

SPONSORSHIP GUIDE

How to successfully manage and retain commercial sponsors

AIM

The aim of this guide is to provide advice on how sports and organisations, together with Team Army/Team Ethos^{1 2}, can successfully deliver value to sponsors in order to retain their support.

This document applies Team Ethos's interpretation of JSP462 Pt 1, Chap 7³ and it is strongly recommended that you and all members of your team who interface with sponsors **read and adhere to the *Team Ethos Anti-Bribery and Corruption policy***.

BACKGROUND

The Team Army & Team Ethos brands have been endorsed as an effective way to attract fundraising and sponsorship for sports and organisations in the armed forces community. By leading on sponsor engagement, Team Ethos can help increase funding, thus providing improved financial certainty, over and above equipment grants, sports lottery and other non-public funding.

WHAT DOES THE TEAM ETHOS MODEL OFFER?

Team Ethos will have a close understanding of the sponsor's business objectives and is therefore best placed to negotiate a portfolio of benefits in return for their investment. The key attribute of the Team Ethos model lies in having relationships with multiple sponsors thereby mitigating the risk of managing a one-to-one relationship. Multiple opportunities in and around your activity (and others) enable Team Ethos to meet wider sponsor needs. **This collective approach to sponsorship ensures that Team Ethos can provide wider funding for the forces community**, including support to minor and adaptive sports as well as some challenge/ adventurous activities where due to size and profile it may be difficult to attract sponsors in their own right.

WHAT DO SPONSORS OFFER?

Sponsors participate in the Team Ethos scheme for commercial reasons which involves a value exchange. Sponsors contribute to your resources to help you run an effective, stimulating and inspiring programme of activities. Sponsorship can take the form of cash, valuable goods, equipment (or services)⁴ or any combination. Through this support it can

¹ Team Army is predominantly used in Army related sport, challenge and adventure and Team Ethos when working with other Services or UKAF sports. Both are brands owned by the trading company Ethos Fundraising Ltd (EFL)

² Team Army Sports Foundation is a charity registered in England and Wales, number 1144004

³ JSP 462 Pt 1, Chap 7 - Financial Management and Charging Policy Manual - Sponsorship

⁴ Also referred to as 'benefit in kind'

make the difference to enable wide and inclusive opportunities to participate in all forms of sport, challenge and adventure in the forces community. However, **if the expectation of benefit delivery from these opportunities is subsequently not met, you run the risk that the sponsor will leave.** Hence the advice in this guide will help mitigate this risk.

WHAT DO SPONSORS WANT?

Sponsors' business objectives fall under four broad headings. The opportunity for:

- **Brand association** – typically through being a sponsor of the sport, team or an activity.
- **Brand advertising and marketing** – opportunities through your organisation (e.g. in a journal, website, strip embellishment or stadia hoarding)
- **Stakeholder engagement** – at sports and associated social events – with the objective of relationship building; understanding the MoD context and establishing a rapport with the athletes, industry partners and end users.
- **Employee engagement** - unique opportunities to engage with serving personnel; technically, socially, through activities and events or as part of personal development.

HOW IS THE PROCESS MANAGED?

The process is three-way involving Team Ethos, your officials and the sponsor(s). An example of the process and some of the key steps are illustrated at Annex A but there is no perfect template.

- Having identified and agreed with Team Ethos what marketable opportunities you have to offer (your 'capacity'), Team Ethos negotiates the sponsorship package and defines the sponsorship benefits in a contract with the sponsor. Those same benefits that relate to your particular activity are listed in your SoA along with sponsor contact details. The status and relationship the sponsor has with you (e.g. headline or secondary sponsor) has little direct correlation to level of investment in the Team Ethos scheme but relates to the way Team Ethos has packaged their portfolio to meet business needs. **The obligation to deliver these benefits is part of your agreement with Team Ethos.**
- At this stage you then establish contact with the sponsor(s) and begin building a working relationship and plan the execution. The delivery of sponsor's benefits is highly reliant on this relationship between the officials, participants and your sponsor(s) with sufficient attention and priority afforded to deliver the expectations of your supporters (often in conjunction with Team Ethos). **Over-deliver or make that special effort and you often gain long-term sponsor loyalty, support and friendship.**
- Events, activities and fixtures will form part of your planned routine but some will be clearly earmarked for particular sponsor involvement. Responsibility for inviting your sponsor(s) and hosting them at these events rests with you but is also likely to involve Team Ethos. There may be occasions where you invite other companies in the Team

