



SCOTTISH EXECUTIVE

# An Evaluation of the Scottish-led Programme During Tartan Week 2006

International Research



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**SCOTTISH EXECUTIVE**

**INTERNATIONAL STRATEGY**

**AN EVALUATION OF THE SCOTTISH-LED  
PROGRAMME DURING TARTAN WEEK 2006**

**Scotinform Ltd  
July 2006**

**FINANCE AND CENTRAL SERVICES DEPARTMENT  
ANALYTICAL SERVICES**

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All individuals involved in the study were given an assurance of confidentiality and are unnamed.

## EXECUTIVE SUMMARY

1. This report presents the findings from the evaluation of Tartan Week 2006 commissioned by the Scottish Executive and undertaken by Scotinform Ltd. The Evaluation used the Model for Evaluating Overseas Events which was developed by Scottish Executive – Analytical Services in 2004 and first piloted during the Scotland in Netherlands programme (September/October 2004).

The evaluation aimed to:

- establish whether the programme of events funded by the Scottish Executive met with objectives
- analyse the impact of media coverage during Tartan Week in the US and domestic media
- compare (where possible) the overall findings from the 2005 evaluation with those of the 2006 study. (The Scottish Executive’s Analytical Services conducted an internal evaluation of Tartan Week 2005 – this was a full evaluation involving primary data gathering.)
- establish impacts in terms of the effectiveness of the marketing communications campaign and the collaborations/links established with US organisations
- provide feedback to the Tartan Week teams in Edinburgh and Washington DC to be fed into the preparation and planning for Tartan Week 2007

2. The evaluation consisted of:

- depth interviews with the Scottish Executive Tartan Week teams in Edinburgh and Washington DC
- depth interviews with event organisers who attended Tartan Week 2006
- analysis of media coverage in the US and UK during Tartan Week
- a survey of attendees at Tartan Week events
- an analysis of statistics for key websites which were promoted during Tartan Week

3. The US Senate designated 6 April as National Tartan Day in 1998 to “honour the outstanding contribution of millions of Scottish-Americans to our great nation”. The House of Representatives passed a similar resolution in 2004. The significance of 6 April dates back to the 1320 signing of the Declaration of Arbroath, which was the model for the American Declaration of Independence. Tartan Day has been celebrated in New York since 1999 and since that time the volume of activities has increased to the extent that the event is now referred to as Tartan Week. The Scottish Executive first became involved in Tartan Week in 2000 and since that time its involvement and investment has increased year on year.

4. In 2006, the Scottish Executive funded 15 events totalling £558,500 plus £100,000 for marketing activity. In addition to the cultural events held in New York, Washington DC and Boston, the Ministerial Programme which ran alongside Tartan Week featured visits by the First Minister and Tom McCabe (Minister for Finance and Public Service Reform) in New York, Chicago and Washington DC.

5. In addition to supporting Tartan Week events the Ministerial Programme included a diverse programme of engagements linked to business issues as well as those covering

domestic priorities. Key features of the First Minister's programme included the announcement of a world first collaboration between Wyeth Pharmaceuticals, four Scottish Universities and the NHS in Scotland on translational medicine; a visit to an employment project in Harlem entitled STRIVE whose unique model of employment rehabilitation is about to be launched in Scotland; and speaking at a lunch on Capitol Hill at which the Congressional Friends of Scotland Caucus was inaugurated.

6. The Tartan Week 2006 Programme aimed to tie in with the Scottish Executive's International Strategy under the general theme of "Promoting contemporary Scotland in the US". It was agreed that all activity relating to Tartan Week should fit into the following objectives: building political ties, attracting tourism to Scotland, economic growth and cementing cultural ties.

7. The analysis of US and domestic media highlighted an increase in press coverage for Tartan Week 2006 compared with 2005 in both the domestic and US press. Whilst the press items in the domestic press tended to be within news sections, coverage in the US was most likely to appear in event listings. The challenge remains for Tartan Week to achieve greater US press coverage in news sections as well as within event listings.

8. Although media coverage was dominated by press there was still a significant amount of coverage on television and radio in both the US and domestic media. This was an increase on the 2005 findings. There were 74 broadcasts (television and radio) noted in the 2006 evaluation compared with 22 in 2005. A Scottish Executive partnership with the New York radio station WPLJ reached over three million listeners and generated more than 40 minutes of on-air coverage. US broadcasts reached an estimated audience of 6.5 million people at an estimated publicity value of \$296,890.

9. There was an increase in Internet items covering Tartan Week in 2006 compared with 2005, with the majority of coverage being event listings. The events which "topped and tailed" Tartan Week – the Scotland 10k Run and the Tartan Day Parade – were the events most likely to be mentioned on the Internet.

10. Media coverage in 2006 tended to be factual, detailing the programme of events and specific events associated with Tartan Week. The announcement of the collaboration between the US and Scotland in the life sciences sector, the STRIVE initiative and the inauguration of the Friends of Scotland Caucus in Washington DC featured in the media. The Scottish Youth Theatre also received positive media coverage highlighting the young people who performed in "Geordie" as part of the Tartan Week activities.

11. Negative domestic media items featured items reporting on the cost of Tartan Week and the length of time the First Minister had spent outside Scotland in the first six months of 2006.

12. One of the recommendations from the 2005 evaluation was that a marketing programme needed to be developed for Tartan Week 2006. The response to this for 2006 was the creation of a marque incorporating the Saltire and tartan which featured on all relevant marketing material/literature and the development of [www.tartanweekny.com](http://www.tartanweekny.com) (in collaboration with VisitScotland) to provide up-to-date information on all Tartan Week events and the development of an events programme. The findings from the evaluation indicate that this marketing activity as well as the marketing around Grand Central Station, which was

funded by VisitScotland, created a “buzz” around Tartan Week 2006 and was welcomed by event organisers.

13. An analysis of website statistics highlighted that there was an increase in activity on each of the monitored sites – [www.scotlandistheplace.com](http://www.scotlandistheplace.com), [www.scotlandinusa.com](http://www.scotlandinusa.com), [www.tartanweekny.com](http://www.tartanweekny.com) and [www.scottish.parliament.uk](http://www.scottish.parliament.uk) - during Tartan Week. The findings highlight the significant role of the joint venture between VisitScotland and the Scottish Executive – [www.tartanweekny.com](http://www.tartanweekny.com) – in promoting Tartan Week.

14. The pre-planning stage of Tartan Week events was heavily criticised by event organisers, as they were not formally informed about funding from the Scottish Executive until January 2006. For many event organisers this proved insufficient time to arrange events, organise venues, attract key speakers and target appropriate marketing. Event organisers felt that a minimum of six months was required to organise an event for Tartan Week and that the Scottish Executive should provide formal, written approval of funding by early October 2006 for Tartan Week 2007.

15. There does not appear to be a clear application process for seeking funding to attend Tartan Week to which event organisers should respond. At present the system appears ad hoc and unstructured. It is recommended that a formal process is put in place to ensure that event organisers are clear regarding Tartan Week’s objectives and submit formal proposals detailing how their events will meet with these objectives, the audience to be targeted and how funding will be sourced. A clear, structured approach to the application process will mean that there is no ambiguity regarding agreement of funds and that event organisers are given sufficient time to prepare a professional event which presents Scotland in a way that meets with the Tartan Week objectives.

16. Tartan Week 2006 featured a mixture of events which were primarily of a cultural nature. Those involved with the 2006 activities felt that the events targeted a range of age groups but there was a general agreement that the events should clearly target a younger audience. The 2006 activities did this to some extent but it is essential that this younger audience is clearly and effectively targeted in the future.

17. The online survey element of the evaluation suffered from lack of information available regarding attendees at Tartan Week events. Contact information for event attendees was provided via [www.tartanweekny.com](http://www.tartanweekny.com) and from the Scottish Book Trust. As a result, the sample for the online survey was poor and the statistics, therefore, not robust. It should be clearly communicated to event organisers in the future that one of the criteria for selection for Tartan Week will be that they can demonstrate how information about attendees will be captured and that they would share this information with the Scottish Executive for the purposes of an online survey during an evaluation of Tartan Week. Event organisers will ensure that the Data Protection Act is not breached when gathering this information.

18. The online findings from 2006 suggest that respondents’ main reasons for attending Tartan Week was because they had a general interest in Scotland and wanted to find out more about the country. The Scotland Village and Tartan Day Parade had the highest awareness amongst respondents and were the events they were most likely to attend. There was low awareness of the cultural events which were taking place during Tartan Week and low attendance at these events. The challenge remains to ensure that the marketing in place for

2007 effectively targets the New York audience to ensure they are aware of all events and are encouraged to attend.

19. The majority of those who had attended Tartan Week events stated that they would return to Tartan Week 2007 and recommend it to family/friends. The findings suggest that respondents had a positive experience whilst at Tartan Week and would be willing to return and recommend the experience to others.

20. The majority of organisers of events funded by the Scottish Executive were able to demonstrate the links they had made with organisations in the US during Tartan Week and how these links could be built upon in the future. The challenge for event organisers is to ensure that these relations are sustained and that mutually beneficial outcomes are reached. It is interesting to note that many of the links between young people in the US and their Scottish counterparts were made through contacts the Scottish Youth Theatre, the City of Edinburgh Council and the Scottish National Photographic Centre had had with academic institutions from primary schools to universities.

## **CHAPTER ONE INTRODUCTION**

### **Background**

1.1 The US Senate designated 6 April as National Tartan Day in 1998 to “honour the outstanding contribution of million of Scottish-Americans to our great nation”. The House of Representatives passed a similar resolution in 2004. The significance of 6 April dates back to the 1320 signing of the Declaration of Arbroath, which was the model for the American Declaration of Independence.

1.2 Tartan Day has been celebrated in New York since 1998 and since that time the volume of activities has increased to the extent that the event is now referred to as Tartan Week.

1.3 The Scottish Executive first became involved in Tartan Week in 2000 and since that time its involvement and investment has increased year on year. In 2006, the Scottish Executive funded 15 events during Tartan Week. The events ran from 1 April to 9 April with meetings, events and exhibitions in New York, Boston and Washington DC.

1.4 Scotinform, an independent market research and market intelligence consultancy, was jointly commissioned by the Scottish Executive’s Finance and Central Services Department’s International Division and Analytical Services to undertake an evaluation of the Scottish Executive funded events to assist in the development and planning of Tartan Week 2007.

### **The Tartan Week 2006 Programme**

1.5 The Tartan Week 2006 Programme aimed to tie in with the Scottish Executive’s International Strategy under the general theme of “Promoting contemporary Scotland in the US”. It was agreed that all activity relating to Tartan Week should fit into the following objectives:

- Building political ties
- Attracting tourism to Scotland
- Economic growth
- Cementing cultural ties

1.6 Whilst Tartan Week includes events organised by American organisations and entrepreneurs, American-Scottish societies and Scottish public sector organisations, it should be noted that this evaluation only includes those events which were financed by the Scottish Executive and involved a Scottish organisation.

1.7 Table 1.1 below details the events which form part of this evaluation together with details regarding the partner organisations associated with each event and the funding provided by the Scottish Executive. In addition, the table highlights with which Tartan Week objective (noted in 1.5) the event was linked.

