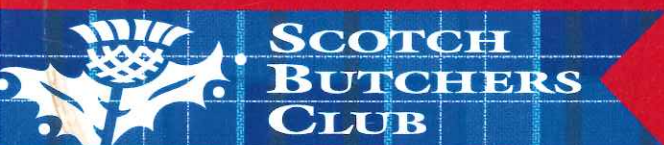


A Marketing Toolkit

An easy to use marketing guide for specialist red meat retailers.



An initiative from  QMS

www.qmscotland.co.uk

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A Marketing Toolkit - An easy to use marketing guide for specialist red meat retailers.
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INTRODUCTION

What's the toolkit for?

Marketing can be a baffling subject. It's not always clear which marketing activities will offer return on investment and meet your business objectives.

To promote a retail butchery business effectively in the modern market, it is essential to have a basic understanding of marketing strategy. This toolkit provides an introduction to marketing strategy and some practical advice which is aimed at helping you to identify an approach which is appropriate to your business.

Marketing is important for any size of business, not just big companies. But that doesn't mean that there is a one-size-fits-all marketing strategy. This toolkit does not try to provide all the answers, but instead sets out a framework to help you make informed decisions about your own marketing strategy.

It will guide you to think about what you want for your business and how you are going to get there.

We hope you find this toolkit useful.

How to use the toolkit

You will find easy to follow suggestions and tips about how to choose the right marketing strategy for your butchery business.

You may choose to work through each section step by step with your business plan in hand or use the toolkit as a quick reference guide, as and when needed.

There are a number of useful worksheets within the booklet to help you with your planning.

QMS marketing team contacts

If you would like to discuss any of the information included in this booklet or you would like to enquire about using the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork labels within your strategy, please contact:

Jack Broussine, Marketing Executive, 0131 472 4042, jbroussine@qmscotland.co.uk

Laurent Vernet, Head of Marketing, 0131 472 4019, lvernet@qmscotland.co.uk

WHAT DO YOU WANT FOR YOUR BUSINESS?

Before you start thinking about marketing tactics, it is important to detail where you want your business to go. This will provide the starting point to focus and guide your marketing activity.

Your vision

In order to organise any marketing activity, you must first define what you want your business to be and what you want to be known for, in other words your vision for your company.

Think about where you would like your business to be in 1, 3 or 5 years' time and write a defined statement which summarises this. (See page 6 for example vision).

Your marketing objectives

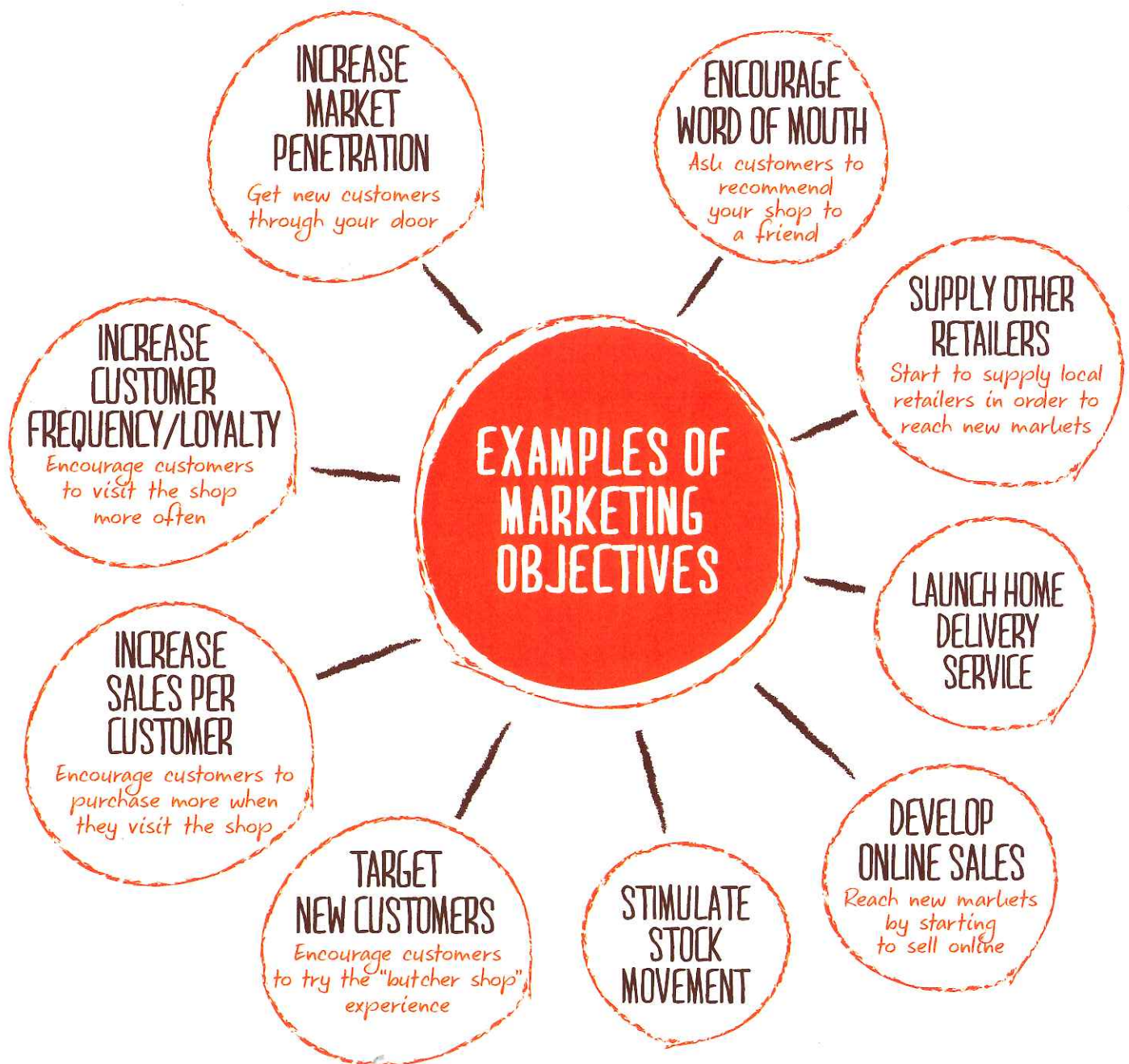
Your marketing objectives are the realistic and achievable stepping stones that will help you to achieve your vision.

