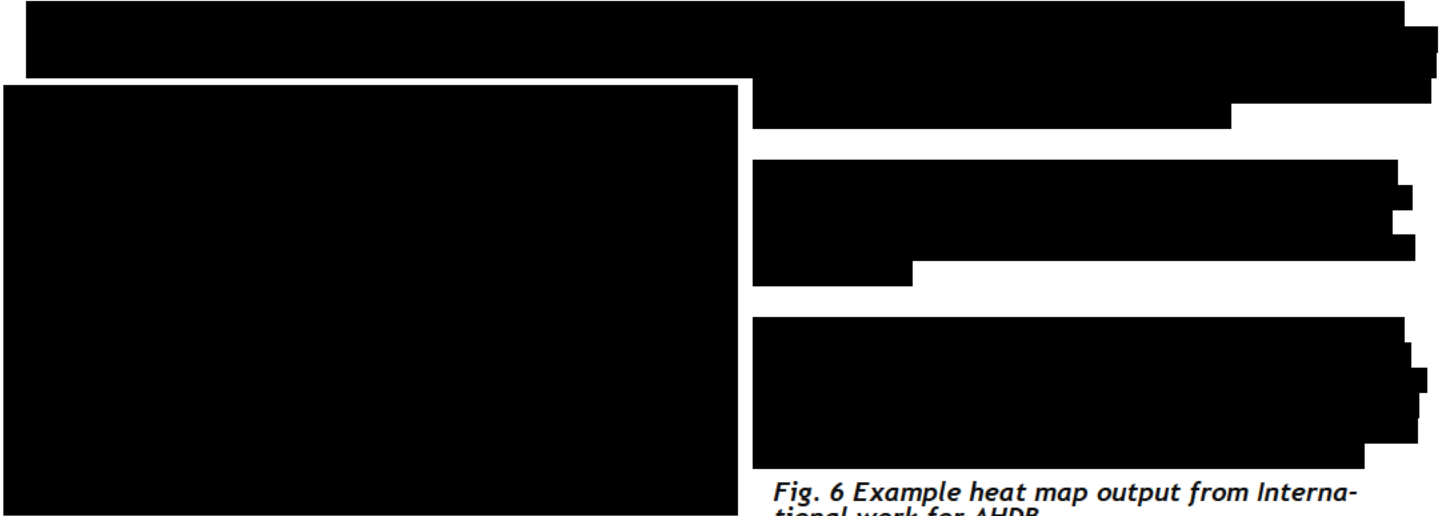


Fig. 5 Example facial coding output from quantitative creative development work for Matalan

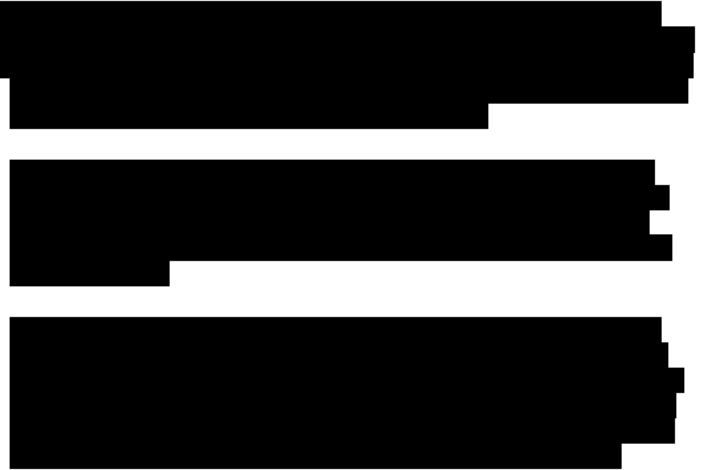


Fig. 6 Example heat map output from International work for AHDB



How will this approach meet your objectives?

- ✓ Provides a full understanding of consumer response
- ✓ Clear actionable findings on both individual executions and the overall campaign
- ✓ Adaptable approach can ensure that specific campaign and category/ product questions can be incorporated
- ✓ [Redacted]



[Redacted]

We understand that as a levy organisation, being able to accurately measure the degree of effectiveness of any campaign and provide value for money is vital for AHDB. This can be difficult when relying only on sales (especially as this past year has shown the effect of other factors e.g. Covid has impacted positively on sales, making isolating the effect of communication harder) and where external category factors driven by societal or cultural trends may be playing a part. Therefore, an effective research approach will help prove the ROI of your campaigns within the context of wider forces at play and ensure you can secure funding for further communication.