**Table 1.1: Events, partner organisations and funding**

<b>Event</b>	<b>Partner organisations</b>	<b>Funding</b>	<b>Objective</b>
Memorial Garden Concert and Lunch	British Memorial Garden Trust	£ 5,000	Political ties
Social inclusion programme	City of Edinburgh Council	£12,000	Economic growth
“The Scotland Conversations”	Joint Universities Group Royal Scottish Academy Music and Drama	£63,000	Cultural
“A Scottish Salon”	National Galleries of Scotland	£64,000	Cultural
Scotland 10k Run	New York Road Runners Club	£75,000	Tourism
Presence at World Championships	Royal Caledonian Curling Club	£10,000	Cultural
“Tartan Bites”	Scottish Book Trust	£84,000	Cultural
Find Scotland in New York	Scottish National Photographic Centre	£ 3,500	Cultural
“Geordie”	Scottish Youth Theatre	£80,000	Cultural
Scotland on Film	Scottish Screen	£20,000	Cultural
William Wallace Exhibition	Stirling Council	£10,000	Cultural
Scotland Village (Scottish Executive Zone)	VisitScotland	£45,000	Tourism

1.8 Table 1.2 below details those events which were also funded by the Scottish Executive but were not included within this evaluation.

**Table 1.2: Events not included within evaluation**

<b>Event</b>	<b>Partner organisations</b>	<b>Funding</b>
Dressed to Kilt	Friends of Scotland US	£ 6,000
Piping at individual events including the Tartan Parade	Inverclyde Juvenile Pipe Band Strathclyde Fire and Rescue Pipe Band	£33,000 £45,000
Post Parade Reception	New York Tartan Day Committee	£ 3,000

1.9 The Ministerial Programme which took place during Tartan Week 2006 did not form part of Scotinform’s evaluation.

### **Costs of Tartan Week 2006**

1.10 The Scottish Executive invested £658,500 in sponsoring and marketing the Tartan Week programme of events. Funding for events included flights, accommodation and event management. In some instances significant funding was required to transport valuable items, e.g. National Galleries of Scotland transported the “Skating Minister” to New York for their exhibition “A Scottish Salon”.

**Table 1.3: Costs associated with Tartan Week**

<b>Component</b>	<b>Cost</b>
Sponsorship of events listed in tables 1.1 and 1.2	£558,500
Marketing costs	£100,000
Total	£658,500

## CHAPTER TWO EVALUATION APPROACH

2.1 The aims of the evaluation of Tartan Week 2006 were to:

- establish whether the programme of events funded by the Scottish Executive met with the Scottish Executive's Tartan Week objectives
- analyse the impact of media coverage during Tartan Week in US and domestic media
- compare, where possible, the overall findings from the 2005 evaluation with those of the 2006 study
- establish impacts – both immediate and long-term – in terms of the effectiveness of the marketing communications campaign and the collaborations/links established with US organisations
- provide feedback to the Tartan Week teams in Edinburgh and Washington DC, which can be fed into the preparation and planning of Tartan Week 2007

2.2 The evaluation approach consisted of the following elements:

- Depth interviews: A total of 14 depth interviews were conducted face to face or by telephone with partner organisations. All interviews were conducted by Scotinform using a topic guide agreed with the Scottish Executive prior to the interview programme commencing. At this time, partner organisations were also asked to provide, if they had not done so already, their own evaluations of the events they had managed in the US during Tartan Week. Four depth interviews were also conducted with Tartan Week team members in Edinburgh and in Washington DC.
- Media analysis: Scotinform received press cuttings and broadcast information from the Tartan Week Communications Team at the Scottish Executive and MWW in New York. The data was input to a database and then analysed against the core scripts and messages that were developed by Scotland's International Image Marketing Team and the Tartan Week Communications Team. Additional press cuttings were received from VisitScotland, the Scottish Book Trust and Scottish Youth Theatre.
- Survey of attendees: This part of the evaluation included surveying, via an online survey tool, those people who had attended Tartan Week events in New York. Unfortunately email contact information was not gathered by the majority of event organisers and this aspect of the evaluation has not been as robust as would have been expected. 194 questionnaires were distributed and 91 completed questionnaires were received.
- Website analysis. The key websites which were monitored for increased activity during the period covered by this evaluation were [www.tartanweekny.com](http://www.tartanweekny.com), [www.scotlandistheplace.com](http://www.scotlandistheplace.com), [www.scotlandinusa.com](http://www.scotlandinusa.com) and [www.scottish.parliament.uk](http://www.scottish.parliament.uk).

2.3 Scotinform was commissioned in May 2006 by the Scottish Executive to undertake this evaluation. A presentation of the key findings was made to the Scottish Executive on 19 June 2006.

## CHAPTER THREE PRE TARTAN WEEK

3.1 As in 2005, the programme for Tartan Week 2006 was managed and implemented by key personnel in the International Division at the Scottish Executive's offices in Edinburgh and the Scottish Executive's Scottish Affairs Office in Washington DC. The communications strategy element of the programme was managed and implemented by the Scottish Executive's Communications Office, whilst the marketing and PR activity was managed by the International Marketing Division.

3.2 The overall objectives of Tartan Week were set by the Tartan Week team within the International Division. Discussions with event organisers highlighted that it was not made clear to them at the outset what the key objectives for Tartan Week 2006 were, although there was an assumption by many that the event aimed to increase awareness of Scotland and/or to show a contemporary, modern Scotland.

*"What are Scottish Executive's objectives for Tartan Week? I don't know."*

*Event organiser*

*"Scottish Executive's objectives? That's an interesting question. It seemed to change dependent upon to whom you were speaking."*

*Event organiser*

*"I think the Scottish Executive wants to promote the very best of Scotland through Tartan Week and we try to contribute to that at a high level of excellence."*

*Event organiser*

*"It aims to promote the contemporary Scotland."*

*Event organiser*

3.3 Event organisers' involvement with Tartan Week 2006 tended to stem from discussions with "Scottish Executive personnel" or because they had previously been involved with Tartan Week celebrations. One organisation had been directly approached by the Executive and asked whether they wanted to stage an event at Tartan Week in New York. Discussions with event organisers suggested that there was no structured approach in terms of inviting Scottish organisations to apply for funding to attend Tartan Week.

3.4 One of the key findings from the 2005 evaluation<sup>1</sup> was that Tartan Week needed "to develop a marketing campaign for the entire programme". In response to this recommendation, marketing and PR personnel within Scotland's International Image were responsible for planning and implementing a focussed marketing and PR approach for Tartan Week 2006. The three main elements of the marketing for the 2006 event were:

- Development of a marque incorporating the Saltire and tartan. The reasons behind establishing the marque were to provide a consistent look for all Tartan Week activity with partner agencies and to ensure that all Tartan Week activity was recognisably part of the overall brand for Scotland as represented by the

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<sup>1</sup> The Scottish Executive's Analytical Services conducted an internal evaluation of Tartan Week 2005 – this was a full evaluation involving primary data gathering and is available from Analytical Services – International Research Team.

Saltire. All event organisers were informed that they had to use the marque as a condition of Scottish Executive funding. The literature gathered from event organisers during this evaluation highlights that all those who received funding had indeed used the marque, with no event organiser reporting any problems incorporating the marque into their literature.

- The development of a single website [www.tartanweekny.com](http://www.tartanweekny.com) (in collaboration with VisitScotland) to promote Tartan Week events. The Scottish event organisers were provided with information to enable them to update information onto the website and were empowered to change this when necessary. Discussions with event organisers indicated that some may not have been totally aware of how to manage the site effectively, despite written information from the Scottish Executive. In future, event organisers may require further assistance at the initial stages of their involvement with Tartan Week.
- The development of an events programme which clearly detailed the dates, venues and times for each activity relating to Tartan Week. The programme was distributed at the Scotland Run at the launch of Tartan Week and around Grand Central Station where the Scotland Village was located.

Other marketing of Tartan Week 2006 included a one page advertisement in Time Out, a four page insert into the New York Times, the distribution of Scotland Now postcards at event venues and the launch of three literary podcasts promoting Scotland as a great place to live and work. Finally, the Scottish Executive worked in partnership with WPLJ radio on the promotion of the Scotland 10k Run.

3.5 Event organisers were very positive about the introduction of the website and the events programme, which they felt increased awareness of Tartan Week and its activities. Very positive comments were also made about the marketing activity that took place around Grand Central Station and was funded by VisitScotland. It was agreed that around the Grand Central Station area a “real buzz” had been created and this was an improvement on 2005.

*“The promotion around Grand Central Station and Manhattan was so much better than in 2005.”*

*Event organiser*

*“There was a huge improvement in the marketing and PR organised by the Scottish Executive this year. The programme they produced was very good.”*

*Event organiser*

*“My only issue with [www.tartanweekny.com](http://www.tartanweekny.com) was the functionality. You weren’t able to go onto the site and access all events relating to one organiser. The website is good but it just needs to have better functionality.”*

*Event organiser*

*“There was definitely far more of a buzz this year and a sense of something happening. New York is a very difficult place to make an impact.”*

*Scottish Executive*

3.6 It was suggested that as a central “hub” for Tartan Week, a box office at the Scotland Village, would have provided visitors with the opportunity to buy tickets to other Tartan Week events and would have acted as a signpost to the other Tartan Week venues.

3.7 Much of the Scottish Executive’s pre-event negotiations with Tartan Week event organisers was not in written format. Letters to event organisers confirming the level of funding they would receive from the Scottish Executive for Tartan Week were not distributed until January 2006, giving many event organisers insufficient time to plan their event and secure appropriate venues.

*“It took some time for us to receive written confirmation that we were going to receive any funding.”*

*Event organiser*

*“There was no formal communication. Nothing in writing.”*

*Event organiser*

*“Planning needs to start around September time to give us enough time to find a venue, etc. We need to know then if we are getting funding.”*

*Event organiser*

*“Once we got the letter we had just eight weeks to plan everything from venue to marketing to speakers.”*

*Event organiser*

3.8 The letters confirming level of funding were greeted with disappointment by some event organisers as the final sums mentioned within the written communication differed from the amount of monies mentioned during verbal discussions with Scottish Executive staff.

*“We had our money cut towards the end because they said they were over committed.”*

*Event organiser*

*“Prior to the written documentation we sent to event organisers, no precise budgets had been agreed upon.”*

*Scottish Executive*

3.9 During the pre-event stage, event organisers were invited to attend meetings at the Scottish Executive’s offices to discuss plans. Event organisers criticised these meetings for being “too large” and “without agenda”, implying that there was little outcome from each meeting. Some event organisers criticised other event organisers because they did not come to these meetings sufficiently prepared, whilst the Scottish Executive noted that event organisers missed the opportunity to instigate collaborative opportunities at these meetings when all event organisers were present.

*“I was surprised that some event organisers came to the meetings obviously not prepared and I suppose this reflected their own lack of organisation.”*

*Event organiser*

*“We were keen to collaborate with others but anyone we approached said they wanted to do their own thing.”*

*Event organiser*

*“The meetings provided event organisers with the opportunity to see who else was taking part in Tartan Week and to establish any collaborative work at that stage.”*

*Scottish Executive*

3.10 The majority of event organisers felt that Tartan Week would have benefited from the services of an event manager who would co-ordinate all elements of Tartan Week and be a main point of contact at all stages from planning to post event. This individual would have the appropriate skills to ensure that the event runs efficiently and could be from within, or outwith, the Scottish Executive.

