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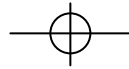
C H A P T E R

FINANCIAL RESOURCING

PART ONE
*BASIC REVENUE
GENERATION*

PART TWO
SPONSORSHIP





- Fees and Levies
- Grants
- Fund Raising
- Commercial Activities

PART ONE **BASIC REVENUE GENERATION**

Sport cannot exist and develop without financial resources. Often, the office holders of national athletics federations do not feel they have the capability or the experience to solicit the funds which their organisation requires. They would rather be spending money on developing athletics than raising significant sums on a regular basis. However, the task of generating revenue is vitally important and it must be given the priority and attention required for success.

It is traditional for federations to establish a committee to carry out the work associated with raising money. In some federations though, it is one or more of the officers who take on this responsibility. More and more, federations are appointing a professional in the field to the post of Commercial Director, an agency to handle sponsorships or a professional fund raising agency. Whatever the case, it is essential for the officers and other leaders to have an understanding of this work – either so they can do it themselves or so they can oversee the work of others.

A Fees and Levies

A major source of income for many federations is levies and fees on activities.

These include:

- Registration fees for athletes.
- Affiliation fees for clubs.
- Fees for athletes who change clubs.
- Sanction fees for clubs staging invitational meetings.
- Fees for athletes with individual sponsorships.
- Sanction fees for clubs staging invitational competitions.

In each case the amount which is charged must be carefully considered so that it does not discourage the activity. It is no good charging athletes a huge amount to register if they decide that they cannot afford it and take up another sport!

It is also important that those paying understand the services which the federation provides them, in other words, what they are getting for their money. This means that the federation must communicate the value of the services it provides effectively to those asked to pay.

B Grants

Grants for IAAF Member Federations are obtainable from various sources, but normally only if specific criteria are met. To avoid wasting time it is essential to check the details with potential sources and follow their procedures.



1 The IAAF and Area Associations

The IAAF's largest and most important system of grants to Member Federations is its support for training, travel, and accommodation costs related to the World Championships in Athletics and other World Athletic Series events. The IAAF also makes smaller grants to assist Member Federations with the costs of basic administrative facilities and equipment as well as for special projects (see Chapter 2). Eligibility and procedure policies vary according to the event and specific information is available from the General Secretary.

2 The International Athletic Foundation

The International Athletic Foundation supports projects which promote the development of athletics. IAAF Member Federations may present project proposals for consideration by the Foundation's Council. Further information may be obtained directly from the International Athletic Foundation.

3 National Olympic Committees and Olympic Solidarity

Olympic Solidarity makes grants and scholarships each year to National Olympic Committees for the following purposes:

- Coaching courses.
- Training of athletes at foreign training centres.
- Training of coaches at foreign training centres.

The NOCs can use these grants to assist any Olympic sport in their country, including athletics. Contact your NOC General Secretary for further information.

4 Governments

Each country has its own system of national and local government support for sporting organisations. In many countries governmental support is available for the construction of sports facilities. Member Federations should be informed and up-to-date on eligibility requirements and application procedures. Initial contact for the development of a project can be made through the ministry responsible for sport.

5 Other organisations

As the situation regarding charitable and community support organisations which make grants to sports organisations varies from country to country, it is important for Member Federations to inform themselves on possibilities and procedures in this area as well.

In general, it can be said that successful business people, important politicians and other highly visible individuals often derive pleasure and satisfaction from being connected with athletics. Through the positions they hold they are sometimes able to tap financial resources which would otherwise be out of reach for a federation. To co-opt a person of this calibre on to the federation council could prove highly beneficial to a federation.



Fund Raising

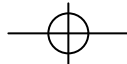
Fund raising is the systematic raising of money by effective education, through organisation and personal calling, to promote generous giving to worthy causes. In other words, fund raising is organised asking. While the ease of raising substantial funds depends on the economic and social conditions in a country, the basic principles of fund raising by donation are the same everywhere.

