



department for
**culture, media
and sport**

Switchover Communications Plan

Digital Radio Action Plan Report

Published February 2013

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the quality
of life for all

Our aim is to improve the quality of life for all through cultural and sporting activities, support the pursuit of excellence, and champion the tourism, creative and leisure industries.

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Section 1: Foreword

1.1 Introduction

1.1.1. The Digital Radio Action Plan (DRAP) sets out the process for allowing Government to make a well-informed decision on whether to proceed with a Radio Switchover, and if so how, it should be implemented.

1.1.2. The DRAP is delivered through four central working groups, covering technology, market preparation, coverage planning and government policy. A key task of the Market Preparation Group is to develop a Strategic Marketing and Communications Plan for a radio switchover.

1.1.3. The Market Preparation Group is tasked with developing and coordinating a cross-industry strategy to raise public and industry awareness and knowledge of digital radio and, subsequently, a digital radio switchover. Key objectives include developing a strategic marketing and communications plan, a monitoring and research programme, and agreeing a UK labelling scheme.

1.2 Scope

1.2.1. This plan should include, although not exclusively, the following elements:

- A campaign to raise awareness and understanding of digital radio and its benefits, to include vehicle owners and managers;
- A campaign specifically on the Digital Radio Switchover;
- A campaign on what consumers can do with unwanted radios and other unwanted electrical equipment.

The plan should target all audiences and include different groups, for example by age/ethnicity/disability. The plan should also include media handling, politicians, opinion formers, local authorities, charities, the voluntary sector, and consumer groups

1.2.2. Devise and implement a communications plan aimed at non-domestic

users of radio, such as businesses and workplaces. The Plan to include (non-exhaustive list):

- The development and distribution of retail point of sales materials and training for retailers (when appropriate)
- Non-domestic use (e.g. hotels/B&Bs, private landlords, factories)
- Company vehicle schemes, commercial vehicle operators, fleet managers, car/vehicle purchasers and owners
- Vehicle trade audiences (e.g. car dealers, independent garages, vehicle installers, vehicle-related retailers)

Section 2: Steering Board Decision

The Steering Board considered the considered the agreed the Switchover Communications Plan from the Market Preparation Group in January 2013 and signed it off for publication, subject to incorporating minor amendments.

Section 3: Switchover Communications Plan

3.1 Executive Summary

3.1.1 The Digital Radio Action Plan task 3.3 requires the Market Preparation Group to develop and implement a strategic marketing and communications plan to raise awareness and understanding of digital radio and to promote the uptake of digital radio **[see Appendix 1]**.

3.1.2 There are three phases of communication:

- **Phase 1** is the industry-funded connected communications campaign, which will last until a Government announcement (until late 2013);
- **Phase 2** starts at a Government announcement, and involves communications about the Radio Switchover Certification Mark, until a date announcement (indicative: from 2013 until end 2015).
- **Phase 3** starts at a date announcement, and consists of the switchover communications plan, until the completion of the programme (indicative from 2016 onwards).

3.1.3 This paper focuses on **Phase 3**. When Government publicly announces dates for radio switchover there will be a requirement to announce when switchover is happening in each region/nation, and to communicate what people need to do.

3.1.4 This communications plan proposes the principles and strategy for communications using two phasing scenarios for switchover, as well as indicating some of the detailed messaging required, and indicative budgets to support the plan. This report also recommends critical success factors for the switchover programme with specific targets.

3.1.5 This paper builds on the outline switchover plan submitted to DCMS in 2011, and the separate report on the Radio Switchover Certification Mark plan, also submitted last year. In this report the Market Preparation Group also proposes the need for additional funding to support the third sector in supplying additional information to those who need it.

3.1.6 The report specifically excludes any communications for a potential Help Scheme, as policy decisions are yet to be taken about any such scheme. It should be noted that if a Help Scheme is decided on, an additional communications plan will need to be developed and budgeted for separately

3.2 Critical Success Factors and Targets

3.2.1 Programme assurance will require high level Critical Success Factors. Recommended Critical Success Factors include:

- Technical success of the switchover process
- Achievement of universal awareness of switchover (95%) six months prior to its start in an area;
- Ensure that all those requesting available assistance receive it;
- All those choosing to convert their primary domestic radio or car radio to digital (and not inhibited by other factors) are able to do so; and that people are aware of the need to convert secondary domestic sets

3.2.2 In addition to the critical success factors it is recommended that a tracker is developed which covers a range of awareness, understanding and conversion questions by region and by socio-demographic group. See chart below for suggested measures.