*“We do festivals really well all over Scotland. There are a number of people who could manage Tartan Week effectively or feed into the management of the event.”*

*Event organiser*

*“An Event Manager – and one who is based in America who knows the American market – is what is needed.”*

*Event organiser*

## CHAPTER FOUR THE EVENT PHASE - IMPLEMENTATION

4.1 Details regarding events funded by the Scottish Executive and which formed part of this evaluation are detailed in Table 4.1 below.

**Table 4.1: Events at Tartan Week funded by the Scottish Executive**

Event	Location and Lead Partner	Description
“A Scottish Salon”	New York National Galleries of Scotland	<ul style="list-style-type: none"> <li>Public/private events held at Christie’s</li> <li>@2,000 people attended public showings of 20 18<sup>th</sup> century paintings including the “Skating Minister”</li> </ul>
British Memorial Garden Reception	New York	<ul style="list-style-type: none"> <li>Public/private events to remember the 67 British people who died in the 9/11 terrorist attacks</li> <li>The Garden features Scottish stone</li> <li>The event was attended by Tom McCabe</li> </ul>
Presence at World Curling Championships	Boston Royal Caledonian Curling	<ul style="list-style-type: none"> <li>No public events</li> <li>Held in Boston to coincide with Men’s World Curling Championships in which America and Scotland were finalists</li> </ul>
Finding Scotland in New York	Scottish National Photographic Centre	<ul style="list-style-type: none"> <li>20 students from Parsons School of Design in New York took part in a photographic competition to find Scotland in New York</li> </ul>
“Geordie”	New York Scottish Youth Theatre	<ul style="list-style-type: none"> <li>@500 people attended Scottish Youth Theatre performances of “Geordie” in New York</li> <li>Whilst there, SYT artistic staff involved over 350 young people in New York in a two week programme of drama activities</li> </ul>
Scotland Run	New York New York Road Runners Club	<ul style="list-style-type: none"> <li>There has been an increase in runners and observers year on year since the Scottish Executive started to fund the event three years ago. This year @5,000 people ran the 10K with 3,000 observing the event</li> <li>The 10K Scotland Run is a qualifying event for the New York Marathon</li> </ul>
Scotland on Film	New York Scottish Screen	<ul style="list-style-type: none"> <li>495 people attended eight screenings of Scottish films such as Trainspotting, On a Clear Day, The Rosslyn Enigma and Local Hero</li> </ul>

Scotland Village	New York VisitScotland	<ul style="list-style-type: none"> <li>• Scotland Village is located within Grand Central Station in New York</li> <li>• The Village featured eight zones with the Scottish Executive hosting one zone</li> <li>• This year VisitScotland recorded 300,000 “engagements”<sup>2</sup> across all zones – an increase on the previous year</li> <li>• The Scottish Executive’s zone included the “Languages and Literacy Culture of Scotland” exhibit within the zone</li> </ul>
Social Inclusion Programme	New York City of Edinburgh Council	<ul style="list-style-type: none"> <li>• Seven teenagers from Broomhouse and Sighthill and part of the Video Diary Project travelled to New York to visit the Bronx Central Library to meet with teenagers there to discuss reading and to continue filming work</li> <li>• The group also visited the Teen Central Library, visited the Bronx Library Center and had a workshop/interview session with Irvine Welsh</li> </ul>
“Tartan Bites”	New York Scottish Book Trust	<ul style="list-style-type: none"> <li>• Events held in premises of Barnes and Noble book shops</li> <li>• 1,968 people attended ten events featuring Scottish authors</li> <li>• Workshops held with a Public School in Harlem, New York</li> </ul>
“The Scotland Conversations”	New York Joint Scottish Universities event and Royal Scottish Academy of Music and Drama	<ul style="list-style-type: none"> <li>• Two evenings of discussions on how the Scottish Enlightenment helped fashion America</li> <li>• Discussions were hosted by Tom Conti</li> <li>• There were 261 attendees across the two evenings</li> <li>• Targeted at alumni, academics and students</li> </ul>
William Wallace Exhibition	New York Stirling Council	<ul style="list-style-type: none"> <li>• “Braveheart” exhibition within the Scotland Village following on from the success of 2005 when the Council took William Wallace’s sword to New York.</li> </ul>

4.2 Strathclyde Fire and Rescue Pipe Band and Inverclyde Juvenile Pipe Band do not appear in this table as they complemented other events rather than participating in stand-alone activities/events. Each event organiser who had a pipe band present at their events stated that a pipe band’s presence was key to “stamping Scotland” on the event.

<sup>2</sup> 60,000 individuals were counted entering the Scottish Village. It was estimated that each individual “engaged” with an average of five exhibits or zones therefore 300,000 “engagements”.

4.3 It was agreed by the majority of event organisers and Scottish Executive personnel that the Scotland 10K Run was a good way to launch Tartan Week and had provided the opportunity to distribute the programme of events to a broad New York audience. It was also felt that the Tartan Parade was a natural “close” to the week of activities and these two events had successfully “topped and tailed” Tartan Week.

4.4 Event organisers stated that they had been satisfied with the way in which their event(s) had gone during Tartan Week. The aspect of their events they were most likely to want to change was the venue/location. Whilst the National Galleries of Scotland were delighted with Christie’s as the venue for their exhibition, the Scottish Book Trust felt that not all the Barnes and Noble venues were ideally situated to attract audiences. Some event organisers commented that the venues in which their events were presented were due to the fact that they were the only ones available to them given the lack of time they had to make arrangements once funding approval came through from the Scottish Executive.

4.5 Some organisers were more proactive than others in their approach to marketing and PR. One event organiser commented that having previously worked in New York he already had contacts within the New York media. The majority of event organisers benefited from their collaborations with organisations based in New York. For instance, The Scottish Youth Theatre in partnership with a youth theatre in New York was able to source printers and print/publicity distributors as well as prepare posters, flyers and an e-flyer campaign. The Scottish Book Trust produced 50,000 programmes which they distributed primarily through Barnes and Noble and the Joint Universities promoted their events via the educational institutions in which their events took place (Hunter College and The New School).

4.6 The Inverclyde Juvenile Pipe Band and Strathclyde Fire and Rescue Pipe Band were active throughout Tartan Week participating in events such as the Scotland Run, the Memorial Garden Reception and the Tartan Day Parade. Young people from the Scottish Youth Theatre were also present at events such as the Scotland Run, the Scotland Village and the Tartan Parade. For the majority of event organisers, however, their time in New York was spent managing their own events/activities and they had little interaction with other event organisers from Scotland. For some, this created a sense of isolation from Tartan Week and they would have welcomed the opportunity to have contact information with other event organisers and Scottish Executive personnel to discuss any issues or how their own event was progressing.

*“Once I was in New York I had no idea how to contact someone from the Executive and I really needed to know if a Minister was going to come along to our event.”*

*Event organiser*

4.7 A few event organisers had media contacts within New York but the majority were unaware of whom to contact – either at the Scottish Executive or within the media – about potential media coverage. It was noted that PR opportunities had been missed to exploit the presence of key individuals at the Tartan Week activities, such as Tom Conti who hosted “The Scotland Conversations” events.

*“We didn’t know who to contact about the press and media whilst at Tartan Week. That would have been helpful.”*

*Event organiser*

## **CHAPTER FIVE                    COMMUNICATIONS - MEDIA IMPACT OF TARTAN WEEK**

### **Introduction**

5.1     This section presents the analysis of media items which appeared in weeks prior to, during and post Tartan Week. Where appropriate, comparisons have been made with the 2005 Tartan Week evaluation to assess whether media coverage was greater, whether Scottish Executive activities achieved greater coverage, etc.

5.2     In January 2006, the Scottish Executive hosted a Burn's Supper in New York to which key people within the New York media were invited. The Supper aimed to "warm" the New York media to the forthcoming Tartan Week events and to promote Scotland.

5.3     The communication aims associated with the media coverage were to highlight Scotland as offering a great education system, skilled flexible workforce, tremendous quality of life and diverse culture. Key initiatives launched during Tartan Week were the Friends of Scotland Caucus in Washington DC and the promotion of Scotland's life sciences sector.

5.4     Appendix One and Appendix Two of this report feature examples of Tartan Week press coverage in the domestic and US media during the period covered by the evaluation.

### **Press Coverage**

5.5     Domestic press cuttings for analysis purposes were received from the VisitScotland Press Office, the Scottish Executive's Communications Team and the evaluation reports prepared by the Scottish Book Trust and the Scottish Youth Theatre. All media cuttings from these sources were entered into a database and analysed.

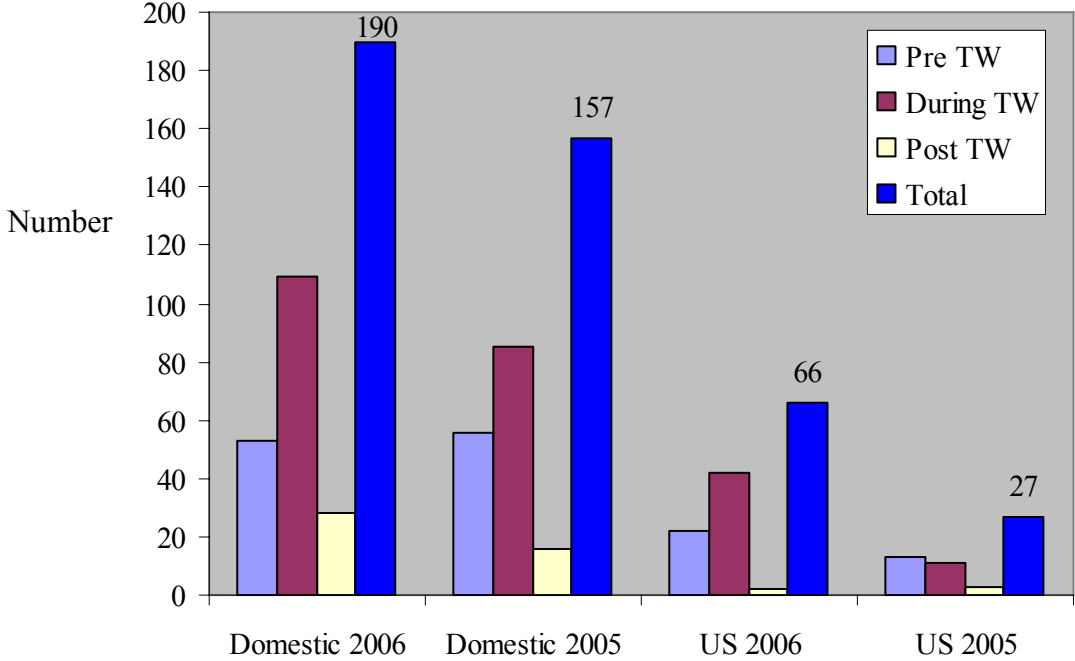
5.6     US media cuttings were supplied by MWW in New York and VisitScotland Press Office. This information was also entered into the database for analysis.

5.7     The data has been split by date to show the proportion of media recorded pre, during and post Tartan Week 2006. Pre Tartan Week includes any item up to the 31st March 2006, during Tartan Week includes items appearing from 1st of April - 11th April (inclusive) and post Tartan week includes any item recorded after the 11th April 2006.