The object of fund raising is to obtain donations or patronage, in which the donor does not directly seek a commercial return. Giving simply makes the donor feel good. The main task, therefore, is to convince potential donors that they are being asked to contribute to a worthwhile cause.

1 Methods

There are two main methods for fund raising by donation:

- **Appeals** – it is possible to "appeal" to a group of people, companies or even to the whole country, for assistance which will enable a team to compete in an event or to help athletes in some form or other. Success in an appeal depends on having a



group of well prepared, enthusiastic helpers and an effective promotional campaign. If it is done correctly, an appeal has the added value of providing an opportunity for donors to feel positively associated with the athletes or team, the sport and the federation.

- **Activities** – people may be more inclined to give to a cause through an activity which they can enjoy. Activities which have worked in the past include awards banquets, lotteries, auctions, discos, quiz evenings, casino evenings. Sponsored runs or other 'marathons' such as walking, or even swimming, dancing, etc. are also possibilities. Again, in each case success depends on the helpers and the promotional campaign. It is also important to communicate the value of the cause and to ensure that participants are asked to give in a number of ways.

THE SPONSORED RUN

A very popular format for sponsored events is to invite people to run or walk for one hour to see how many laps they can cover. Each participant gets one or more sponsors who will pay a certain amount per lap or kilometre. The most important requirement is a supply of friends and relatives prepared to pay. The revenue depends on the numbers competing and their powers of persuasion.

Some ideas which may contribute to the success of a federation's sponsored run include:

- Try staging runs on the same day at clubs throughout the country. The federation would be responsible for national publicity and promotion and the clubs for organising their event. The money raised would be split between the two.
- Invite well known people such as artists, politicians or sports people to take part in the events. Give spectators a chance to pay to predict or bet on how far these famous participants will go.

2 Basic principles of fund raising

- **Know your cause** – Ensure you have an urgent, specific need that will provoke giving and a project which will obviously meet that need. Outline the benefits to the federation, the community and the donor.
- **Plan and co-ordinate** – It is important that all aspects of a fund raising appeal or activity are well planned. Successful fund raising combines three essential elements in an effective relationship:
 - Preparation of a complete plan,
 - Organisation of groups of helpers selected and trained for specific tasks,
 - Education of everyone involved - askers and givers,

- **Consider the cost implications** – Most fund raising appeals and activities will involve an initial investment on the part of the federation and these should be looked at in relation to the expected benefits. Possible areas of expense include:

- Training of volunteers,
- Prizes (for lotteries etc.),

- **Publicise and promote** – advertisements, posters, direct mail.

- **Make your campaign fast and furious** – Successful fund raising inevitably involves an intensive, to-the-point campaign that is confined to a specific time frame.

- **Identify donor groups** – Specific strategies may be needed to raise funds successfully from each identified donor group. Groups of potential donors include:

- "Captive donors" or those already directly involved in athletics (athletes, judges, coaches),
- "Naturally linked donors" (parents and families of athletes, fans, subscribers to athletics publications, etc.),
- "The community".

- **Be honest when targeting prospective donors** – It is easy to decide that everybody should give to everything. However, it is just as easy to explain why various people will not give. You should ask yourself why someone would give. When you find a reason, put that person on your prospect list.

Remember: The number of donors in any community is usually no more than 10% of the community's total population

WHY DO PEOPLE GIVE?

- They are asked to give.
- Giving makes them feel good.
- They believe the cause is a "winner".
- The request is specific.
- They are asked by their friends and peers.
- Enthusiasm is contagious.

- **Choose your "askers" carefully** – The people who do the asking in an appeal or an activity often have more influence on donors than the cause itself. The right askers will build a donor's confidence in the cause. Askers:

- Must be "family" – people from the same community or group as the targeted donors.
- Must be "qualified" – by way of their personal donations and preparation for effective asking.
- Succeed by example –successful asking involves getting people to do what the asker has already done.



