



# PARTICIPANT GUIDE 2016

RELEVENT SPONSORSHIP  
CONFERENCE



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**1** ▼  
**5** ▼  
**9** ▼  
**13** ▼  
**17** ▼  
**21** ▼  
**25** ▼  
**29** ▼





# HOW THE WORLD IS MOVING FROM CAUSE TO PURPOSE

MAX LENDERMAN

## VALUE SYSTEMS AND BRANDS

Ninety-one per cent of global consumers would switch brands if a different brand of a similar price and quality supported a good cause. This reveals an undeniable connection between people's value systems and a brand's value system. On top of this, the world right now is moving from cause to purpose sponsorship. Indeed, having a purpose behind a brand is nothing short of transformative – on par with what digital did for brands back in the mid 90s. Why? Because people look for brands to show them what they care about in daily life – and purpose is the most effective way to show such care.

## OVERVIEW: CAUSE VS. PURPOSE

Rule of thumb: Cause goes against something, and purpose is for something – stands for something.

Cause:

- Examples: eradicate poverty; against cancer; against global warming.
- Is often borrowed equity – putting a pink ribbon on your packaging.
- Is often reactionary – something happened; we've got to do something about it.
- Has limited creative potential (not a lot you can do with a pink ribbon).

Purpose:

- Examples: be more sustainable; get people out in nature more; get rid of all the cancer-causing toxins in our water that cause cancer.
- Is often owned equity – we don't need to borrow a cause in order to talk about human rights, women's rights and cancer (better to own than borrow).
- Is often proactive.
- Has huge creative potential.

## KEY TO SUCCESS: GETTING RELEVANT

You have to act with purpose.

Edelman study saying worldwide brands score about 38 out of a 100 points. And 73% of people worldwide wouldn't care if 90% of the brands disappeared. This is because they're A) failing in delivering a memorable experience to their consumers and B) failing when it comes to acting with purpose. But herein lies the opportunity: tell good stories that resonate and start acting with purpose.

Example of companies doing this:

Tom shoes, Wholefoods, Tesla, Airbnb, Hoburne, Virgin Air, Dove.

What do they have in common?

They see a consumer's unmet need and they try to make the experience better by adopting a specific purpose that stands for their consumer.

## ACTION PLAN: FIND YOUR WHY

People don't buy what you have, people buy what you believe in – and this is your "why."

Try to find a connection point between what the brand stands for, what people want, and what the purpose is. In the middle here is the connection point that will make your next campaign great.

## 1) WHAT'S THE PURPOSE OF YOUR BRAND, AGENCY OR PROPERTY?

Here is where you identify your why; what's your purpose, if not making money?

## 2) WHAT DROVE YOUR BRAND LAUNCH?

Pinpoint something in culture that you find fundamentally wrong, or could be improved upon.

## 3) HOW DOES YOUR PURPOSE TIE BACK TO AN UNMET CONSUMER NEED?

Understand your consumers; lockdown an unmet need or something that is of significant relevance to them.

## 4) TAKE ACTION

Locate cultural touch points where your enemies are strongest – where cancer/pollution/sexism, etc., is happening. And what can you do, as a brand, property, or entity to rectify it?

Use all relative marketing tactics like sponsorship to achieve this.

And don't just tell stories – make stories. Create experiences in the actual physical world that your consumers can engage with and therefore remember.



# THE IMPORTANCE OF AESTHETICS ON BRANDS

CAROLINE LACROIX

## INTRO: THE BEAUTY OF YOUR BRAND

Everyone knows that design and aesthetics in sponsorship matter, but they just don't know how much they matter. Research shows the most powerful influencing factor on your brand is not necessarily your campaign strategy, but rather how beautiful and well-designed your campaign is. Why? Beauty triggers an immediate response in your brain that makes you want to own the product. This translates to a higher willingness for consumers to pay for whatever it is that you are selling.

## OVERVIEW: THE RULES OF BEAUTY

You must meet the three rules of beauty: simplicity, symmetry and harmony.

Beauty:

- Creates a higher willingness to pay the value – and often more – of the product.
- Shows off and inspires deeper appreciation for the product.
- Inspires longer-term care for the product long after it has run out of its functionality.
- Creates an immediate desire to own the product.

