

The Messina Group



THE
MESSINA
GROUP

BILL TO

Luke Graham

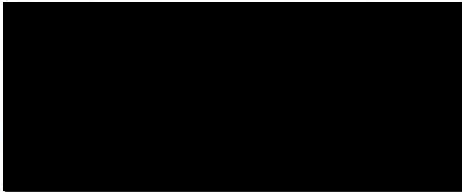
Britain Stronger in Europe

INVOICE

DATE 07/07/2016 **TERMS** Net 30

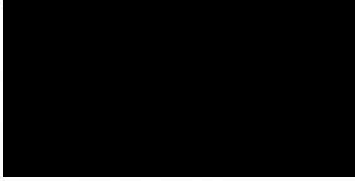
DUE DATE 08/06/2016

ACTIVITY	QTY	RATE	AMOUNT
Consulting Services Expenses associated with Project 1 and 2	1	100,714.00	100,714.00



TOTAL DUE **GBP**
100,714.00

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INVOICE

DATE 06/01/2016 **TERMS** Net 30

DUE DATE 07/01/2016

ACTIVITY	QTY	RATE	AMOUNT
Consulting Services Expenses associated with Project 1 and Project 2	1	150,000.00	150,000.00



TOTAL DUE **GBP**
150,000.00

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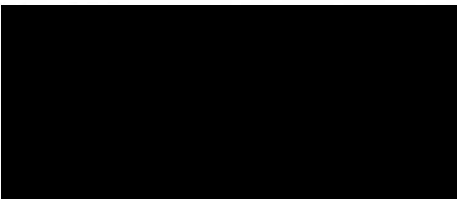


INVOICE

DATE 05/04/2016 TERMS Net 30

DUE DATE 06/03/2016

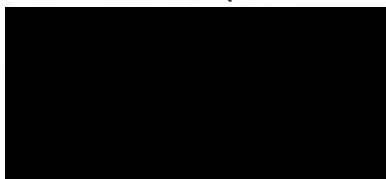
ACTIVITY	QTY	RATE	AMOUNT
Consulting Services	1	150,000.00	150,000.00
Expenses associated with Project 1 and Project 2			



TOTAL DUE	GBP
	150,000.00



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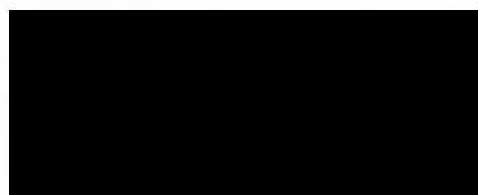
INVOICE



DATE 03/25/2016 **TERMS** Net 30

DUE DATE 04/24/2016

ACTIVITY	QTY	RATE	AMOUNT
Surveys 23,000 EU Surveys - PROJ. 1+2.	1	78,000.00	78,000.00



TOTAL DUE

GBP 78,000.00

Project 1



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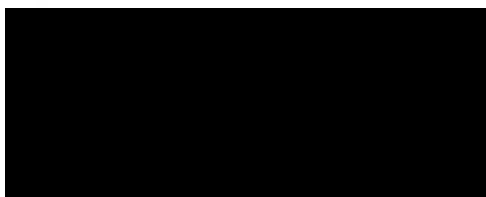
Luke Graham
Britain Stronger in Europe

INVOICE

DATE 04/21/2016 TERMS Net 30

DUE DATE 05/21/2016

ACTIVITY	QTY	RATE	AMOUNT
Expenses	1	177,000.00	177,000.00
Expenses associated with Project 1 and Project 2			



TOTAL DUE GBP
177,000.00

Note on Apportionment

The Messina Group

The Messina Group (TMG) delivered voter modelling work for the In Campaign. This work involved creating a voter model that was specifically designed to allow us to target our campaign activities most effectively and cost efficiently on those voters who were most likely to support the Remain side of the debate.

TMG's work falls into three key stages of work

- a) Preparatory and initial support scoring model – November till end Feb 2016
 - b) Live testing, materials testing, developing persuadability scores and updating product – March 2016
 - c) Final update – May 2016
- 1) Stage c) was commissioned, conducted and delivered entirely within the regulated spending period which started on 15 April. We were dependent on it for targeting much of our final mailings, calling, doorstep and profile activity. For these reasons, we have included 100% of expenditure against regulated spend.
 - 2) Stage b) was commissioned, conducted and delivered BEFORE the regulated spending period commenced on 15th April. BUT because it was such a significant update to our previous initial scoring work, and changed a large proportion of scores for individuals BEFORE they had received any campaign targeted materials or other contact from us- we have again included 100% of the costs within our regulated spend because we were so heavily dependent on this data for the targeting of our campaign materials during the regulated spend period.
 - 3) Stage a) was commissioned, conducted and delivered BEFORE the regulated spending period commenced on 15th April. In fact most of the project was structured even before the date of the referendum became certain on 21 February. The data that was created from this work was designed to have a shelf life of 12 months, and would act as a basis for future modelling work to update it and improve its accuracy depending on the final date of the referendum which was not known when the project was structured.