- Attracts equal gifts – an asker who makes a small personal donation will have a difficult time attracting a larger donation.

WHAT ASKERS MUST KNOW

- What makes your federation worthy of support.
- How to tell people about the value of your federation and its activities.
- How to identify people and organisations who might give.
- How to reach potential supporters.
- How to get an immediate and positive response.
- **Keep your askers and other volunteer helpers happy** – People's time is valuable. Whatever is to be done must be judged well worth doing. It helps to create a simple, clear job description. It is also important to recognise people's efforts when the campaign is finished.
- **Ensure adequate publicity and promotion** – You must bring your cause to the attention of the potential donors and create a positive general awareness. There are many ways to do this including displays, badges and stickers, T-shirts, and paying for advertising space in newspapers. Publicity in editorial form in newspapers or on radio and television has the added value of being free. An experienced public relations person or journalist is ideal for the task of co-ordinating the publicity of a fund raising effort.
- **Look for few and big donations** – There is no such thing as an average donation. Inevitably

some people are better able to give than others. Your prospect list should start with as few names as necessary to meet your target. You can add to the list if necessary, but one donation covering the entire amount must be the most efficient fund raising. In successful large fund raising projects, typically:

- 1/3 of the total comes from the top 10 donors,
- 1/3 of the total comes from the next 100 donors,
- 1/3 of the total comes from everyone else.

- **Do not forget to ask for the donation** – Promotion without asking will not achieve your fund raising goals. Promotion is aimed at cultivating prospects for the moment when they are asked to give. Asking remains the critical factor where giving is concerned.
- **Acknowledge your donations** – Planning of a fund raising effort must include how donors will be thanked. Listing names in a newsletter, a newspaper advertisement or meeting programme are popular. For larger donors a personal letter, and invitation to an event or another form of acknowledgement may be appropriate.

Remember, donors are your proven supporters and the best prospects for future appeals.

WORKING WITH PROFESSIONAL

FUND RAISING ACTIVITY PLANNING ✓ LIST

- A worthwhile cause has been developed.
- The Project Leader has been appointed.
- Committees and committee chairpersons have been identified (where appropriate).
- A project budget has been drawn up.
- A financial goal for the project has been determined.
- A plan for the utilization of funds raised has been developed.
- Askers and other volunteers have been identified.
- Plans for any training of volunteers have been drawn up.
- Publicity plans have been formulated.
- The target groups and individuals have been identified.
- A decision on the event or events to be used has been made.
- The timing of the event or events has been determined.
- A plan for acknowledging donors and those who helped to make the event a success has been prepared.
- Evaluation and wrap-up procedures have been planned.
- A wrap-up party to thank volunteers for their efforts has been planned.

FUND RAISERS

Because of the amount of specialised work involved in fund raising, your federation may consider working with professional fund raisers. When making such a decision the following points should be considered:

- Professional fund raisers can be a strong catalyst for building your fund raising ability. They have the capability to change understanding, attitudes and motivation amongst donors.
- Professional fund raisers are only temporarily involved with your federation and cause – their methods may create feelings or impressions with potential donors which jeopardise future fund raising.
- Professional fund raisers will take a substantial percentage of all money they raise.
- Professional fund raisers can function as your coach – assisting you with the planning of a campaign – however, it is always better if people from your federation do the asking.
- Professional fund raisers have experience working with certain methods which your federation may not have the capability to use effectively, such as direct response mail - if possible, take advantage of their ability while still doing your own asking.

3 Avoid these common fund raising errors

- Pretending your federation or the people involved know more than they really do about fund raising.
- Not making a campaign a priority of the entire federation.
- Prematurely initiating an appeal by way of poor or non-existent planning, wrong scheduling, failure to complete tasks adequately.
- Choosing the wrong leader.
- Poor targeting, not recognising natural and most-likely-to-respond groups of donors.
- Conducting a mass anonymous appeal, where it is decided to approach everyone without paying attention to their real interests.
- Dealing in averages, when an appeal strategy is based on the incorrect idea that everyone giving a certain amount will achieve the target total.
- Over emphasising the promotion aspect and failing to plan an effective asking campaign.
- Letting a campaign drag on.