Do you need to get new local customers through the door; are you trying to encourage your current customers to shop with you more often or do you need to reach new customers through online sales?

Being adaptable

Your objectives may change as the market develops. You may find that you have a short-term need to retain your loyal customers after significant price increases in your shop, for example. This will not change your long term vision, but it might change your short-term marketing objectives.

Examples of Marketing Objectives



The above marketing objectives are just examples to get you thinking. Your own objectives may differ from these.

Vision & Objectives for your business

Make sure you have your marketing vision and objectives in writing. This will help to keep your marketing strategy focused.

Ensure that they are clear, concise, achievable, measurable and that there is a realistic timeframe.

You may want to come back to this section after you have read the "Where are you now?" section of this booklet.

VISION: *e.g. To be the first choice for quality, locally sourced meat products and excellent customer service with customers who live in a 10 mile radius.*

OBJECTIVES <i>One objective to help reach your vision</i>	MEASURE <i>How will I know if I achieve my objective?</i>	TIMEFRAME <i>When should I achieve this objective by?</i>
<i>e.g. Increase our local customer base by promoting the business to potential customers in a 10 mile radius and launching free home delivery service.</i>	<i>Increase customer base by 20%.</i>	<i>Over 2 years.</i>
<i>e.g. Grow average customer spend by launching a loyalty scheme.</i>	<i>Increase average customer spend by 5%.</i>	<i>Over 2 years.</i>

WHERE ARE YOU NOW?

In order to achieve what you want for your business, you need to first understand where you are now. This will allow you to evaluate the elements of your business which can contribute favourably or unfavourably to achieving your objectives.

What are the strengths and weaknesses of your business?

A SWOT analysis will help you look at the current position of your business to identify what your business is good at and what you need to improve. This method will help you to visualise in a simple way the situation your business is in and identify what you might need to change. The term SWOT stands for Strengths, Weaknesses, Opportunities and Threats.

When doing your own SWOT analysis, consider the following:

- **Product** - how does your product range meet the needs of your customers?
- **Price** - what is your price point and is it competitive?
- **Place** - where and how can your customers purchase your product and is this convenient to them?
- **Promotion** - are you successfully getting your marketing message across to your potential customers?