So because this product was;

- Completed before the start of the regulated period
- Designed to be a product which acted as an initial model for up to 12 months
- Designed to be updated by subsequent modelling once the date of the referendum was certain

- We have therefore apportioned our expenditure on this across the 12-month designed lifespan of the product accounting for 10 weeks of the cost of the product within our regulated expenditure.
- 4) We have also sought to estimate the proportion of the initial scores generated by stage a) which were still relevant to the scoring we were using to target individuals during the later stages of the campaign, when the majority of contact either by direct mail, freepost, calling or doorstep work was conducted.
- Our aim here was to assess what proportion of the initial scores at stage a) could reasonably be said to still be a valuable contribution to the final scores at stage c) and thus we could make sure these were accurately declared in our spending returns. Our benchmark was set at excluding any initial scores that varied by more than 10% from their final scores. Scores of 10% difference or more means that they will have been treated completely differently in our subsequent targeted activity on the basis of their updated scores than they would have been on the basis of their initial scores.
 - Effectively it means for any score which changed by more than 10% between start and end of modelling, we have discarded the costs associated with generating the initial score because that score
 - Was generated before the regulated spending period started
 - Changed to such a degree during subsequent updating that it can't be said to be relied on for later campaigning activity
 - To do this we took a random sample of 10,000 individuals and compared their initial stage a) scores to their final scores after stage c). This work indicates that 32.5% of stage a) scores had changed by more than 10% during subsequent modelling. See attached modelling analysis for this.
 - For these reasons we have apportioned 67.5% of the costs of generating the initial scores to our calculations for regulated spend.

Regulated Spend Workings

TMG

Supplier	Product/Service Provided	Dates Delivered	Invoice Number	Category	Original Cost £	Proportion/ Apportionment	Sub-Total	Product / Service Life (Weeks)	Final Regulated Spend £	Explanatory Notes
The Messina Group	Project 1: The initial modelling work looks at the entirety of the electorate and gives each individual a support score and likelihood to vote score. These scores have been used to determine initial phone, mail, social, and door targeting as well as, to some degree, surrogate travel and general campaign strategy but needed much subsequent updating for approximately 32.5% of individuals.	Nov 2015 - March 2016								
	Telephone Surveys		IP70	Market research	£ 257,051	67.5%	£ 173,510	52	£ 33,367	This project was commissioned before the date of the referendum was known, and was due to have a shelf life of 12 months. It was always understood that the modelling would require further updating and that many of the initial scores would turn out to need complete reworking through later modelling, as our model was tested against the reality of the electorate. The project was delivered prior to the start of the regulated period. Original telephone surveys took place outside of regulated spend period, forming initial strategy. A random sample of 10k records evidenced that 32.5% of voters analysed in Project 1 had their voting intention corrected by more than 10 points due to subsequent modelling (on a scale of 1 to 100), which fundamentally altered the materials and attention they received from the campaign during the regulated period. For this reason we have discounted the costs of this project 1 modelling accordingly. Effectively the original modelling did NOT determine the campaign materials these individuals received (as this was determined by subsequent modelling) and so should not be counted as regulated expenditure.
	Phone Numbers		IP70	Market research	£ 46,011	67.5%	£ 31,057	52	£ 5,973	
	Experian Data		IP70	Market research	£ 90,000	67.5%	£ 60,750	52	£ 11,683	
	Hometrack Data		IP70	Market research	£ 48,000	67.5%	£ 32,400	52	£ 6,231	
	Legal Fees		IP70	Other material	£ 10,000	0.0%	£ -	0	£ -	
	TMG Modelling Fee		IP70	Market research	£ 48,938	67.5%	£ 33,033	52	£ 6,353	Initial modelling fee. See above for apportionment rationale
The Messina Group	Project 2: This test updates existing modelling work, to improve scores significantly for a large proportion of the electorate, and in particular to inform how voter segments respond to different messaging and publication types.	17th March - 1st April	IP71							
	Surveys		IP71	Market research	£ 145,119	100%	£ 145,119	10	£ 145,119	Further data updates required to guide direct mail, before regulated spend. Some insight and data used to guide campaign activity in the regulated period
	Phone Numbers		IP71	Press conferences/media	£ 46,744	100%	£ 46,744	10	£ 46,744	Cost of acquisition
The Messina Group	Project 3: This test was used to determine how modelling changed during the course of the start of the campaign, and thus, the adjusted scores were applied to voter contact moving forward.	19th - 24th May	IP72							
	Surveys		IP72	Market research	£ 15,538	100%	£ 15,538	10	£ 15,538	Specific testing and targeting for campaign activity in the regulated period
	Phone Numbers		IP73	Market research	£ 5,628	100%	£ 5,628	10	£ 5,628	Specific testing and targeting for campaign activity in the regulated period
TOTAL					£ 713,030		£ 543,780		£ 276,636	