Ethos scheme as prospective sponsors. **Close liaison and regular communication is the key as you plan your events.**

- Pre-event and post-event activities can be hugely beneficial to ensure sponsors get the maximum from their engagement. **Lists of attendees, photographs, copies of any follow-up articles can all help provide a positive relationship.** It is vital that sponsors are given timely notification about certain events (e.g. format, who may attend, what may be expected) so that invitations and attendance levels are manageable and appropriate. **Allow a good 6-8 weeks** if possible to provide a heads-up if nothing more.
- Finally, there will be a routine review when both sponsor and your accounts can be fine-tuned and updated for the next season/year. The review is a good time to be open and transparent by bringing forward any questions.

SOME HELPFUL DO'S AND DON'TS

Do

- Remember that your activity may be dependent on sponsorship; you need to work to keep it
- Understand your sponsor and make contact with the sponsor POC
- Ensure that the sponsor relationship is well-managed and nurtured
- Ensure that sponsors are invited to appropriate events - as a minimum they **must** be invited to those listed in your SoA
- Try to give as much notice of events as possible – ideally a minimum of 6 weeks. Sponsors are busy people and appreciate maximum notice
- Ensure that sponsors know what type of event it is and provide them with an invitation list of forces personnel and other sponsors⁵
- For an event, discuss with sponsor(s) what, if any, banners they wish to display (either at the event and/or in any event program)
- Ensure sponsors are suitably recognised in event programs (where appropriate) and thanked for their engagement/support. A suggested order of recognition is:
 - Event Sponsor (if one exists)
 - Team Sponsor (typically headline)
 - Secondary Sponsor(s)
 - Charity Partner (if appropriate)
 - Team Ethos
 - Other VIPs
- Follow up with articles/images, being conscious of sponsor needs and recognition
- Notify Team Ethos regarding those invited, guests or hosts
- If you have a website, include your sponsor(s) logo(s) and URL link(s)
- Include Team Ethos on all other notable communications with your sponsor
- Contact Team Ethos for copies of sponsor logos as required

⁵ This ensures they send the appropriate personnel and allows them to plan, including business to business (B2B) opportunities.

Don't

- Get fixated on trying to associate exact monetary sums with individual sponsors. The important detail is whether they are an event, headline, secondary or un-ascribed sponsor and treat them, as a minimum, in accordance with the obligations described in your SoA which reflects the serials in the sponsor's contract benefits schedule.
- Name events as being 'owned' by the sponsors i.e. the "BT Inter-Service Skittles championships". The correct format is the "Inter Service Skittles championships sponsored by BT". This will comply with MoD policy.

USEFUL REFERENCES AND POCS

Team Army/Team Ethos Anti-Bribery Policy

https://teamarmy.org/wp-content/uploads/media/TE_TE-Countering-Bribery-Corruption-Policy-v3.pdf

Financial Management and Charging Policy Manual - Sponsorship

JSP 462 Pt 1, Chap 7 - available through the Defence Sharepoint site

Sport in the Armed Forces

JSP 660 part 1 - Directive

JSP 660 part 2 - Guidance

Team Army/Team Ethos website:

www.teamarmy.org

Lt Col (Retd) Tim Wakefield

Team Army/Team Ethos primary Sport POC and Sponsor interface and support

tim.wakefield@team-ethos.org

Kerry Godley-McAvoy

Accounts and payments

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Maj Gen (Retd) Lamont Kirkland

CEO Team Army Sports Foundation, lead on business development and primary link with senior military engagement

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**AN AIDE MEMOIRE PROCESS FOR SPORT+ SPONSOR ENGAGEMENT --
THE MAIN STEPS**