STRENGTHS

- Sell locally sourced, quality assured meat
- Friendly, knowledgeable, enthusiastic and welcoming staff
- Located on a busy high street with local parking
- Strong recognisable brand and loyal customer base
- Welcoming store environment
- Open and attractive window display
- Strong presence on social media with 500 local followers
- Unique and award winning products

S

WEAKNESSES

- Lack of parking or access
- Customers are driven by convenience
- Narrow product line
- Shoppers perceive us as being too expensive
- Shortage of younger customers in the local area
- Un-trained staff – either in customer service or butchery
- Customers only use us for special occasions
- No sell by date on product
- Lack of clear labelling or cooking instructions

W

OPPORTUNITIES

- Launch home delivery, carry to car and/or pre-order and pick up service
- Vary opening hours to suit potential new customers
- Launch loyalty scheme to increase frequency of use
- Develop active partnerships with local schools and community groups
- Harness the power of your loyal customers to attract new customers through a refer a friend reward scheme
- Develop partnerships with local businesses to provide ease of multi-category shopping (fishmonger, baker, grocer, off licence, cheese-monger)
- Promote yourself as an expert in the field by running events and classes for customers/potential customers to learn more about meat
- Use social media (Twitter, Facebook or Pinterest) to continually remind and engage with customers
- Fixed pricing/special offers to attract younger generation of shoppers
- Join the Scotch Butchers Club

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T

THREATS

- New retailer with fresh meat counter opening shortly
- Local shops which allow for all category shopping are closing down (ie. Greengrocer, fishmonger, off licence etc) – closing shops mean fewer reasons for shoppers to visit the high street
- Competitors offering similar product range at cheaper prices
- Not attracting new generation of customers
- Today's shoppers are searching for a bargain
- More shoppers are purchasing their shopping online
- Age of my main customer base

What are the strengths and weakness of your business?

Now try completing your own SWOT analysis.

STRENGTHS	WEAKNESSES
OPPORTUNITIES	THREATS

Why not try asking your staff to fill in their own SWOT analysis as this might offer a valuable view on the business.

HOW TO GET THERE

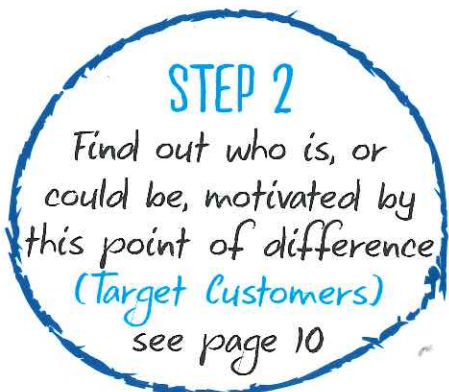
Now that you have reviewed where your business is and decided what you want to achieve, you need to decide how you are going to get there.

When deciding how to get there, there are two possible approaches, each with three steps. You should choose the approach which is suitable to your shop.

To identify which one, just ask yourself "Do I have a unique selling point (USP)?" or "do I have something that my competitors don't?". If the answer is "yes" then follow the "Product Approach", if not then follow the "Customer Approach".

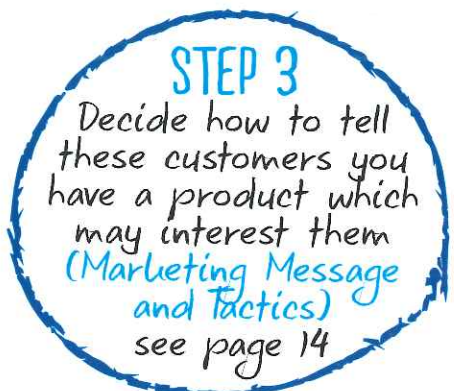
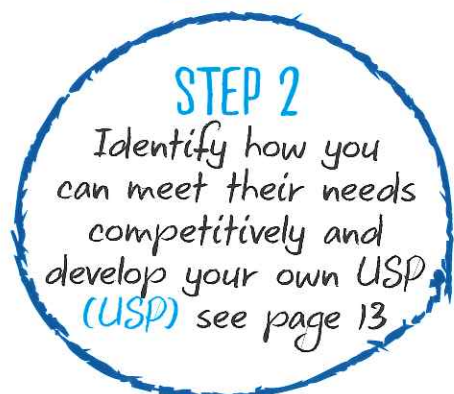
PRODUCT APPROACH

I have a unique selling point



CUSTOMER APPROACH

I don't have a unique selling point



Target Customers

You need to make sure you offer products and services which meet your target customers' needs. Shoppers' cooking and eating habits are always changing and it's important that your proposition fits with these. How do you know you have the right product and/or service?

To understand your customers' needs, it is useful to conduct market research. This can be both time consuming and expensive, but it is key to success. It is worth writing down who your target customers are and what is important to them.