Effectively gauging the success of your activities in-market enables AHDB and its agencies to target future marketing spend in the most efficient way. This is especially important when considering your unique challenges, namely addressing the more diffuse subject of reputation with the category challenges of meat and dairy, where you cannot easily benefit from a defined brand image with consistent visual collateral such as logos.

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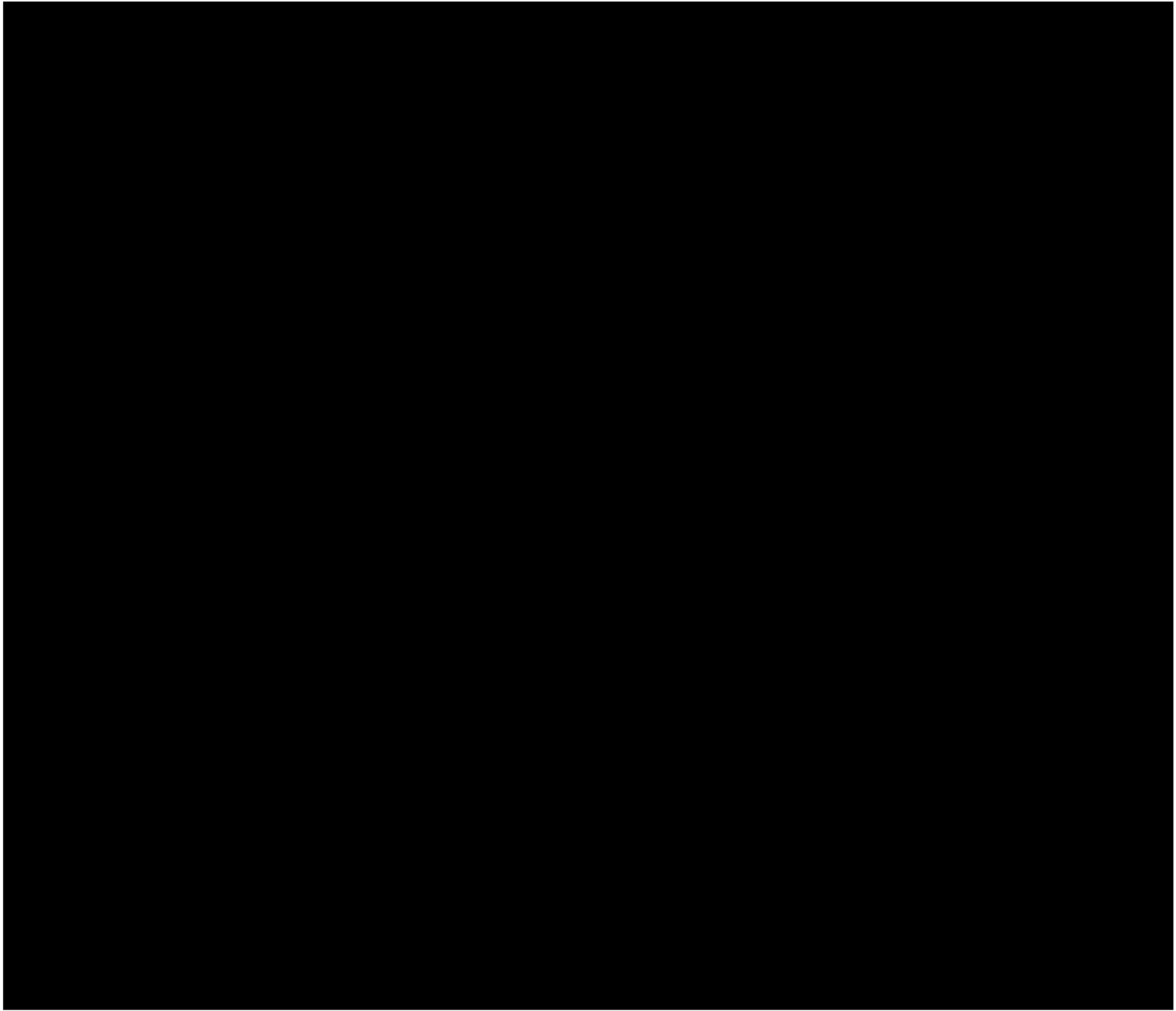




Fig. 9 Exposure impact modelling over a number of waves for a client project

How will this approach meet your objectives?

- ✓ Evaluates campaign impact on key performance metrics e.g. awareness, category perceptions & usage
- ✓ Provides a clear understanding of the impact of the campaign creatively in terms of recognition, shifting attitudes and driving behaviour
- ✓ Able to evaluate different channels on their own merit as well as contextualised within the campaign
- ✓ Intuitive association neuroscience technique will uncover changes in attitudes to the category and products





We know that campaign projects often need to be run and delivered at pace due to fixed media deadlines. As a nimble-structured agency we can deliver fast turnarounds on all the projects we have discussed. Where we can, we will also strive to deliver to even shorter timescales whilst not compromising on quality, if possible. We also commit to topline discussions during the project so that learnings can be disseminated as soon as possible to enable developments to continue.