5.8     Tartan Week 2006 coverage in the press ran from the 14th February to the 5th May, a period of 12 weeks.

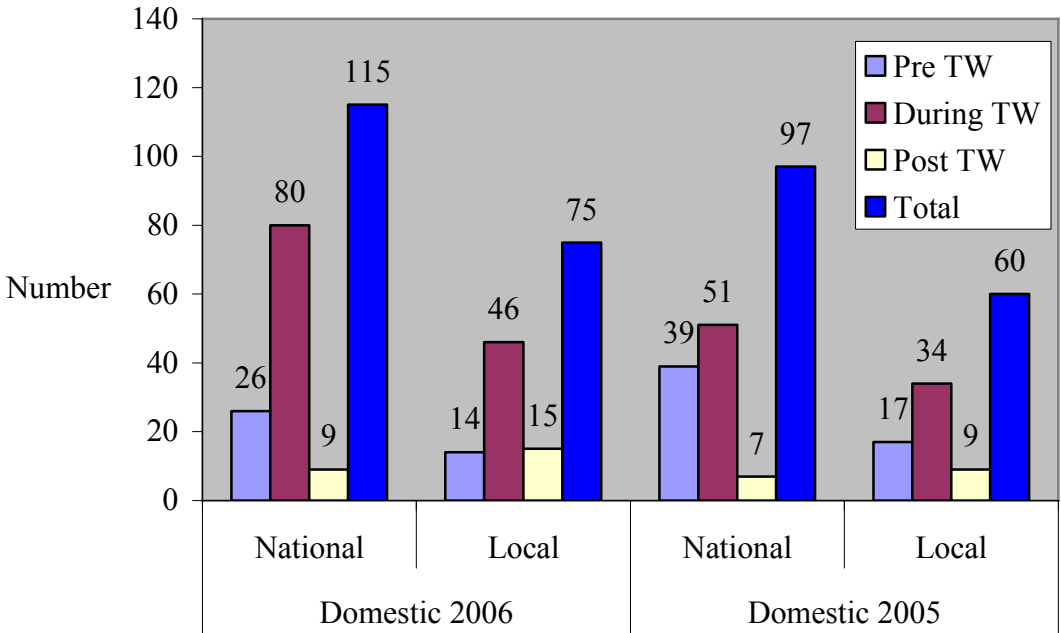
5.9     The total number of press cuttings in 2006 was 256 (190 in the domestic press and 66 in the US press), an increase of 72 items overall (domestic and US) on 2005. As in 2005, the press items in 2006 were most likely to appear during Tartan Week, while few items appeared after Tartan Week.

**Figure 5.1: Total number of press cuttings domestic/US**



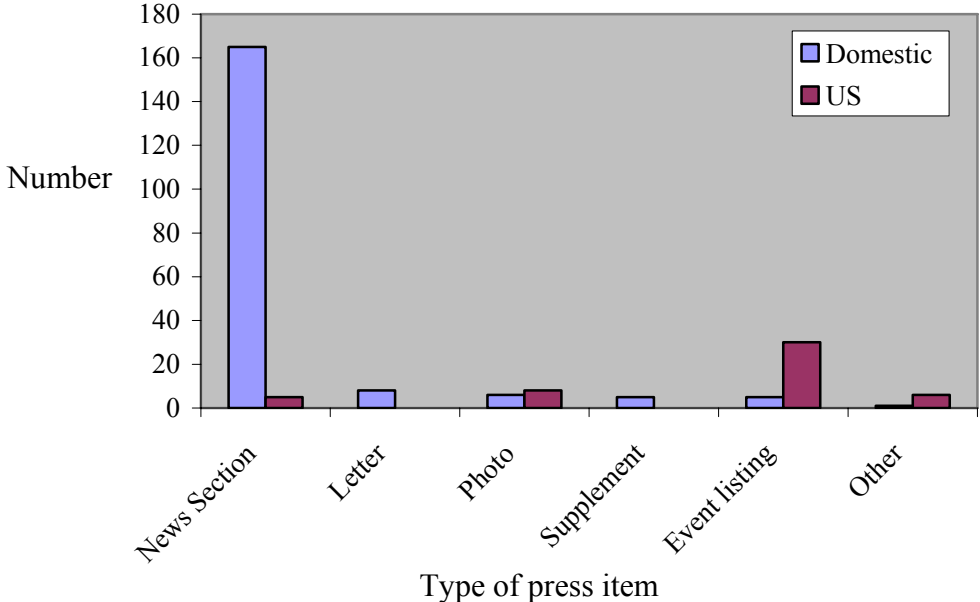
5.10 As in 2005, items were most likely to appear in the national press during Tartan Week 2006. In 2006, there was a slight increase in the number of press items appearing in local press compared with 2005. Much of this was attributed to the amount of local press coverage gained by the Scottish Youth Theatre which featured in a range of local newspapers including the Glasgow Evening Times, Linlithgow Gazette and the Dumbarton Reporter amongst others.

**Figure 5.2: National and local press 2005/2006**



5.11 In the domestic press the press items were most likely to be in news sections, while in the US press items were most likely to appear in event listings.

**Figure 5.3: Types of press items<sup>3</sup>**



5.12 “Dressed to Kilt” and the Scottish Youth Theatre’s “Geordie” had the most mentions in the domestic press. This could be attributed to the “celebrity audience” at these events, especially “Dressed to Kilt” where Sir Sean Connery, Brian Cox and Alan Cummings were present. The Scotland 10K Run was the Scottish Executive sponsored event most likely to be mentioned in the US press.

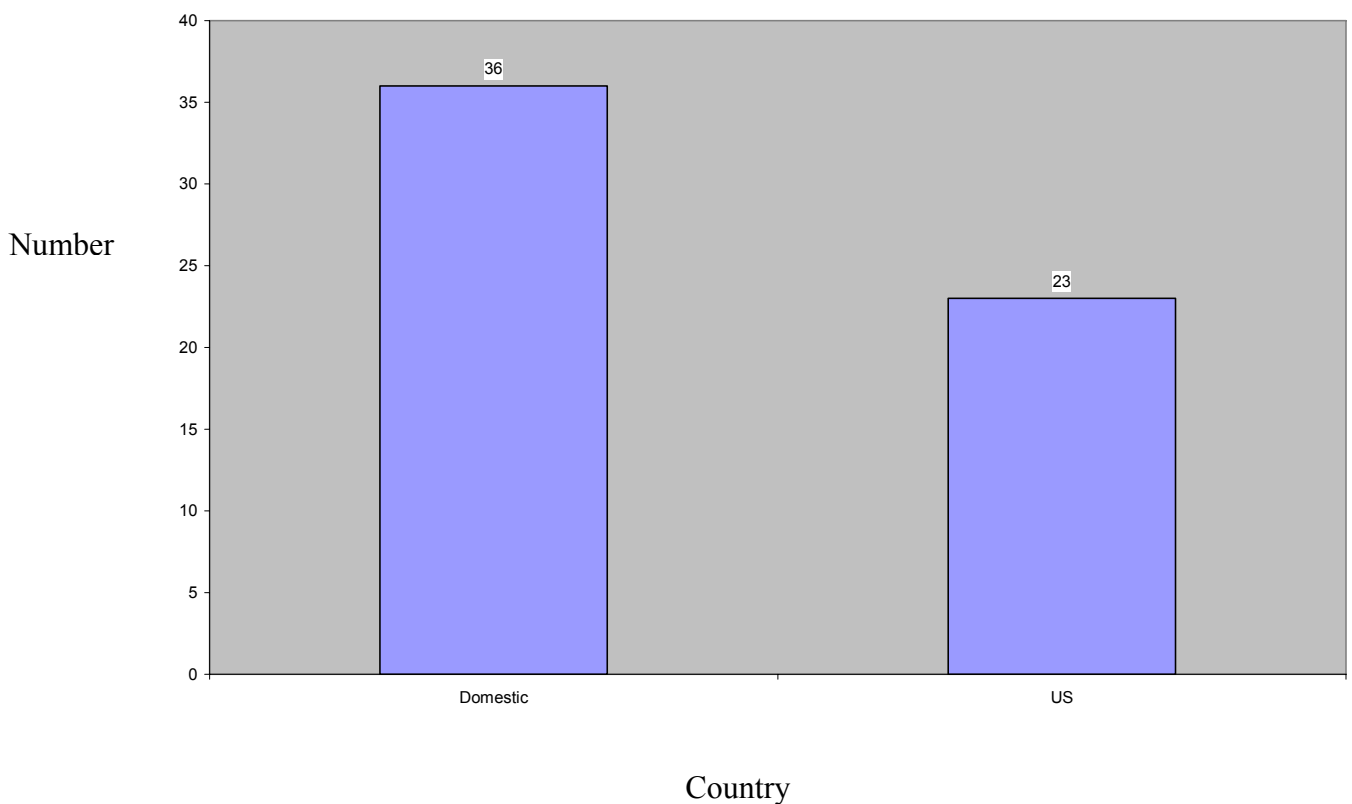
<sup>3</sup> Another 17 US press articles were generated and recorded by VisitScotland between 29 March 2006 and 17 April 2006. The type of each press item has not been plotted on Figure 5.3 as the information provided did not differentiate between each type of item.

## Broadcasts

5.13 Broadcasts in both the US and domestic media were also recorded as part of Scotinform’s media analysis. These were entered into the database then analysed.

5.14 Although media coverage was dominated by press, there was still a significant amount of coverage broadcast on television and radio in both the US and domestic media. In total 36 media broadcasts were recorded in Scotland, while 23 appeared in the US. All broadcasts in the domestic media were factual, while in the US 18 broadcasts were factual and five were both factual and beneficial. In both Scotland and the US factual broadcasts were most likely to be reporting on specific Tartan Week events.

**Figure 5.4: Number of broadcasts domestic/US**



5.15 A significant increase in broadcasts (both television and radio) was achieved, from 22 in 2005 to 74 broadcasts in 2006. US broadcast reached an estimated audience of 6.5 million people at an estimated publicity value of \$296,890. (Please note that this figure relates to media initiated by the Scottish Executive and VisitScotland.)

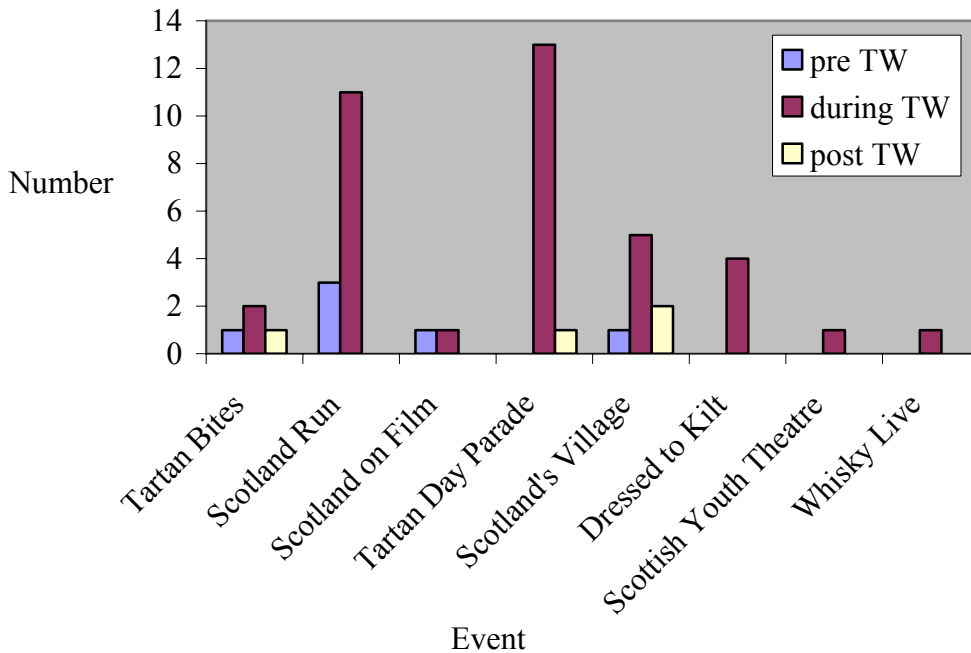
5.16 US broadcast coverage for Tartan Week included WNBC, CNN Headline News, Fox 5 News at 10, the NBC show Today in New York, CBS2 News and the ABC show Eyewitness News This Morning.