Once you know what is important to them, you can choose the target customer who will be motivated by your USP or develop a USP which will motivate your target customer (see page 13).

Here are some methods you could use to conduct your research:



In-house

Consider using a questionnaire, customer feedback form or analysing your sales statistics. You could also ask the question on Facebook or Twitter or provide samples of a new product in the shop and ask for feedback. You could try organising a competition to encourage feedback.



Independent Research

Purchasing market data or employing an agency to conduct market research on your behalf can be expensive. However, you will often find summaries of research within trade press or at your local library.



Student Research

Your local college or university may be interested in helping you – for free – to organise consumer research as part of a student project. Students will normally be guided by tutors to complete research and you may gain some valuable insight into your customers.



Internet

Take a look at what other red meat retailers (or other food retailers) are successfully doing to meet the needs of your potential customers and what isn't available locally.

There are some very useful websites which have free census data for local areas to provide a good idea of the profiles of the customers around your local area:

www.sns.gov.uk for Scotland or
www.neighbourhood.statistics.gov.uk for England.



Industry Organisations

Organisations such as Quality Meat Scotland, the Scottish Federation of Meat Traders Association, the National Federation of Meat and Food Traders or QGuild all conduct their own market research and also have the advantage of speaking to a variety of butchers on a daily basis to get a feel for the market. Pick up the phone to see how they can help.

www.qmscotland.co.uk

What is your Unique Selling Point (USP)

For your business to be successful you need to identify something which is unique to your business. This will help to encourage customers to return and also provide a platform to promote your business to new customers. You may already have a strong USP or you may find that you need to develop one. The following information will help you to clarify or create your USP.

In 2011 QMS conducted some research into why average shoppers choose to use a particular retail format over another. The information below helps to provide an understanding of the USP of the independent retail sector as a whole.

Reasons why shoppers use supermarkets or independent butchers



Q. Which of these, if any, is / would be your main reason for buying red meat from a supermarket / butcher? What other reasons?

Base: All who have bought red meat in the last 6 months (575)

Source: TNS, Consumer Switching Research, 2011

Reasons why shoppers DON'T use supermarkets or independent butchers



Q. Which of these, if any, is / would be your main reason for not buying red meat from a supermarket / butcher? What other reasons?

Base: All who have bought red meat in the last 6 months (575)

Source: TNS, Consumer Switching Research, 2011

Shoppers that use both supermarket and independent butchers (switchers)

	SUPERMARKETS ONLY	BUTCHERS ONLY	SWITCHER (USE BOTH)
PERCENTAGE OF RED MEAT PURCHASERS	47%	17%	36%
ESTIMATED VOLUME (GB) (TONNES)	265,457	96,016	203,329
ESTIMATED VALUE (GB) (POUNDS)	£1.7bn	£630m	£1.3bn

Estimated figures based on Kantar Worldpanel data for Total Red Meat, 52 week ending 18th August 2013

Summary

- The main reason why the average shopper chooses to purchase red meat from a butcher shop is for their meat and staff offering. Therefore the butchers' strength (as a whole sector) is the perceived quality of meat and the level of service and advice offered from their staff. How could you use this to your advantage?
- The perceived price and convenience of the butcher shop offering are clearly the perceived weaknesses of the sector and the main barriers to using a butcher shop. How could you address these weaknesses within your strategy?
- Whilst supermarket only shoppers account for £1.7bn of the retail spend on red meat in GB, the combined value of those who use a butcher shop only and those that will use both (albeit one more frequently than the other) is almost £2bn. There might be an opportunity to increase the frequency which the switching shoppers use the butcher shop through promoting a strong point of difference in order to tap into a greater proportion of this market share.