Commercial Activities

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1 Events

The staging of attractive, high profile athletics events not only meets the primary need of athletes for competition, but provides opportunities for generating revenue. The sources of revenue associated with an athletics event include:

- Entry fees.
- Ticket sales.
- Programme, food and merchandise sales.
- Sponsorship.
- TV and radio rights.

2 Licensing

One of the fastest developing sport-revenue generating programmes in many parts of the world is the licensing of a personality, character, product or team. Licensing is the process whereby the owner of certain properties grants to another the right to use the property in conjunction with a product for a limited period.

There are two usual forms of licensing:

- **Retail** – Where licenses are awarded to companies to affix the logo or other images of the federation to a product such as a T-shirt.
- **Promotional** – Where a company purchases a license to use a logo or other image to enhance a promotional scheme as discussed above as a sponsor right.

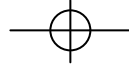
Three reasons for developing a licensing programme are:

- Profit.
- Promotion of the federation, its events and its programmes.
- Organisational pride.

Key points to remember when planning a licensing programme:

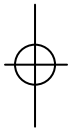
- It is vital that the federation register and otherwise legally protect its name, logo, marks and symbols.
- The value of a federation's images will depend on the image and popularity of the federation itself.

THE '100' CLUB



One successful fund raising activity is known as the '100' club. A typical format is for 100 people to pay a small amount each month which is deposited in a special account. At regular intervals – say 1, 2 or 3 months – a draw is held and cash prizes are awarded. The surplus, after the cost of the prizes and administration, goes to the cause.

This sounds easy, but there is plenty of work to be done to reach a target. Details can be adjusted to meet the circumstances - if 50 people take part you have a '50' Club, the monthly payment or amount of prizes can be varied, etc.





- Why do Companies Sponsor?
- How does Sponsorship Work?
- How to Find a Sponsor
- Preparing a Sponsorship Proposal
- The Sponsorship Contract
- Servicing the Sponsor

A

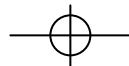
PART TWO SPONSORSHIP

Sponsorship is the linking of a company or product with an individual, organisation or event, which is the result of the investment of money, services or goods in return for exposure. Sports organisations seek sponsorship to increase their financial resources so that they can improve the standard of a team or event, improve administration or promotion, or to pay for another activity. Generally, however, these benefits are of little interest to sponsors – what they want is to promote their own product or service. Sponsors are looking for something which will help their business. In other words, sponsorship is an investment which must generate a return.

Why Do Companies Sponsor?

There are a number of different reasons for a company to sponsor athletics, depending on the type of company and the nature of the exposure it is seeking.

- **Public Relations and Community Involvement** – Successful businesses like to be regarded as caring members of the community who are willing to "put something back".
- **Publicity and Consumer Awareness** – Most companies want themselves or their products and services to be better known. Sponsorship may be regarded as an extension of the conventional advertising and marketing activities of a company. This is underlined by the fact that usually sponsorships are paid for out of the company's advertising or marketing budgets.
- **Corporate Image** – Many companies try to project a good image of themselves both to their consumers and to their employees. Athletics, which represents speed, strength and skill gives a fit, youthful and dynamic image with which they would like to be associated.
- **Consumer Loyalty** – Sponsorship provides opportunities to build loyalty with their customers who enjoy or are exposed to an activity and associate it with the sponsor. People who already buy a certain product and like athletics will tend to keep buying that product if the company also sponsors athletics.
- **Endorsement Opportunities** – A manufacturer might provide its product to a successful athlete or team hoping that potential customers will associate it with good performance.
- **Client Hospitality** – Sponsored events are popular for entertaining clients, business associates, the media or other people whom the company wishes to impress.
- **Direct Marketing** – Companies can use sponsored events to promote their products or as a direct marketing outlet to a specific group of potential customers. For example, sporting goods manufacturers hope that people who see their equipment displayed at an event will purchase their brand.
- **Educational Sponsorship** – Companies sponsor school or student events to make a favourable impression on students (and their parents and teachers) who they hope will develop a lifelong affinity with the company or its products.
- **Patronage** – This is the only form of sponsorship in which the sponsor does not seek any commercial return. While patronage still happens on a small scale, the giving of large amounts by companies is increasingly rare (See Fund Raising).