Chart 1: Proposed Targets

Key Measure	Proposed Target Points				
	-8 months	-5 months	-2 months	-1 week	+2 weeks
Switchover Awareness	90%	95%	99%	100%	n/a
Retune Awareness	n/a	n/a	30%	75%	90%
Date (Mnth) Awareness	40% (year)	30%	65%	85%	n/a
Primary domestic set conversion	n/a	n/a	90%	95%	100%
Secondary domestic sets: awareness of need to convert	n/a	n/a	90%	95%	100%
Car conversion	tbc	tbc	90%	95%	100%

NB It is recommended that switchover awareness has an 8.5% confidence margin.

3.3 Communications Strategy

3.3.1 This Phase 3 communications plan spans the period from when the date of the switchover to digital radio is announced (and the preparations for that announcement), through to the end of the switchover process. The overall objective is to build switchover awareness and understanding to encourage conversion to digital radio, and the plan includes:

3.3.2 Communications to around 25 million households about switchover and what they need to do (including the need to retune their digital radio)

- Communications to vehicle owners and managers about what they need to do;
- Training and information for manufacturers, retailers and vehicle installers (linked to accreditation scheme);
- Communications to eligible people about a possible Help Scheme (not included in this plan);
- Communications to potentially vulnerable people via outreach partners;
- Targeted communications as appropriate.

3.3.3 Two scenarios have been developed:

- A single stage switchover; and
- A phased switchover in three equal stages over three years.

3.3.4 The total cash budget requirement for Phase 3 is estimated to be up to £50 million for a phased regional switchover. This assumes an agreed additional level of value in kind airtime provided by BBC TV and radio and commercial radio operators, during each year of the switchover programme.

3.3.5 Within Phase 3, around £7 million has been included for third sector support to deliver additional information to those who need extra support in understanding what to do. This would cover local volunteer training, support and expenses, and the production and supply of relevant information materials. This third sector support is outside of any potential Help Scheme.

3.3.6 This paper also lists the pros and cons of a single stage switchover and a phased switchover, from a communications perspective **[Appendix 2]**.

PHASE 1: INDUSTRY	PHASE 2: 'TICK MARK'	PHASE 3: SWITCHOVER
Until end 2013	Est: end 2013-end 2015	Est: 2016 onwards
Industry-funded	Estimated £6 million plus Value in kind airtime	Estimated £50 million plus Value in kind airtime

3.4 Communications Principles

3.4.1 Once a Radio Switchover date is decided, the two main objectives for communications would be to raise awareness of Radio Switchover, and understanding of what to do.

3.4.2 The proposed communications principles to deliver these objectives are as follows:

- Initiate communications around two years before switchover (or the first switchover);
- Contact all households;
- Contact all vehicle owners;
- Communications to and via the voluntary sector;
- Communications to establishments who use radio e.g. hospitals, care homes; prisons;
- Communications to businesses who use radio;
- Provide consumer support via contact centre; consumer and trade websites;
- Contact all electrical retailers;
- Contact vehicle industry: e.g. fleet managers and other vehicle purchasers; dealers, garages and installers;
- Set-up and manage research and monitoring programme;
- Develop proactive PR programme and reactive handling of media enquiries;
- Stakeholder communications including parliamentarians;
- Management and compliance of the Digital Radio Certification Mark.

3.5 Communications Media

3.5.1 It is assumed as part of this plan that the BBC and commercial radio broadcasters will provide guaranteed heavyweight airtime via all their stations/channels for the duration of the switchover programme, nationally and by region/nation as appropriate. It is for Government to decide how the airtime agreements can best be guaranteed, for example as a stated obligation within the licensing process.

- Commercial radio and websites (value in kind)
- Digital media including social media

- BBC TV and radio and website (value in kind)
- Doordrop switchover guide to every home
- Comprehensive website including for retailers and vehicle owners
- Information in press (national/local/specialist)
- Mailings or communications via voluntary groups/charities
- DVLA mailing (to be discussed)
- Information available to trade:
 - Point of sales material and training for retail and vehicle retail
 - Direct mail to vehicle managers
 - Trade press
 - Trade events where appropriate

The campaign should be clear, neutral and factual.

3.6 Specific Messages

3.6.1 Messages for Media, Parliamentarians, Local Authorities and Housing Associations

3.6.1.1 The switchover communications body will need to be in a position to handle media enquiries (reactive and proactive), and to undertake a proactive campaign with parliamentarians and other opinion formers. It is envisaged that an agency will need to be retained to assist with this activity.

3.6.1.2 It will also be necessary to communicate with local authorities about unwanted radios (see 3.6.2 below) and any proposed Help Scheme and Outreach programme.

3.6.1.3 Communications will be needed with aerial installer trade bodies (such as the CAI) who install domestic and communal aerial systems.