5.17 The Scottish Executive’s partnership with WPLJ radio on promotion of the Scotland 10k Run was a two week on-air and online radio promotion including live DJ chatter, listener contests, pre-recorded spots, in-studio interviews and live call-ins. The promotion reached over three million listeners and generated more than 40 minutes of on-air coverage.



5.20 Most events were mentioned on the Internet during Tartan Week 2006 and as event listings. The Scotland Run and the Tartan Day Parade (the two events which “top and tailed” Tartan Week) were the events most likely to be mentioned on the Internet.

**Figure 5.7: Events mentioned on the Internet**



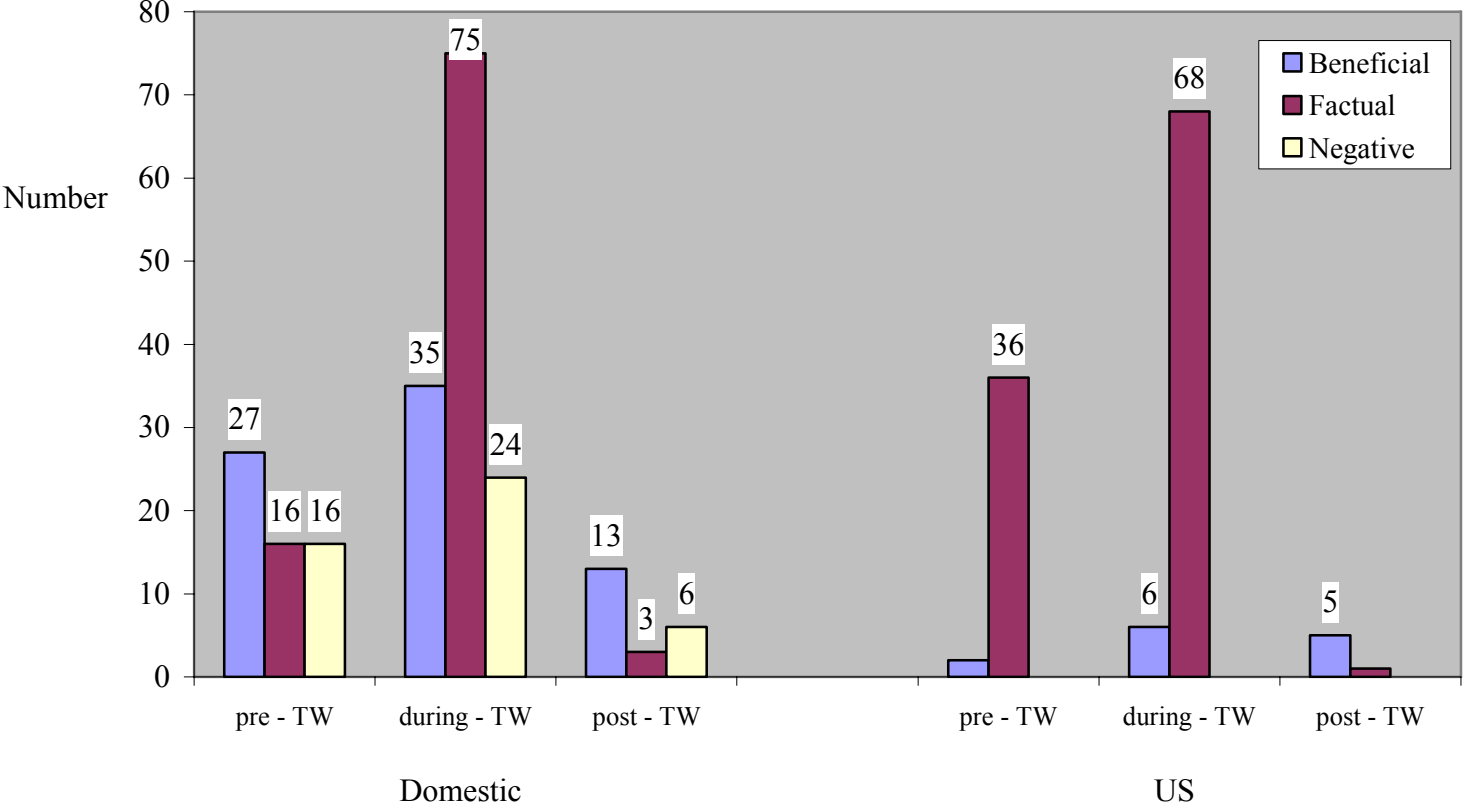
### Tone of Articles

5.21 The tone of each reference within press cuttings was assessed against the messages outlined in the Media Strategy, to ascertain whether it was beneficial, factual or negative regarding individual events, Tartan Week and/or the Scottish Executive. Many references made were factual (neutral). An example of each type of article is shown below.

Examples  
 Negative article - “Anger at Tartan Week cost rise”  
 Factual article - “Road racing calendar” (event listings)  
 Beneficial - “Tartan Week gets off to a flying start in the US”

5.22 As in 2005 media items were most likely to be factual, setting out the programme and giving details of the various events. This was especially true in the US. These items tended to appear in diary columns/What’s On guides in newspapers or the Internet.

**Figure 5.8: Number of beneficial/factual/negative items**



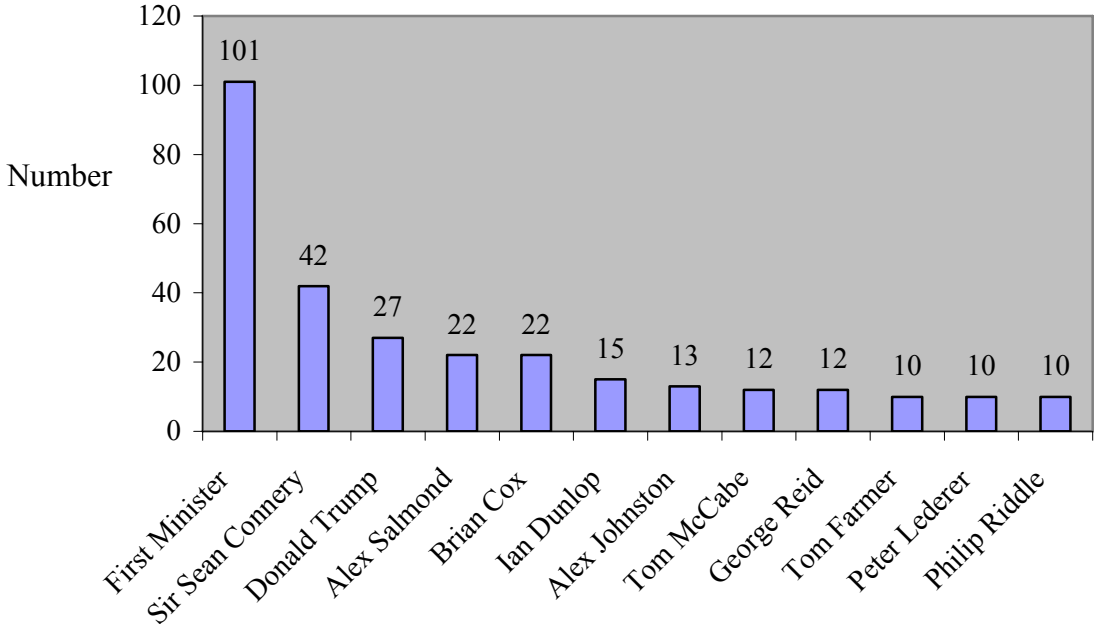
5.23 Beneficial articles were most likely to appear during Tartan Week or pre-Tartan Week in the domestic media although there were 13 beneficial articles recorded post-Tartan Week. An example of a beneficial article which appeared during Tartan Week was an article in The Scotsman on the 4th April 2006 reporting on the announcement of the collaboration between the US and Scotland in the life sciences sector.

5.24 Negative articles were most likely to appear during Tartan Week. The number of negative articles dropped significantly post-Tartan Week. There were no negative press articles recorded in the US. The negative articles were most likely to be reporting on the cost of Tartan Week. For example, on the 9th April 2006 an article appeared in Scotland on Sunday reporting negatively about the cost of Tartan Week and called for the week long event to be abandoned.

**Individuals Mentioned**

5.25 The chart below shows the top 12 individuals mentioned in the domestic media throughout the period of this evaluation.

**Figure 5.9: Top 12 individuals mentioned<sup>4</sup>**



5.26 The First Minister achieved the most mentions in the domestic media with 101 mentions, while Sir Sean Connery was mentioned 42 times. Very few mentions of any individual were recorded in the US. However, Sir Sean Connery was the most likely to be mentioned in the US press, probably due to his celebrity status and recent reports of ill health.

5.27 Donald Trump received 27 mentions in the domestic media, mainly due to the announcement of his new golf development in Scotland. Alex Salmond and Brian Cox received 22 mentions respectively, primarily due to their appearance at “Dressed to Kilt”. VisitScotland personnel mentioned within coverage generated by VisitScotland included Ian Dunlop, Peter Lederer and Philip Riddle.

<sup>4</sup> Please note this refers to the number of articles in which these individuals appeared rather than the number of times the individual appeared in each article. This chart does not include the 51 US media items generated and provided by VisitScotland as this level of information was not available.

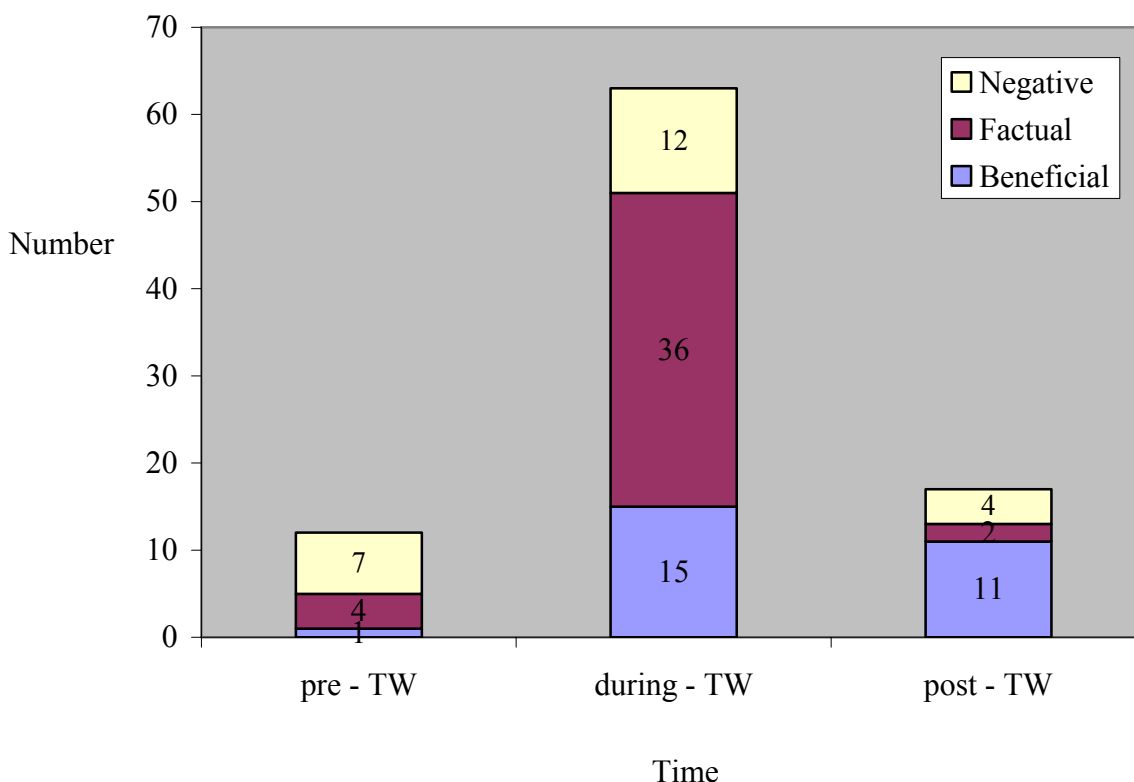
## Tone of Articles Mentioning the First Minister

5.28 The analysis also recorded the tone of articles in which the First Minister was mentioned and whether these were beneficial, negative or factual.