THE BUSINESS VIEW OF SPONSORSHIP

Companies choose their sponsorships very carefully. They usually want maximum publicity and success. Marketing managers are trying to create an image for their company or product and will put their money where results are guaranteed. It is important, therefore, to understand each company's desired image and the target market.

It is also important for companies to understand their own needs and objectives and to determine whether sponsorship of athletics is more cost effective than other means of marketing.

The following is a list of considerations which may influence a company's decision on sponsorship:

- Does the sport or event have the right image?
- Does the sport or event appeal to the right audience?
- What is the media appeal and the likely coverage?
- Can the name of the sponsor be in the name of the team or title of the event?
- Can the sponsorship be used to motivate customers and employees?
- Is it possible to display posters and banners and to print a programme?
- Does an event provide opportunities for product sampling, selling and point of sale displays?
- Can public address announcements be made at an event?

How Does it Work?

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Sponsors buy, for a specified period of time, rights which are owned by the organisation to be sponsored. For example, the use of the designation "Official Sponsor of the Anyland Athletics Championships" is a right which the Anyland Athletics Federation owns. It can grant the use of the designation for one or more years to a sponsor in exchange for an agreed fee. The sponsor can then use the designation in its advertising, on its product packaging or in other ways.

Anything which might meet the needs of a sponsor can be defined as a right. Rights can be associated with the federation itself, its teams, its events such as the national championships or other activities such as a youth development programme. It is vital that the federation register and otherwise legally protect its name, marks and symbols, as this establishes its ownership of various rights.

Normally, a *package* made up of a number of rights is created. The more a sponsor pays, the more rights are included in the package. There could be two or three levels of sponsorship – each with a clear name (Official Sponsor, Official Supplier, Development Partner etc.) and its own package of rights. This protects the sponsors who are making the biggest investment.

In principle, the package for each level should be the same for all sponsors on that level as variance could jeopardise the relationships between the sponsors and cause difficulties.

Some of the rights which can be included in a federation's sponsorship package are:

- The title of an event or programme ("The Smith Company/Anyland Athletics Federation Junior Development Programme").
- "Official Sponsor" designation ("Official Sponsor of Anyland Athletics" or "Official Sponsor of the Anyland Athletics Team").
- Use of the federation's official logo or other symbols.
- Identification on federation letterhead and official publications (Placing the sponsor's name or logo on these materials).
- Identification at official federation press conferences.
- Sponsor advertisements in federation publications.

Rights associated with events, such as advertising boards in the stadium, adverts in the event programme, etc., can be included as a part of the federation sponsorship package or as part of a package for the events themselves. Rights and rights packages can be sold to sponsors in different product categories. For example, there could be an "Official Soft Drink Sponsor", an "Official Car Sponsor" and an "Official Bank Sponsor".

It is important to remember, however, that sponsors want maximum exposure and therefore want to avoid sharing rights with any other company. Sponsors will demand "exclusivity", i.e. they will not buy rights if one

of their competitors in the product category is also allowed to. Even if other sponsors are from different categories the more there are of them, the less each will be willing to pay. Therefore, it is probably best to aim for a small number of sponsors who will meet the federation's needs.