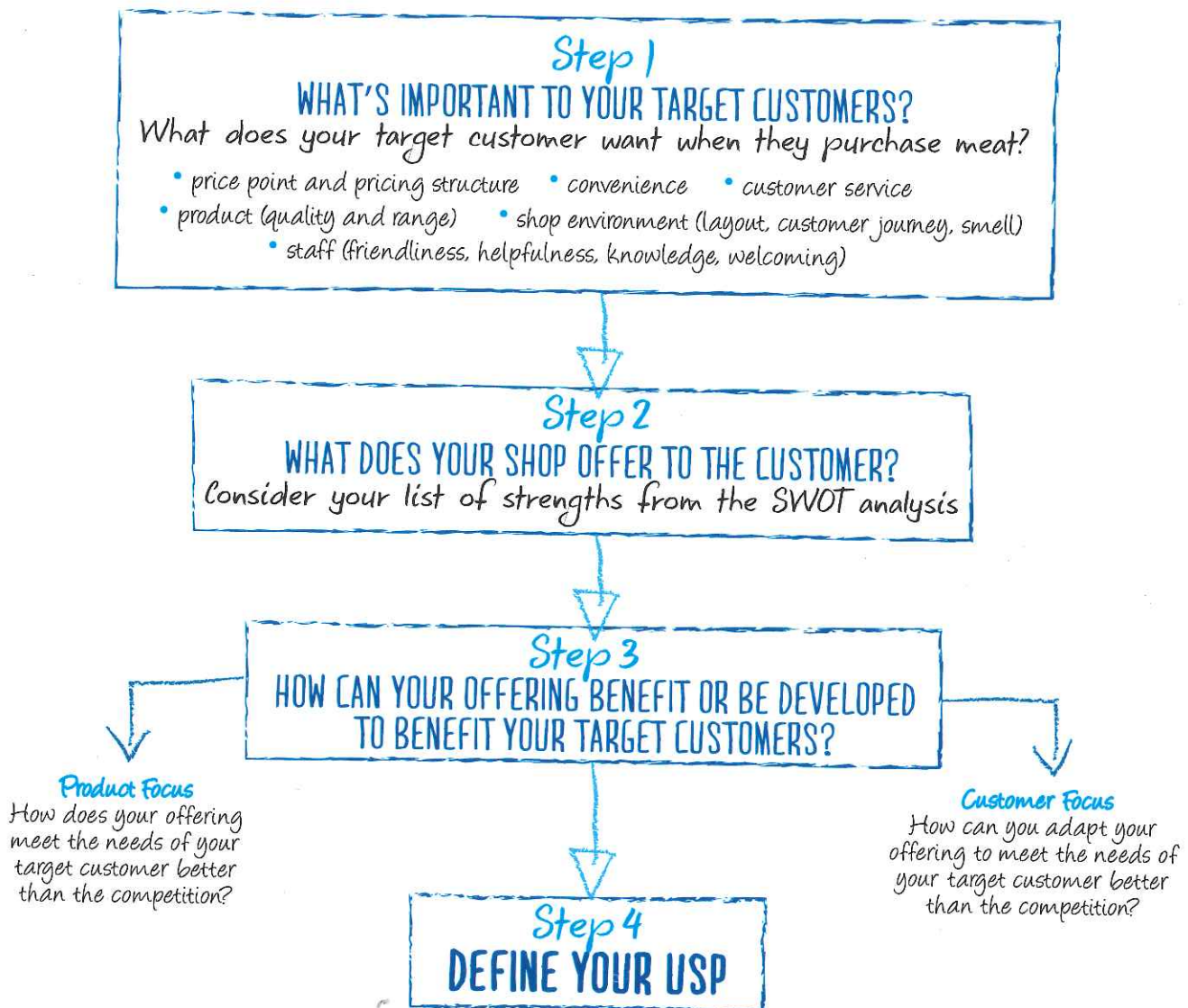
Source: TNS, Consumer Switching Research, 2011



Defining your unique selling point (USP)

Some businesses will have a strong USP which can easily be identified, whilst others will require to develop one to fit with their target customers' needs. Pinpointing your USP can take some time and creative thinking.

Below is some guidance to help you start your thinking.



Competition Analysis

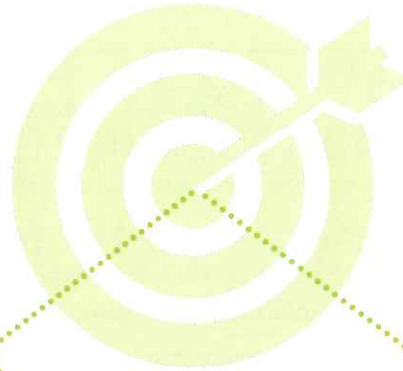
It is important that you know who your competitors are (both direct and indirect) and how their USP compares to your own. This will tell you how your competitors are meeting your potential customer's needs.

Consider carrying out a SWOT analysis and detailing the USP for each of your main competitors to help you to identify your own unique proposition. Whilst doing this, consider who your competitors are, they might be butchers, supermarkets, online retailers, bakers, fishmonger or farmers markets.

Marketing Message

A marketing campaign, no matter how much money is spent and no matter what media is used, will only be successful if the message appeals to your target customer.