5.29 As with the other media items, the First Minister was most likely to be mentioned during Tartan Week. The number of beneficial items was highest during Tartan Week and decreased only slightly post Tartan Week. The beneficial items were most likely to report on the life sciences venture and the STRIVE initiative. (The STRIVE initiative is aimed at people in New York who are at risk of being out of employers' reach, such as those with criminal records and drug users.)

5.30 The negative articles in which the First Minister was mentioned rose slightly during Tartan Week but dropped significantly after Tartan Week. These media items were most likely to be reporting on the cost of Tartan Week or the length of time the First Minister had spent outside Scotland in the first half of 2006.

**Figure 5.10: Mentions of First Minister in beneficial/factual/negative items**



## Summary

5.31 The evaluation has highlighted an increase in media coverage gained during Tartan Week 2006 compared with the previous year. In 2006, media coverage within the UK was most likely to be covered within news sections, while in the US press items were most likely to appear within events listing, suggesting that the opportunity exists in 2007 to gain greater coverage within news articles in the US than in 2006.

5.32 The costs associated with Tartan Week continued to attract coverage within the domestic press, although positive media coverage included the announcement of a collaboration between the US and Scotland in the life sciences sector, STRIVE and the young actors with the Scottish Youth Theatre who attended Tartan Week.

# CHAPTER SIX COMMUNICATIONS – IMPACT OF TARTAN WEEK ON WEBSITES

## Websites

6.1 Website statistics were collected for the following key websites as advised by the Scottish Executive:

- [www.scotlandistheplace.com](http://www.scotlandistheplace.com)
- [www.scotlandinusa.com](http://www.scotlandinusa.com)
- [www.tartanweekny.com](http://www.tartanweekny.com)
- [www.scottish.parliament.uk](http://www.scottish.parliament.uk)
- [www.tartanday.gov.uk](http://www.tartanday.gov.uk)

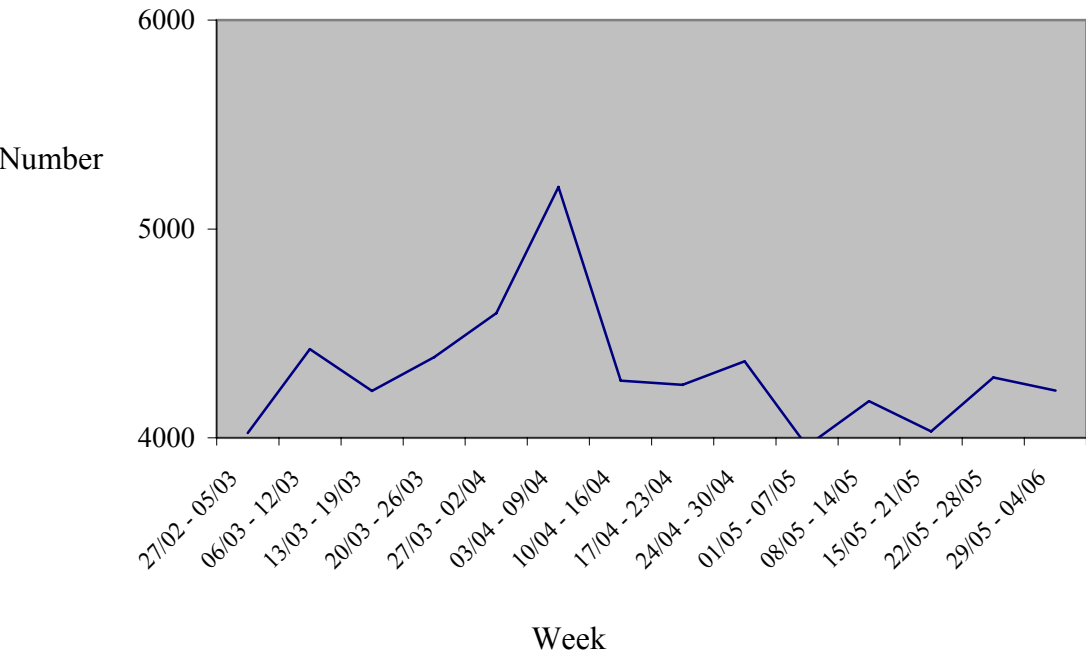
6.2 Due to differences in the way that the statistics are collected for each website, comparisons between them are limited. Additionally, few comparisons can be made with the 2005 evaluation due to the limited information and the way in which information was presented in that year.

### www.scotlandistheplace.com

6.3 [www.scotlandistheplace.com](http://www.scotlandistheplace.com) is the official website run by the Scottish Executive to promote Scotland overseas.

6.4 Visits to [www.scotlandistheplace.com](http://www.scotlandistheplace.com) increased by 604 visits from 4597 in the week commencing the 27th of March 2006 to 5201 in the week commencing the 3rd April 2006 (Tartan Week).

**Figure 6.1: Visits to www.scotlandistheplace.com**

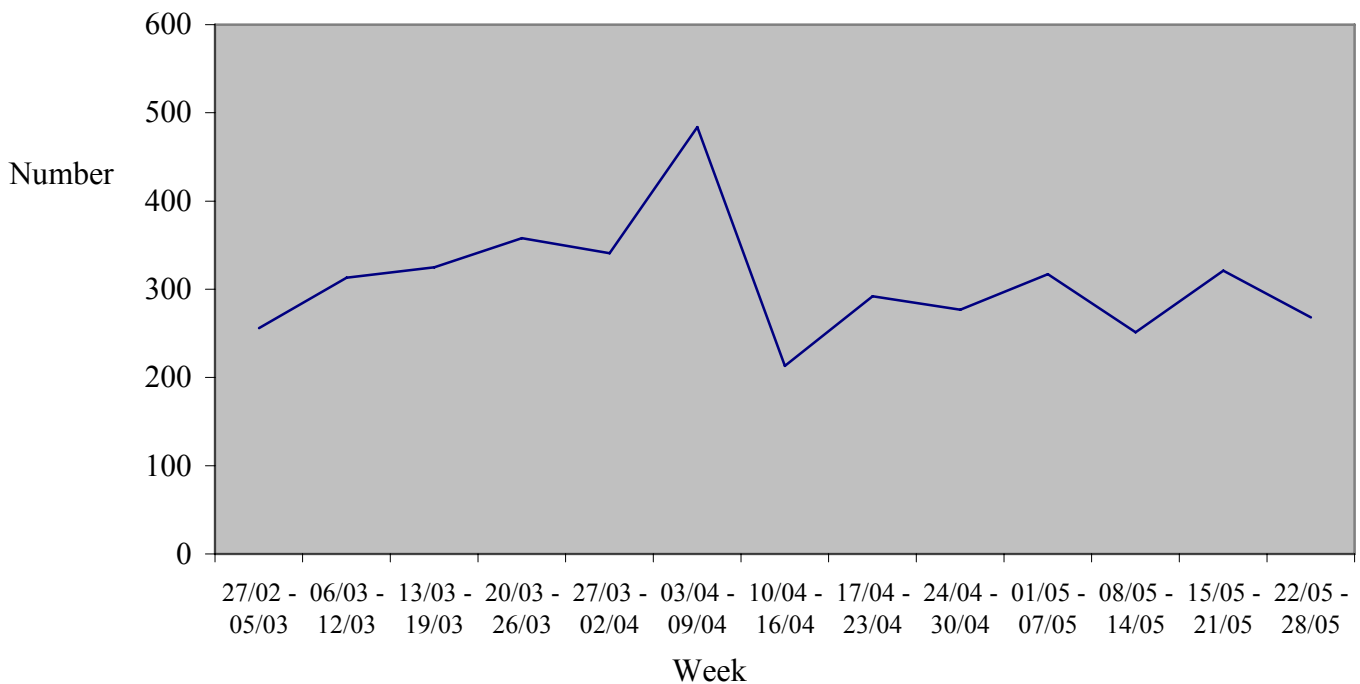


[www.scotlandinusa.com](http://www.scotlandinusa.com)

6.5 [www.scotlandinusa.com](http://www.scotlandinusa.com) features advice from the Scottish Affairs Office in Washington DC on living and working in Scotland.

6.6 Visits to [www.scotlandinusa.com](http://www.scotlandinusa.com) also increased during Tartan Week as shown in the chart below. (Please note for [www.scotlandinusa.com](http://www.scotlandinusa.com) the number of visits to the site are generally very low so could not be plotted on the same chart next to [www.scotlandistheplace.com](http://www.scotlandistheplace.com).)

**Figure 6.2: Visits to [www.scotlandinusa.com](http://www.scotlandinusa.com)**



6.7 The visits to [www.scotlandinusa.com](http://www.scotlandinusa.com) showed a definite increase during Tartan Week, peaking at 484 visits in the week commencing the 3rd April 2006.

6.8 There were a number of referrals to this site during this period. Interestingly, in March and April most of the referrals to this site came via [www.tartanday.gov.uk](http://www.tartanday.gov.uk). During this time period, a number of referrals also came from the New York Road Runners Club (NYRRC) website, the organisation which managed the Scotland Run.

[www.tartanweekny.com](http://www.tartanweekny.com)

6.9 The Tartan Week official website was jointly funded by the Scottish Executive and VisitScotland.

6.10 The 2006 figures for [www.tartanweekny.com](http://www.tartanweekny.com) are monthly rather than weekly due to the arrangement the US site builder has with Net-Tracker. Last year the site builder in the US used a different organisation called “Webtrends” but the US organisation migrated all their sites from Webtrends to Net-Tracker. This website can therefore not be compared with the

results from the 2005 evaluation. This issue will be addressed in the 2007 analysis and web statistics.

6.11 During the period from the 1st March to 16th April 2006 there were 62,000 user sessions<sup>5</sup> (+25% vs 2005) and 40,000 unique users<sup>6</sup> (+20% vs 2005).

### **[www.scottish.parliament.uk](http://www.scottish.parliament.uk)**

6.12 [www.scottish.parliament.uk](http://www.scottish.parliament.uk) is the official website of the Scottish Parliament.

6.13 According to the Scottish Parliament Information Centre the content relating specifically to Tartan Week was amongst the most accessed content for the period of time March - May 2006.