3.6.2 Messages about what to do with unwanted Radios

3.6.2.1 The Technology and Equipment Group will provide a report to Government about what manufacturers' and retailers' responsibilities are in respect of the disposal of obsolete equipment, including information about the WEEE Directive. Once this information and advice has been agreed, the Market Preparation Group recommends that consumer advice should be included within:

- The leaflets being sent to each household;
- Leaflets to local libraries and information on local authority websites;
- FAQs on the switchover website;

- Retailer training;
- Manufacturer call centres.

3.6.3 Non-domestic users of Radio

3.6.3.1 It is proposed that for non-domestic users of radio, for example in hotels and B&Bs, a mix of targeted direct mail and public relations would be used to raise awareness.

3.6.4 Training Retailers

3.6.4.1 It is proposed that an 'ask digital' accreditation is developed for use by retailers - both digital radio and in-car radio retailers. Retail staff should have the opportunity to be armed with the correct information about radio switchover and what customers need to do.

3.6.4.2 The training would comprise key facts about radio switchover (basic training materials followed by a test of 20 multiple choice questions). This training can be undertaken as a standalone module or integrated into existing online training as appropriate. On successful completion, it is recommended that staff members receive a certificate and badge to show they have the 'ask digital' accreditation.

3.6.4.3 Stakeholders including the Consumer Expert Group will be asked for their input into the retail training questions as they are developed.

3.6.5 Vehicle Owners

3.6.5.1 Given that there are around 35 million vehicles on the road, it makes sense to use overall switchover communications to communicate with vehicle owners, including household leaflets, TV, press, radio and online. Direct Mail to each vehicle owner alone could cost around £20 million over the period, and hence will not represent value for money. It may be possible to put information in direct mail already sent to vehicle owners, such as:

- Mail sent to vehicle dealers to customers about servicing;
- From the DVLA to drivers about MOTs and registrations;
- From insurance companies

3.6.5.2 In a regionally phased switchover it will be vital to ensure that there are UK-wide communications at the time of a date announcement, until the start of the first switchover, which focus on the need to convert radios in cars and vehicles. For example, Scotland may not have been through radio switchover, but drivers into England would need to know that England is switching and how to convert their car radio so they do not lose services

3.6.6 Vehicle trade Audiences

3.6.6.1 Aside from vehicle owners, there are many other stakeholders in the vehicle industry who will need information about switchover and how to prepare their organisations and customers. DRUK is already in contact with many of them. It is envisaged that a mix of stakeholder communications, media relations, online information and direct mail will be used to communicate with these groups. Under a regionally-phased switchover, trade communications would also have to be UK-wide and 'front-loaded' to avoid drivers losing radio services.

- Vehicle manufacturers – line fit, aftermarket, head office;
- Vehicle manufacturer franchise retailers;
- Independent vehicle retailers (including online);
- Fleet owners (including company vehicle schemes);
- Commercial Vehicles (line fit, aftermarket, head office);
- Caravans and motorhomes;
- Agricultural vehicles;
- Vehicle press: MEN, AutoTrader;
- Car accessory retailers (national and local), including mobile fitters;
- Vehicle retail trade associations – RMIF, MESF, FITAS, IMI;
- Aftermarket/OEM/chipset/navigation manufacturers
- Breakdown service providers (e.g. AA, Greenflag);
- Repairs groups (e.g. Autoglass);
- Stats companies – CAP, Glass, etc;
- Traffic and travel service providers – INRIX, TrafficMaster;
- Independent garages and service/repair centres.

3.6.7 Retuning Messages

3.6.7.1 It is good practice for listeners to retune their digital radios from time to time to ensure they receive the latest services available to them. Retuning will be needed for pre-switchover frequency changes and information about retuning should be communicated on the website, in leaflets and in other communications media with suitable links to manufacturers, should consumers need detailed instructions for each make and model.

3.6.7.2 However the vital retuning message will be required to be delivered by broadcasters on-air, in recorded messages, live DJ reads, advertising, and on DAB digital radios, via use of DLS messages on-screen.

3.7 Communications via Third Sector

3.7.1 Some groups may have difficulty in understanding what they need to do for the Digital Radio Switchover and will require additional information and face to face explanations, as well as reassurance and the opportunity to ask questions.

3.7.2 The third sector comprises many local organisations and a network of national organisations, all of whom will require materials to pass on to their service users and volunteers (printed, online and in other formats). These include charities, voluntary groups and consumer groups. Some of the national organisations (e.g. Age UK and RNIB) run their own radio services which can also communicate about the radio switchover on-air – through news and feature items. Others, such as the Citizens Advice Bureau, may require leaflets and materials in stock so they can provide them on request.

3.7.3 Lessons from the TV switchover will also be taken account of; for example use of the BBC logo on materials; audio materials; the development of power questions; the possible creation of materials in other languages and possible use of community radio.