Be sure to define your marketing message for each target market in the table on page 18.



Your marketing message will depend on what you want your target market to do (keeping your marketing vision and objectives in mind) and what USP you want to communicate.

Make sure you tell your own story and develop a clear point of difference. What makes you different? How can you meet the needs of your target customers better than your competitors?

Case Example

Your marketing message might change depending on your objectives and who your target market is. Below you can see how the message for our Scotch Lamb PGI campaign changed to fit our objective and target market.

Scotch Lamb, Buy Local

Target Customer

Traditional and ethical consumers who already purchase lamb.

USP

Local production with reassurance of origin and quality.

Objective

Encourage to purchase locally produced and quality assured Scotch Lamb PGI when purchasing lamb. Improve frequency and maintain brand awareness.



Wham Bam Thank You Lamb

Target Market

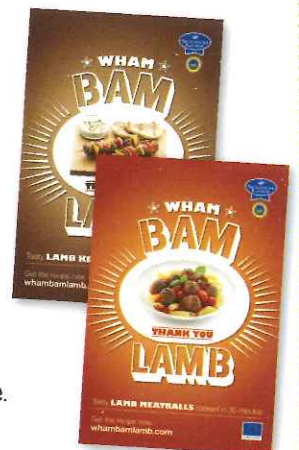
Younger shoppers who don't purchase lamb.

USP

Versatile and modern cuts.

Objective

Get more people to purchase fresh lamb during the peak Scotch Lamb PGI season and reposition lamb as a versatile, everyday meal alternative.



Marketing Tactics

Now all you need to do is decide what marketing tactics are best aligned to meet your objectives and communicate with your target customers. You need to let them know you have a product/service that they want (within your budget of course).

Choosing what marketing tactics to use can be daunting, but since you have identified who you want to target and what you want them to do, this makes the job a lot easier.

Consider your marketing objective, target market and marketing message to help you to identify what the appropriate routes to market might be.

What marketing tactics will help you to achieve your objectives and reach your target markets?



This graph is based on average customers. It may be different in your local area, so think this through before choosing your tactics.

Wider Reach



TV

TV advertising offers the widest reach and is best for generating awareness. However, it is an expensive option, so unless you have a substantial marketing budget it is unlikely that this will be appropriate.



National Newspaper or Radio

If you want to generate awareness with a national or regional audience, you may want to consider national newspapers or radio stations. Again, this is not a cheap option.

Tip: Check for spelling mistakes, avoid old-fashioned clichés and check there is information on how to reach you. There is no point in advertising if you don't have your shop address, website or phone number on it.



Digital Marketing

Online advertising is particularly useful if you want to promote online sales and allows you to target online users with a specific message or call to action. This ranges from "Pay Per Click" placements on search engines which show your business within a sponsored links section when people search relevant key words (e.g. "buy beef online"), to display advertising on a set website or a network of websites. Online advertising is easy to track and you can adapt your marketing message easily.



Events

Attending local and national events which attract your target customers can help to raise awareness of your business and educate on your product range.

Events can also be used to generate sales and capture data for further marketing communication. This can be quite a costly option, but you should be able to at least break-even from selling product at the event.

Local Reach



Local Newspaper or Radio

Local newspapers and radio stations can offer affordable advertising solutions for local businesses. This will allow you to reach target customers in a specific local area and is good for raising awareness, rather than directly increasing sales.

Infrequent, ad-hoc adverts do not usually prove successful. If you want to go down this route, be sure to establish what you are trying to achieve and build a thought out strategy. There is always room for negotiations on price. Always ask for a final proof of your advert before you pay for it.



Involvement in local community

Involvement with the local community can help to raise awareness with local customers and enhance the reputation of your shop.

Opportunities might include sponsoring a local sports team, working with local schools to educate children about meat or getting involved with charitable events.

Tip: Marketing works depending on the frequency in which target customers see your message. A one-off advertisement may bring new customers, but it doesn't necessarily build loyalty or repeat purchase.



Celebrity endorsement

A local celebrity, maybe a sportsperson, or a high profile individual, such as a farmer, or a politician, could be approached to help promote a specific initiative.

Tip: When using TV, newspapers, radio stations, websites or events, think about who their audience is and adapt your choice to fit with your target audience (e.g. Daily Mail vs the Guardian readership).

Direct Reach



Social Media

Social media such as Twitter and Facebook, offers a great opportunity as a real-time newsfeed for your business. It can be used for on-going engagement with current and potential customers and also for one off sales promotions.