6.14 During this time, US domain names and service providers featured heavily. However, most of these are commercial and therefore it is impossible to tell if the visitors to the site have been accessing from the US, or via a service provider based there (e.g. AOL).

6.15 In March the gateway page to Tartan Week material (<http://www.scottish.parliament.uk/nmCentre/events/tartanweek/index.htm>) was the fourth most popular accessed page, with 8,039 visitors. The Tartan Week photo gallery was the thirteenth most accessed page on the site.

6.16 In April the figures for the Tartan Week pages were even more impressive, with the Tartan Week Homepage being the second most accessed page on the entire website (13,714 visitors). The photo gallery went from thirteenth place in March to twelfth place in April.

6.17 In May the Tartan Week gateway page was the second most accessed page with 21,542 visitors, suggesting there were still many people interested in finding out more about Tartan Week in New York after the event. Similarly to March and April there are still a number of US domain names.

### **[www.tartanday.gov.uk](http://www.tartanday.gov.uk)**

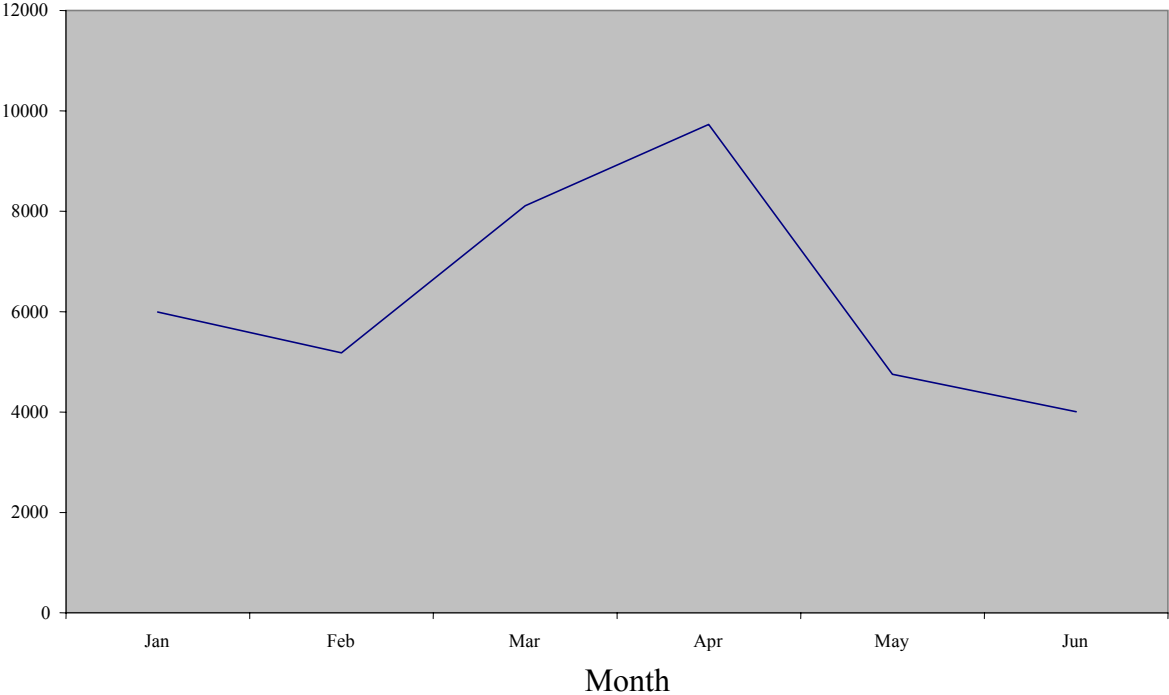
6.18 The official Tartan Day website received the highest number of visits during March (8,110) and April (9,730).

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<sup>5</sup> User session: The session of activity that a user with a unique IP address spends on a website during a specified period of time. The number of user sessions on a site is used in measuring the amount of traffic a website gets. The site administrator determines what the time frame of a user session will be (e.g. 30 minutes). If the visitor comes back to the site within that time period it is still considered one user session but if the visitor returns after the allotted time then it is counted as a separate user session.

<sup>6</sup> Unique users: A measure of the number of people who visit a website. Users may share the same IP address, the same computer, even the same web browser. The unique user count attempts to count these people separately, for an accurate measure of how many people the website reaches.

**Figure 6.3: Visits to [www.tartanday.gov.uk](http://www.tartanday.gov.uk)**



6.19 Unique users increased from 3,645 to 4,208 in April, while the number of page impressions<sup>7</sup> were at their highest during March 2006 (10,799).

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<sup>7</sup> A measure of how many times a webpage has been displayed to visitors. Can also be simply referred to as “hits”.

## **CHAPTER SEVEN PERCEPTIONS OF TARTAN WEEK AND SCOTLAND**

### **Introduction**

7.1 A self-completion survey was distributed via Survey Monkey, an online survey package, to Tartan Week 2006 attendees in order to collect their views on Tartan Week and the events funded by the Scottish Executive.

7.2 It had been expected that all event organisers would provide email addresses for attendees at their events. However, in practice this was not the case, thereby limiting the reach of the questionnaire. The questionnaire was sent to 194 email contacts, the majority of which were gathered via the [www.tartanweekny.com](http://www.tartanweekny.com) website, plus additional contact details provided by the Scottish Book Trust. After one week a reminder email was sent out to those who had not responded requesting their participation in the survey.

7.3 A total of 91 responses were received. This is a small sample size and caution should be taken when interpreting these results. It should also be noted that some of the questions were not answered by every respondent thereby varying the base of respondents within this section.

7.4 It is recommended that in future years, event organisers are informed at the funding application stage for Tartan Week that they will be required to provide details of event attendees for survey purposes. The evaluation process would benefit from greater feedback from those who have attended Tartan Week as it would give greater insight into levels of satisfaction with event organisation and content as well as attendees' impressions of Scotland.

7.5 This chapter of the evaluation covers the marketing of Tartan Week 2006 and gives a snapshot of how Scotland is perceived by the limited number of respondents who completed the questionnaire.

### **Profile of respondents**

7.6 The profile of respondents to the online survey is shown in the Table 7.1 below. Respondents were slightly more likely to be female and aged 35+. Not surprisingly, respondents were most likely to be American, whilst other respondents described themselves as Scottish, Irish, Mexican, Puerto Rican, Canadian, Pakistani, Korean, Polish and Swiss.

**Table 7.1: Profile of respondents**  
**Base: all respondents**

	Number of respondents
<b>Gender (Base: 60)</b>	
Male	29
Female	31
<b>Age (Base: 61)</b>	
18-24 years old	1
25-34 years old	8
35-44 years old	14
45-54 years old	21
55 years old +	17
<b>Nationality: (Base: 62*)</b>	
American	26
Scottish-American	15
Other-American	5
Other	18

\*Respondents may have given more than one response

### **Tartan Week 2006**

7.7 Visitors to Tartan Week 2006 were most likely to be visiting for the first time with almost two thirds of respondents (57 out of the 91) stating they had not visited Tartan Day/Tartan Week prior to their visit in 2006.

7.8 Over two thirds of respondents (57 of 84) stated that their reason for visiting Tartan Week 2006 was their “general interest in Scotland” whilst 23 respondents stated that they wanted to “find out more about Scotland”.

7.9 Respondents were most likely to be aware of, and had attended, the two events which were located within key locations within New York – the Scottish Village was located in Grand Central Station and the Tartan Day Parade took place along 6<sup>th</sup> Avenue from 44<sup>th</sup> Street to 58<sup>th</sup> Street. Awareness of, and attendance at, the cultural activities during Tartan Week such as those hosted by the Scottish Youth Theatre and Scottish Book Trust tended to be lower than the larger scale events such as the Scottish Village. However, this difference in awareness, and attendance, is likely to reflect the origin of the sample for the study.

### **Marketing of Tartan Week**

7.10 Respondents were most likely to have been made aware of the events at Tartan Week 2006 via [www.tartanweekny.com](http://www.tartanweekny.com), the official Tartan Week website created by the Scottish Executive and VisitScotland – 34 of 62 respondents had been made aware of the events via this website. The VisitScotland website, [www.visitscotland.com](http://www.visitscotland.com), was the second most likely source of awareness of Tartan Week 2006 amongst respondents mentioned by 28 of the 62 respondents.

7.11 Over two thirds of respondents (44 of 63) stated that they saw the “Celebrate Scotland” marque (see below) at Tartan Week events. Respondents were most likely to have seen the marque at Grand Central Station and on the lamp posts outside the Station. Other events at which the marque was noted by respondents were the Scottish Village, “Geordie” and the bookstore events (Scottish Book Trust).



### **Objectives of Tartan Week 2006**

7.12 Respondents were asked to select, from a prompted list, what they thought Tartan Week 2006 was trying to achieve. The Scottish Executive objectives for Tartan Week 2006 were included in the list along with two random statements: “to support Scottish associations in America” and “to celebrate St Andrews Day”. Whilst it is not a key objective for the Scottish Executive to support Scottish associations in America as part of Tartan Week, the Scottish Executive works in partnership with these associations during the period leading up to Tartan Week and during the event itself.

7.13 All the respondents who answered this question (63) agreed that one of the Scottish Executive’s objectives for Tartan Week was “to attract American tourists to Scotland”. Over three quarters of respondents (50) stated that Tartan Week was trying to develop cultural links, whilst approximately two thirds (39) suggested it aimed to support Scottish associations in America. In fact the latter is not a Tartan Week objective. Over half the respondents (37) stated that the aim of Tartan Week was to improve Scotland’s economy. Only 11 respondents thought that Tartan Week was to celebrate St Andrews Day.

### **Impressions of Scotland**

7.14 The questionnaire sought to gather respondents’ impressions of Scotland. Due to the small sample size these findings act as a snapshot of how Scotland is perceived.

**Table 7.2: Word associated with Scotland**  
**Base: All respondents (64)**

	Number of respondents
Welcoming	57
Traditional	51
Proud	45
Successful	19
Confident	12
Modern	10
Conservative	7
Boring	1
Unfriendly	0
Unwelcoming	0

7.15 The three words respondents were most likely to select to describe Scotland were welcoming, traditional and proud. Only one respondent used the word boring to describe Scotland with no respondents associating the words unfriendly or unwelcoming with Scotland.

7.16 Respondents were most likely to associate Scotland with whisky, tourism and golf – similar to the findings of the 2005 evaluation of Tartan Week.

7.17 Respondents were asked, unprompted, to specify three aspects of Scottish culture of which they were most aware. Music was the top cultural aspect respondents related to Scotland followed by history and tartan/kilts. These findings are similar to previous research conducted on behalf of the Scottish Executive which highlighted that traditional aspects of Scottish culture were most likely to be associated with the country.

### **Overall Awareness of Scotland**

7.18 When asked to describe their overall awareness of Scotland, 21 of 61 respondents stated that they had visited Scotland for interest and/or leisure whilst 17 respondents considered themselves to be knowledgeable/interested in Scotland.

7.19 The questionnaire featured seven attitude statements relating to Scotland and respondents were asked to state to what extent they agreed or disagreed with each of them. The findings suggest that the majority of respondents agreed that Scotland is a patriotic country with a strong sense of identity but that respondents were less likely to agree that it is a competitive place for business.