Finding a Sponsor

C You cannot expect to get sponsorship from a company just by asking them. Whilst there are a large number of companies using sports sponsorship as a part of their marketing or public relations strategies, there is an even larger number of individuals and organisations competing for sponsorship support. Planning, a professional approach and perseverance are required. The principles below provide a guide for approaching potential sponsors:

- **Plan Ahead** – Most companies commit budgets a year or more in advance. Allow time for your preparation and 12 months for the company to decide and prepare itself.
- **Know Your Competitors** – Find out all you can about other organisations, both in and out of sport, which presently attract sponsorship. What are they offering and what price? Who are their sponsors? Do they use a professional consultant? What type of promotional materials do they have? How have they used the media to promote the sponsors messages?
- **Know Your Potential Sponsors** – Research a list of potential sponsors. What are their products, how do they market them, what are their target markets, what sort of publicity do they normally go for? Seek out companies whose products or image can be associated with athletics or your federation. Do not forget companies which are not already involved in sponsorship.
- **Identify Your Targets** – Decide on your target companies and find out who makes the sponsorship decisions. In most cases it will be the marketing, sales or public relations manager, but in smaller companies it may be the owner. Contact the decision maker directly and ask if they would mind receiving a written proposal.
- **Make Your Proposal** – Written proposals should be sent with a personalised letter of introduction. The letter will be the first thing read and it is a key to success. First impressions are important and if you get off on the wrong foot your proposal may not even be read. (Proposals with duplicated or form letters normally go straight to the waste bin!)

Even if you have done your homework and made all the preparations, your proposal may still be turned down. Be realistic, there is a lot of competition for sponsorship. If you have a good product and persevere you will be successful.

WORKING WITH SPONSORSHIP CONSULTANTS

In most cases, sponsorship consultants are less interested in finding sponsors on behalf of a federation or an event than in servicing them (for a fee) once they have been found. If they do try to find a sponsor they will expect a commission which could be anywhere from 10% to 30% of the value of the sponsorship. Alternatively, the sponsorship company will purchase the commercial rights to a federation or event and resell the rights themselves.

In any case, when working with a sponsorship consultant it is important to have a contract which sets out the obligations of each party and the financial arrangements.

In some cases, companies will approach a sponsorship consultant and ask them to find the ideal sport or event for their needs. Therefore it is good to have contact with sponsorship consultants and ensure that they are aware of the value and opportunities in athletics.

Preparing a Sponsorship Proposal

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The objective of a sponsorship proposal is to secure a meeting where the details of a deal can be discussed. Therefore, a proposal should be brief, to the point and clear. Omit irrelevant information – a long proposal is less likely to be read.

A sponsorship proposal should contain the following elements:

- **Opening**– Start by presenting an opportunity to the company – make your statements positive. Outline how the company would benefit through the sponsorship. This is the most important part of the proposal – it shows the company why the project is worthwhile. Do not forget the date, who the proposal is from and for whom it is intended.
- **Request** – Make it clear what you want. Do not underestimate the amount of money you are



seeking, but at the same time be realistic. Ask for their ideas and request a meeting. Remember: don't be shy, ask for what you want!

- **Background** – Give details and appropriate statistics that could be useful - the number of athletes and clubs, a breakdown of athletes by age group, occupation and location. Profiles of national team stars or short reports on major competitions may also be useful. Include all relevant information, but be as succinct as possible.
- **Benefits** – Spell out clearly what you do for the company, the rights you have to offer. Give your ideas on publicity, opportunities for product sales, TV and other media coverage etc. Show how being associated with your federation's events or athletics will enhance their image.

KNOW THE RULES

Advertising and displays during competitions are covered in IAAF Rule 18 and a booklet entitled IAAF Advertising Rules and Regulations which is available from the IAAF Headquarters. Federations developing a sponsorship programme, even those working with sponsorship consultants should familiarise themselves with both of these.

F

The Sponsorship Contract

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Detailed contracts may not always seem to be necessary but 'sponsorship is business'. It is in everybody's interest to protect themselves through a contract in case something goes wrong.