You will need to take the time to manage your social media accounts and continually update with interesting and relevant content in order to maximise its potential and respond to customer enquiries. Don't be caught out by posting an ill-judged picture or comment. Remember social media is instant!

You can also run targeted Facebook adverts or sponsored posts on a fairly modest budget. You can narrow this down to a specific age range, gender and location (e.g. 30-65, Female, Perth) to communicate with your local customers.



Leaflet Drop

Communicating direct with the customer through direct mail is a tried and tested communication method. You can distribute direct to your own customers or via free local newspapers, solus distribution, shared distribution or a postal service to reach potential new customers.



Email Marketing

A chance to build relationships with your customers and promote one-off specials to encourage people into the shop or to buy online.

You need to start by building a database of your customers and then you can send a regular email newsletter alerting customers about specials, new products or events at your shop.

Remember, there is a fine line between being a nuisance by contacting your customers too regularly and not contacting them enough to keep them interested. This is often more cost effective than direct mail activities.



Loyalty Scheme

Loyalty schemes can help retain customers and are an excellent tool to increase sales.

These can range from a simple frequent shopper card (e.g. customer receives a stamp each time they spend £XX in your shop and after XX stamps, they receive a reward), to more complex loyalty software which allow you to create an informative customer database and tailored offers. You may want to think of putting in place a caveat which limits the transfer of stamps from one customer to another.



In-store Sales Promotions & Activities

Great for creating an atmosphere in the shop and for encouraging sales and loyalty. These tend to offer a short-term tactical platform to meet your on-going marketing objectives.

This could range from:

- special offers
 - sampling new product range
 - competitions or prize draw
 - price and volume promotions
 - customer survey
 - giveaways/free gifts
 - product bundles
 - butchery demonstrations
- (e.g. steak and free steak sauce)

Make sure these offer return on investment and be sure to measure their impact.

You can use these promotions across your other marketing tactics (e.g. through e-marketing or social media) to encourage customers into the shop.

Tip: Consumers come into contact with a lot of advertisements, so you need to make sure that your marketing materials are attractive and relevant to your target market.

ARE WE THERE YET?

Evaluating your success

Be sure to evaluate the effectiveness of any marketing activity. If your objectives have been well thought through then you should have clear measures in place.

Keep an eye on each marketing activity and try to measure its return on investment, and whether or not it is meeting your objectives.

This allows you to assess whether the marketing tactics you have utilised have been successful for your business and to make an informed decision whether to use these again or try something different.

You may want to include a tracking mechanism within your adverts or marketing materials (eg. Quote "XX" to receive your discount) in order to help you measure success.

Your strategy is a work in progress

Your strategy may need to evolve in order to react to changes in the business or the wider market.

We advise that you continually evaluate your strategy and think about whether it is still relevant to your business.



DOS AND DON'TS

A list of some of the dos and don'ts for implementing your marketing strategy.



Be clear about your marketing objectives

Set a budget for your marketing activity

Define your target market and what is important to them

Develop a clear and captivating USP

Ask for someone else to check your advert before you approve it

Demand a final proof of your advert before providing approval

Ensure that any marketing materials are well designed and communicate your desired message clearly

Ask yourself "So-what?" when developing your marketing materials

Include tracking mechanisms within your adverts

Be focused ...



Don't run an advert in the local newspaper just to keep the sales person happy. Remember your strategy

Don't forget to tell customers where to find you and how to buy your product (you'd be surprised how often this is forgotten)

Don't promise what you can't deliver

Don't put all your marketing eggs into one basket – try different ways of reaching your customers and see what works best

Don't be defeated by slow progress – repeating your marketing efforts is often the source of success

Don't ignore marketing ...

USING OUR QUALITY LABELS

Many of today's shoppers are well informed about red meat and want to know where and how it was produced. Furthermore, shoppers trust in the UK's food industry has dwindled as a result of negative publicity around food "scares" and they are looking for assurances when buying their food.

The robust assurance scheme which underpins the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork labels can provide your customers with the guarantees of product quality, traceability and provenance which they are looking for.

Recognition of quality assurance logos

In 2013 research shows that there was very high recognition of our three labels amongst Scottish consumers:



Q. Which of these logos do you recognise, if any? Base: Target adults in Scotland.

Source: ©IGD 2013

What do shoppers understand about Scotch Beef and Scotch Lamb?