3.7.4 More vulnerable groups (for example blind and partially sighted) may also need assistance in identifying appropriate radio equipment. It is proposed that trained assistance in choosing equipment would be made available for vulnerable people, delivered using existing networks (e.g. charity networks, voluntary groups, retailers) to assist with information provision and reassurance.

3.7.5 The previous outline report recommended the additional provision of £7 million (over five years) for the national management of communications, potentially via a charity network; the costs of training and communicating via local third parties and for the costs of volunteers, from the announcement through to the end of switchover; and for the production and distribution of appropriate materials – like a ‘Power Questions’ guide - in relevant formats. This information and reassurance should reach a wide range of older and disabled people.

3.7.6 Once a Help Scheme policy has been decided, outreach via the third sector as a communications channel for a Help Scheme should be considered

3.8 Budget for a Single Stage Switchover

3.8.1 With a single-stage switchover, it is anticipated that the total budget for a two-year communications campaign will be in the order of £30 million (including phase 2 Switchover Certification Mark communications) plus an agreed level of value in kind media from the BBC and commercial radio broadcasters.

3.9 Incremental Costs for a Regional Switchover

3.9.1 We estimate that total costs for a regional switchover would be in the order of £55 million (including phase 2 Switchover Certification Mark communications) plus an agreed level of value in kind media from the BBC and commercial radio broadcasters.

3.9.2 Incremental communications costs will be incurred for a three-year or a four-year switchover process, including:

3.9.3 The additional cost of retaining agencies (e.g. contact centre, advertising, web) over an extended period;

- An increased cost per reach for regional media vs. national-only media;
- Increased boosts for research conducted on a region by region basis;
- Fixed costs (e.g. web hosting, logo management) over a longer period.

3.9.4 It should be noticed that with a phased regional process, it will be vital to conduct a national (ie across the UK) awareness communications campaign about in-car digital radio from the outset, to reduce the numbers of people driving into areas where national services are no longer on FM, and being unaware of it, losing services. They should be in an informed position with regard to the conversion of their car digital radio.

APPENDIX 2 contains an outline of the pros and cons of a single-stage vs. a regionally-phased switchover.

APPENDIX 1: EXTRACT FROM DIGITAL RADIO ACTION PLAN

This plan should include, although not exclusively, the following elements:

- *A campaign to raise awareness and understanding of digital radio and its benefits, to include vehicle owners and managers*
- *A campaign specifically on the Digital Radio Switchover*

A campaign on what consumers can do with unwanted radios and other unwanted electrical equipment

The plan should target all audiences and include different groups, for example by age/ethnicity/disability. The plan should also include media handling, politicians, opinion formers, local authorities, charities, the voluntary sector, and consumer groups.

Devise and implement a communications plan aimed at non-domestic users of radio, such as businesses and workplaces. The Plan to include (non-exhaustive list):

- *The development and distribution of retail point of sales materials and training for retailers (when appropriate)*
- *Non-domestic use (e.g. hotels/B&Bs, private landlords, factories)*
- *Company vehicle schemes, commercial vehicle operators, fleet managers, car/vehicle purchasers and owners*
- *Vehicle trade audiences (e.g. car dealers, independent garages, vehicle installers, vehicle-related retailers)*

APPENDIX 2: PROS AND CONS OF A SINGLE STAGE SWITCHOVER

SINGLE STAGE SWITCHOVER	
Pros	Cons
Single national communications campaign more cost-efficient	No opportunity to adapt campaign according to lessons learned from monitoring effectiveness
Single distribution of doordrops more efficient	Customer support requirements (contact centre calls, letters, emails) highly concentrated and peaky (need to access mass event network IVR and peak in agent hiring/training)
Easier to communicate a single date (or series of dates)	Visits to website highly concentrated (inc retune information) increasing risk of server failure
	All remaining vehicles will need to be converted in a very short period of time, increasing pressure on supply chain (vehicle radio retailers and installers unable to cope with demand)
	Potentially high peak demand for radio sets from retailers as households convert remaining radios at the same time (retailers and manufacturers unable to cope with demand)
	Waste disposal facilities would experience a large peak in demand
	National training programme for retailers will need to be deployed at a single stage

PHASED REGIONAL SWITCHOVER	
Pros	Cons
Spreads demand for vehicle adapters, thus lessening risk for retailers and installers	Requirement for national communications for vehicle owners
Spreads demand for digital radios for manufacturers and retailers over a longer period	Need to pay agency retainers and other fixed costs for longer
Spreads demand for customer contact (phased approach to contact centre resourcing) and enable better planning	More difficult to identify or remember your switchover date due to overlaps
Opportunity to adapt communications campaign according to lessons learned	Regional media advertising more expensive
Spreads load on website (including retuning information)	Significant up-weight in funding would be needed to communicate to drivers going in and out of regions that have switched/ not switched.