**Table 7.3: Attitude statements**  
**Base: All respondents (62)**

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Scotland is a patriotic country with a strong sense of identity	38	22	1	0	0
Scotland is a premier tourist destination	42	17	2	0	0
Scotland is a country rich in modern and contemporary culture	26	26	7	1	0
Scotland is a country with a strong academic and skills base	26	25	9	0	0
Scotland is a clean and safe place to live and work	23	26	8	3	0
Scotland is a country with a strong knowledge based economy	16	26	17	0	0
Scotland is a competitive place for business	11	28	21	0	0

### **Tartan Week 2007**

7.20 The findings suggest high levels of satisfaction amongst attendees to Tartan Week 2006 with 57 of 63 respondents stating that they would be likely to return to Tartan Week 2007 and 61 respondents stating that they were likely to recommend the event to a friend/relative.

## CHAPTER EIGHT      SUSTAINED OUTCOMES OF TARTAN WEEK

8.1      On their return from New York, event organisers were invited to attend meetings at the Scottish Executive to feed back their views on their input to Tartan Week and their overall impressions of Tartan Week 2006. Whilst event organisers have provided verbal debriefs to the Scottish Executive, at the time of preparing this evaluation document, few event organisers had provided full written evaluations detailing the number of attendees who visited their events, the press coverage received and contact information regarding attendees for evaluation purposes. The Scottish Book Trust and Scottish Youth Theatre have provided excellent evaluations of their activities and events in New York and should be used as models for best practice in 2007.

8.2      Post-event, many event organisers felt that Tartan Week would benefit from an overall theme which would provide a focus for those planning events/activities as well as for the media. It was agreed that establishing an appropriate theme may be difficult but that it may well prove a positive direction for Tartan Week, which would be beneficial for all concerned.

*“What about a cultural, festival events theme and just get everyone pulling around a theme.”*

*Event organiser*

8.3      The outcomes for each of the events (both immediate and long-term) sponsored by the Scottish Executive are detailed in table 8.1 below. The table highlights the links that have been made with audiences in New York and relevant organisations on which Tartan Week may build in the future.

**Table 8.1 Outcomes for Scottish Executive funded events**

<b>Event</b>	<b>Location and Lead Partner</b>	<b>Outcomes</b>
“Geordie” – A Scottish Musical	New York Scottish Youth Theatre	<ul style="list-style-type: none"> <li>• Positive media coverage in Scotland profiling young people and their opportunity to perform in New York</li> <li>• Alan Cummings announced as Patron whilst in New York</li> <li>• Positive links established with young people in New York</li> </ul>
Scotland Run	New York New York Road Runners Club	<ul style="list-style-type: none"> <li>• Opportunities exist to create a bigger event around the 10k run which would attract family groups and young professionals</li> </ul>
Scotland on Film	New York Scottish Screen	<ul style="list-style-type: none"> <li>• Links established with Anthology Film Archives and New York Film Academy</li> </ul>

“Tartan Bites”	New York Scottish Book Trust	<ul style="list-style-type: none"> <li>• Penguin USA “has snapped up James Robertson’s new book” in a deal that literacy insiders believe exceeds £50,000 following attendance at Tartan Week</li> <li>• Positive media coverage in US and domestic press featuring key Scottish authors such as Alexander McCall-Smith</li> <li>• Positive feedback from Smithsonian Institute amongst others who are keen to work with the Scottish Book Trust again</li> </ul>
Scotland Village	New York VisitScotland	<ul style="list-style-type: none"> <li>• Zone within Village reported high levels of interest in studying and working in Scotland</li> <li>• Provided opportunity to showcase the languages and literature of Scotland to an American audience.</li> </ul>
British Memorial Garden Reception	New York	<ul style="list-style-type: none"> <li>• Opportunities exist to increase relations with business community within Lower Manhattan and to broaden the reach of Tartan Week which is primarily held in Mid Manhattan</li> </ul>
Social Inclusion Programme	New York City of Edinburgh Council	<ul style="list-style-type: none"> <li>• Links made with young people in New York has led to talks of a potential visit to Scotland</li> <li>• The group will use a web-based discussion forum to continue to communicate with the young people in New York</li> </ul>
“A Scottish Salon”	New York National Galleries of Scotland	<ul style="list-style-type: none"> <li>• Established links with New York donors</li> <li>• Introduced new Chairman</li> <li>• Relaunched American Associates</li> <li>• Gave New York citizens the opportunity to access Scottish art</li> </ul>
Curling	Boston Royal Caledonian Curling	<ul style="list-style-type: none"> <li>• Plans for marketing Scotland as a curling holiday destination</li> </ul>
William Wallace Exhibition	New York Stirling Council	<ul style="list-style-type: none"> <li>• The exhibition further developed people’s interest in William Wallace/Braveheart and Stirling as a tourist destination</li> </ul>

“The Scotland Conversations”	New York Joint Scottish Universities event and Royal Scottish Academy of Music and Drama	<ul style="list-style-type: none"> <li>• Established ongoing relationships with academic institutions in New York</li> <li>• RSAMD has potential to work with Hunter College</li> <li>• University of Edinburgh working with New School with their Continuing Education Programme during Edinburgh Festival</li> </ul>
Finding Scotland in New York	Scottish National Photographic Centre	<ul style="list-style-type: none"> <li>• This event has led to links between the Parsons School and Stevenson College</li> <li>• The competition and collaboration between Parsons College and the Scottish National Photographic Centre generated positive media coverage</li> </ul>

8.4 Table 8.1 highlights the relationships which have been built with a wide range of cultural and educational organisations within New York, providing opportunities for organisations on both sides of the Atlantic to share experience and skills. Most interestingly, significant links have been made with young people and it is to this audience that a contemporary, modern Scotland can be clearly marketed and an image which they can share with their peers. The challenge for all organisations concerned is to sustain these relationships and to consider in what ways they can work together in the future.

## **CHAPTER NINE                      CONCLUSIONS AND RECOMMENDATIONS**

9.1     The key objectives associated with Tartan Week need to be clearly communicated to all event organisers and those involved with Tartan Week. In addition, the Scottish Executive needs to clearly communicate how these objectives fit in with those of the International Marketing Division and the promotion of Scotland, by the Scottish Executive, in the United States

9.2     There was an increase in domestic media coverage for Tartan Week 2006 in comparison with the findings from the 2005 evaluation and an increase in the number of beneficial mentions within domestic press. Much of this was due to positive media coverage gained by the Scottish Youth Theatre for their young cast members who live throughout Scotland. The coverage of young people's opportunity to perform in New York created a positive impression of Tartan Week. The Scottish Executive should seek to gather these positive media stories in the US and domestic media, profiling individuals who benefit from the opportunity to participate in Tartan Week. It was noted that some PR opportunities were missed at Tartan Week 2006 and the event would benefit from a focussed PR approach from the Scottish Executive by a designated individual to whom event organisers could "feed" relevant stories.

9.3     As in 2005, the majority of mentions in the US press were event listings, with little coverage in the news sections. There remains a challenge for the Tartan Week team to generate and sustain interest in the Tartan Week activities. Whilst the Burns' Supper in January may have created some interest in the Tartan Week events, the fact that the events did not take place until April meant that a significant period of time had passed without ongoing contact with the press taking place.

9.4     Radio and broadcast coverage for Tartan Week 2006 was increased from 2005 ensuring that the Tartan Week message reached a greater number of New Yorkers than previously. The Scottish Executive's partnership with a local radio station together with greater television coverage provided opportunities to advertise the Tartan Week events and promote Scotland. The Scottish Executive Tartan Week team should continue to exploit radio and broadcast coverage in 2007 in addition to gaining coverage in relevant press.

9.5     Tartan Week generated a great deal of domestic press coverage with criticism remaining regarding the costs associated with the event. It is crucial that the Scottish Executive communicates how the funds for Tartan Week are spent and that they do not focus solely on the Ministerial programme and flights/accommodation associated with Executive personnel.

9.6     The marketing activities introduced for Tartan Week 2006 were warmly welcomed by all event organisers and the Tartan Week team members in the US and Scotland. This activity should be retained and built upon for Tartan Week 2007, providing further opportunities to promote Scotland and Tartan Week.

9.7     Some event organisers felt isolated once they were in New York and promoting their event. Sharing contact details – Scottish Executive personnel and other event organisers – would enable all event organisers to communicate with other Tartan Week hosts during their time in New York either by mobile phone or in person. One of the monitored websites may

also provide the opportunity for an online forum to be created, which would enable event organisers to keep in touch with each other during, and after, the Tartan Week activities.

9.8 The evaluation highlighted that insufficient data from attendees at Tartan Week 2006 events was gathered. Therefore, the sample for the online survey was poor and did not provide robust data to assess the impact attendance at Tartan Week events had on people's perceptions of Scotland. This must be addressed when negotiating with event organisers for future Tartan Week activities to ensure that this impact can be effectively evaluated.

9.9 The Scottish Executive does not appear to have a formal application process in place for event organisers wishing to attend Tartan Week. It is recommended that a formal process funding application for Tartan Week should include

- the Scottish Executive's objectives for Tartan Week
- criteria for selection for funding
- from which sources (other than the Scottish Executive) event organisers would be seeking funding
- agreement that organisers will use the brand endorser on all literature/marketing
- a date by which a decision regarding approval for funding will be given.

In addition, it should be made clear to event organisers that they will be required to complete a proforma evaluation document following the event and include key data regarding attendees at their events/activities.

9.10 Event organisers' response to the tender should clearly communicate:

- their objectives in terms of their proposed event/activities and how these tie in with the Scottish Executive's objectives
- who the target audience is for the event and how they will be targeted
- how event organisers propose to gather data from attendees
- what assistance (other than funding) they will require from the Scottish Executive
- from what sources (other than the Scottish Executive) funding will be sought.

9.11 All key communication (terms and conditions of sponsorship, funding, etc) between event organisers and the Scottish Executive should be in written format so that there is no ambiguity regarding budgets and requirements. Event organisers should be informed in early October (prior to Tartan Week the following April) that their application has been successful to allow sufficient time for planning purposes. This will also provide event organisers with ample opportunity to find appropriate venues, organise marketing targeted at specific audience segments and to seek funding from other sources.

9.12 Successful applicants for funding should receive a guide/manual from the Scottish Executive which details

- the key objectives associated with Tartan Week
- relevant marketing/PR information (use of marque, who to contact re potential PR hooks, information to be supplied for event programme/website etc)

- key contacts at Scottish Executive in Edinburgh and during Tartan Week in New York.

Finally, the guide/manual should include dates for verbal and written evaluations giving clear details to event organisers as to what is expected from them for each.

9.13 Tartan Week would benefit from identifying a key individual who has the title of Tartan Week Event Manager and is clearly recognisable – internally and externally - as being the person responsible for managing the overall event. This individual may be someone who already works within the Scottish Executive or someone who comes from outwith the Scottish Executive and has had experience of managing such events.

9.14 Some event organisers felt that Tartan Week should have a theme which would help with the development of clear objectives and with which event organisers should comply. It was also felt that a theme may assist with capturing positive media coverage. The Scottish Executive should consider whether the introduction of themed Tartan Weeks would help to raise the profile of events as well as Scotland generally.

9.15 The findings from the evaluation have highlighted the links and collaborations which have emerged from the presence of Scottish event organisers at Tartan Week. The event provided the opportunity for young Scots to travel to New York (many of whom may not have done so without this support) and meet with like minded young people with whom they built relationships which they will sustain via email. In addition, relationships have been established with a wide range of cultural and educational establishments and provided opportunities for skills and experiences to be shared.

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