	SCOTLAND 2012
Meat is from Scotland	92%
Meat is of a higher eating quality i.e. better taste/tenderness	63%
Independent checks to make sure the meat has been produced in the right way	59%
A consistent eating quality	58%
Higher standard of animal welfare	54%
Produced in more natural conditions	50%
The meat is natural e.g. nothing has been added	46%
Produced in more hygienic conditions	47%

Q. To what extent do you agree or disagree with these statements.

Base: All adults in Scotland who recognise either the Scotch Beef or Scotch Lamb logos (n=563)

Source: ©IGD 2012

What do shoppers understand about Specially Selected Pork?

SCOTLAND 2012

Meat belongs to a quality scheme	74%
Meat is of a higher eating quality i.e. better taste/tenderness	71%
Independent checks to make sure the meat has been produced in the right way	69%
A consistent eating quality	66%
Meat is from Scotland	64%
Higher standard of animal welfare	62%
The meat is natural e.g. nothing has been added	57%
Produced in more natural conditions	57%

Q. To what extent do you agree or disagree with the following statements?
Base: All adults in Scotland who recognise the Specially Selected Pork logo

Source: ©IGD 2012

To qualify to use the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork labels product must be derived from animals that have been born, raised and slaughtered in Scotland and have been assured from birth to slaughter through Quality Meat Scotland's Farm and Processor Assurance Schemes.

We are able to provide secondary labels for usage on eligible product, point of sale materials for your shop and electronic labels for usage within your own marketing materials.

If you would like to register to use the logos please contact **Quality Meat Scotland** on **0131 472 4040** or **info@qmScotland.co.uk**.



Scotch Butchers Club

Members of the Scotch Butchers Club receive at least four seasonal promotional campaigns per year plus advice, all worth hundreds of pounds. Each campaign provides posters, recipe leaflets and items of POS which are designed to help you sell more Scotch Beef PGI, Scotch Lamb PGI and/or Specially Selected Pork.

Members of the Scotch Butchers Club are automatically registered with the Quality Meat Scotland Quality Assurance Scheme to use the Scotch Beef PGI, Scotch Lamb PGI and Specially Selected Pork labels. This registration covers usage of the label on primal cuts and processed/manufactured product.

To get your application pack or further details about joining the Scotch Butchers Club, contact **Jack Broussine** at Quality Meat Scotland on **0131 472 4042** or **jbroussine@qmScotland.co.uk**.

THE LEGAL BIT

You are responsible for ensuring any promotional activity is carried out responsibly and legally.

We have provided some short guidelines below, but to be sure that you are acting within the law, you should seek independent legal advice. You can contact your Local Authority Trading Standards Officer or trade bodies for free advice.

Advertising Standards

The Advertising Standards Authority requires that all advertising is a legal, decent, honest and truthful description of the product or service which it promotes. There are regulations which restrict what advertisers can and can't do and it is your responsibility to ensure that your advertising complies with the law.

For more information contact the Advertising Standards Authority, www.asa.org.uk

Direct Marketing

You must check if customers want to be contacted by phone, post or email, and give them the chance to object. When you collect customer details, you must get their permission if you want to send them other offers or promotions.

You must also ask for their permission if you want to share their information with another organisation.

Customers have the right to stop their information being used for direct marketing. You must make it easy to opt out - e.g. by sending a 'STOP' text to a short number, or using an 'unsubscribe' link on an email.

Data Protection

If you're gathering, storing or using information about customers or potential customers, you must also protect their data. You must make sure the information is kept secure, accurate and up to date.

For more information on Direct Marketing and Data Protection contact the Information Commissioners Office, www.ico.org.uk

Running a Prize Competition

Prize competitions and free draws are free of statutory regulatory control under the Gambling Act 2005. Such competitions and draws can therefore be organised commercially for private benefit and profit. This contrasts with public lotteries (raffles) which must, unless they qualify in one of the 'exempt' categories, operate under a licence issued by the Gambling Commission.

A prize draw would be considered a lottery or a raffle if the participants are required to pay to enter. This would include the purchase of a product.

For more information contact to the Gambling Commission: www.gamblingcommission.gov.uk

Brand Protection & Copyright

When you create your brand or marketing collateral, you may want to protect these with copyright.

For more information contact the Intellectual Copyright Office, www.ipo.gov.uk

Furthermore, you will normally need permission to use someone else's copyrighted work. So when using imagery or logos for your own marketing materials be sure that you gain permission from the copyright holder before using. You should not simply use an image or logo which you find through a Google search.

In collaboration with



Quality Meat Scotland

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QMS