Option 1 Early-stage qualitative concept development 8 x 90-minute groups with facial coding AI	Project commissioned, kick off meet, & agreement of sample	Week 1
	Group recruitment	Week 1-2
	Agreement of discussion guide	Week 2
	Group discussions	Week 3
	Topline feedback discussion	End of Week 3
	Analysis	Week 4
	Debrief	End of Week 4

Option 2 Qualitative executorial development 5 x 75-minute groups with facial coding AI & recontact	Project commissioned, kick off meet, & agreement of sample	Week 1
	Group recruitment	Week 1-2
	Agreement of discussion guide	Week 2
	Group discussions	Week 3
	Topline feedback discussion	End of Week 3
	Analysis (including recontacts)	Week 4
	Debrief	End of Week 4

Option 3 Message testing 1200 x 12-minute survey with MaxDiff	Project commissioned, kick off meet, agreement of sample & inputs	Week 1
	Agreement of questionnaire	End of Week 1
	Scripting	Week 2
	Fieldwork	Week 2-3
	Data processing and Analysis	Week 4
	Headline debrief	End of Week 4
	Debrief	End of Week 5

Option 4 Quantitative pre- testing (light) 250 x 5-minute survey	Project commissioned, kick off meet, agreement of questionnaire	Day 1
	Fieldwork	Days 2-3
	Topline discussion	End of Day 3
	Debrief	Day 7

Option 5 Quantitative pre- testing (full) 500 x 12-minute survey with facial coding AI/eye tracking	Project commissioned, kick off meet, agreement of sample & inputs	Week 1
	Agreement of questionnaire	End of Week 1
	Scripting	Week 2
	Fieldwork	Week 2-3
	Data processing and Analysis	Week 4
	Headline debrief	End of Week 4
	Full debrief	End of Week 5

Campaign evaluation 1200 x 8 minute (pre) 12 minute (post) with implicit association test	Project commissioned, kick off meet, agreement of sample & inputs	Week 1
	Agreement of questionnaire	End of Week 1
	Scripting	Week 2
	Fieldwork	Week 2-3
	Data processing and Analysis	Week 4
	Headline debrief	End of Week 4
	Full debrief including modelling	End of Week 5

Investment

Our costs are fully inclusive of all expenses and are exclusive of VAT which will be charged at the prevailing rate
Two Ears One Mouth day rate for all aspects of research

Working with high-quality partners to deliver

We understand the importance of partnering with best-in-class organisations and so we only work with a small number of specialist fieldwork providers for our qualitative and quantitative projects. We have long relationships with these agencies and work with them to enable our projects can be delivered at pace without compromising on quality.

Our primary partner for this contract would be Kantar Profiles. [REDACTED]

Our Quality Control Processes

As part of the market research industry, ensuring the quality and security of the whole research process is second nature to us. The Market Research Society set of guiding principles have always provided the backbone of our approach. GDPR rules have simply further cemented our methods. Beyond the structures to ensure data and respondent protection, we also embed quality control processes to ensure our inputs and outputs are consistently applied to highest level. We take quality and compliance seriously at every stage and detail the following steps in our process:

- Our third party suppliers have been fully checked and approved for MRS & GDPR compliance
- We ensure that professional activities are conducted by persons with appropriate training, qualifications and experience.
- Any sample details or PII shared will be via specialist transfer protocols with encryption and authentication
- Consent approval and collection notices are made available to all respondents at recruitment which detail their rights during and after the research
- Moderation and questioning is designed and implemented ensuring that we treat our respondents with the highest respect and protect their views and responses. We respect the rights and well-being of all our respondents
- We are straightforward and transparent with respondents and clients in what we are aiming to do and how we will achieve this. All respondent details (both qualitative recordings and quantitative data) are stored securely with identifiable details anonymised
- We work hard with our clients to ensure that our findings are clearly understood and used fairly to influence attitudes and behaviour
- All correspondence, results and debriefs are stored on an encrypted platform
- We will regularly review our practices and innovations to ensure that technological developments and large scale data use opportunities are used in responsible way for clients and participants.
- We work closely with our suppliers and clients to ensure that our quality control aligns with their processes.

Why Two Ears One Mouth?

We recognise that your choice of agency here is a significant decision. So, why us?

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

Your Two Ears One Mouth Team:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]