A sponsorship contract should include:

- The title to be used for the team, competition or activity.
- Competitions or events included in the agreement.
- Relevant dates of events.
- Financial terms, including dates of payment and VAT (or equivalent) liabilities.
- Rights and benefits of the sponsor.
- Banners, kit and other promotional material (i.e. how many, how big, who produces, when and who pays?).
- Options for the sponsor to advertise or display goods at events.
- Insurance – what obligations does the federation have to insure the sponsor against cancellation of an event, damage or injury?
- Termination clauses - ensure that there is a

termination clause in the event of problems with the organisation of an event, or by the sponsor failing to keep its side of the bargain.

When negotiating a sponsorship contract it is important to advise the sponsor to set aside money for their own promotion of the sponsorship.

The sponsor must be active in achieving the intended result of the sponsorship. Normally, companies budget at least the same amount as the sponsorship. You can be sure that a sponsor which gives a large sum of money to your federation without spending anything on its own activities will end up being unhappy with the sponsorship and will not renew the contract.

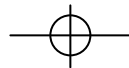
Servicing the Sponsor

Once a sponsorship contract is signed every effort must be made to ensure that all obligations are met and that the sponsor is kept happy. Your job is to show the sponsor that you are working hard to promote the company's name, enhance its image and improve the sales of its product. Normally a person or team is assigned exclusively to this task.

Remember, it is easier to keep a sponsor happy than to find a new sponsor.

Some ideas which may be helpful in keeping sponsors happy:

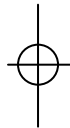
- **Launches** – Arrange an official launch and major sponsorship announcement involving the Chief Executive or Managing Director of the sponsor. Invite top athletes and other celebrities to attend.
- **Know the personnel** – Become well acquainted with the company personnel involved with the sponsorship. Nothing succeeds like good personal relations. Ask their advice and when appropriate involve them in planning. Send 'thank you' notes and personal letters advising them of interesting activities or developments in the federation and the sport. Make them look good in their organisation.
- **Keep the sponsor informed** – Send the copies of all annual reports, newsletters and other publications.
- **Publicity** – Make sure that all press releases and reports mention the sponsor(s) by name. Do not use a photo in a federation publication or send one to the media unless the sponsor's logo is visible.
- **Clippings** – Send the sponsor copies of all press clippings and promotional materials and make sure to highlight any mention of the sponsor. Keep two



attractive scrap books of these materials – one to present the sponsor at the end of the contract and one to show potential sponsors in the future.

- **Keep the sponsor involved** – Make sure the sponsor has tickets and invitations to all the federation's activities – not just those in the contract.
- **Prize giving**– Ask the top people in the sponsoring company to present prizes at events.
- **Help with the sponsor's promotions** – Offer top athletes and national team members for the sponsor's promotional activities.
- **Personal meetings** – Offer top players and other team members for autograph and photo opportunities for the families of the sponsor's personnel.
- **Evaluate** – Try to help the sponsor evaluate the result of their sponsorship. If possible subscribe to a market survey which measures the number of people who connect a sport or event with the sponsor. If sponsors can see the figures improving during the sponsorship period they will be happy.

This chapter contains material taken with permission from Sport Leadership Course 1, published by the International Olympic Committee. It also contains material taken with permission from a booklet entitled Raising Money, which is part of the English Sports Council and National Coaching Foundation "Running Sport" programme.



SPONSORSHIP PLANNING ✓ LIST

- A Sponsorship Project Leader (and other persons as appropriate) appointed.
- Marketing plans reviewed.
- A financial goal for sponsorship has been determined.
- Available sponsorship rights and benefits have been identified.
- The costs of providing rights and benefits and otherwise servicing a sponsor have been calculated.
- Background information for sponsorship proposal researched.
- Promotional materials produced.
- Target companies identified and researched.
- Sponsor rights package designed and costed.
- Proposal produced and submitted.
- Contract drawn up and signed.
- Arrangements for providing rights and benefits finalised.