## KEY TO SUCCESS: FINDING HARMONY IN THE PROPERTY ENVIRONMENT

Rule of thumb: Beauty creates an immediate desire for a product – and to create beauty, your campaign must create an overall sense of beauty via the customer experience.

- The key to running a cool or beautiful-looking campaign is to integrate your sponsorship seamlessly within the property where it takes place.
- Seamless and natural integration = beauty and aesthetic appreciation.
- Your brand activation must:
- Add influence to the property.
- Inspire the people to experience the property on a deeper, more interactive level.
- Create a natural and appreciated link between event and sponsorships.
- Examples of companies doing this:
- Lacoste and H&M (at Coachella), Desperados (at the Land of Kings music and arts festival), Sapporo and Bacardi (at Igloofest),

## ACTION PLAN: 'FIND YOUR WHY'

People don't buy what you have, people buy what you believe in – and this is your "why."

Try to find a connection point between what the brand stands for, what people want, and what the purpose is. In the middle here is the connection point that will make your next campaign great.

## 1) ALL PARTIES INVOLVED IN THE CAMPAIGN MUST COLLABORATE ON A DESIGN STRATEGY THAT IS A HOLISTIC AESTHETIC EXPERIENCE.

Here is where you identify your why; what's your purpose, if not making money?

## 2) CREATE A GLOBAL PORTRAIT OF THE EXPERIENCE (ESCAPE, SENSE OF TEMPERATURE, AESTHETICS, FLOW, ENTERTAINMENT) – YOU CANNOT ISOLATE THE PARTS!

Pinpoint something in culture that you find fundamentally wrong, or could be improved upon.

## 3) HOW DOES YOUR PURPOSE TIE BACK TO AN UNMET CONSUMER NEED?


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## 4) TAKE ACTION

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Use all relative marketing tactics like sponsorship to achieve this.

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# LINKING BRAND STRATEGY, SPONSORSHIP, AND ACTIVATIONS FOR OPTIMAL RESULTS

MARYSE SAUVÉ

## INTRODUCTION: THE 'RED THREAD APPROACH'

When doing sponsorships, it's essential to ensure brand alignment. To do this, use the "red thread approach: "if you can't weave a connection, if you can't find any elements of your brand positioning within the property coming to see you - or a potential alignment with the activation - start questioning it right away. Before anything else, you've got to ask yourself "why?" Why would my brand want this? Why would it want to be affiliated with this? If you can't weave the thread, don't let the partnership or campaign get off the ground as it is.

## OVERVIEW: CREATING THE LINK

Rule of thumb: Simply sponsoring a property based on shared targets and target groups does not create impactful sponsorship results; you must be able to clearly see the link - the fit - between a corporate sponsor and the property it's sponsoring.

The 'Link':

If consumers see the link from the get-go, you get faster, better results.

If no link exists, you risk eliciting apathy or even worse: cynicism (if you're found to be phony, you will pay the price on social media).

It must be novel, original and create meaningful experiences.

It must reflect the consumer's personality.

It must reflect who the consumer is.

It must create a fit for the consumer within the brand.

## KEY TO SUCCESS: ENSURE BRAND AND SPONSORSHIP ALIGNMENT

Rule of thumb: The red thread is rooted in the nature of your product and your brand positioning.

Are you clear on the brand's positioning?

This is the place you want to own in consumers' minds: what does your brand stand for?

What exactly is its position? A brand positioning statement should be written in seven words or less.

A strong positioning gives you a foundation for something very unique, differentiating, credible and sustainable.

It should be static in time for at least a good ten years.

Brand position and sponsorship:

Sponsorship is a living expression of brand positioning.

It's the best tool to give consumers a strong sense of what your brand is all about.

Objectives and target fit are not enough to validate a choice of sponsorship (e.g. the Oikos vs. Liberté yogurt campaigns).

Here are a few brands that are clear on their positioning and ensure strong brand and sponsorship alignment:

H&M ("... to offer customers fashion and quality at the best price" and the Garbage Collecting Movement Initiative and World Recycle Week sponsorship)

Red Bull ("Gives you Wings" and the Stratos Jump)

Coors Light ("Epic gatherings with a winter edge" and the Coors Light Snowbombing event)

## ACTION PLAN: WEAVE THE RED THREAD

Rule of thumb: The red thread (your brand positioning) will never replace all of your evaluation mechanisms; it's simply an added layer that will help ensure strategic alignment, which in turn will help you: 1) create content with your activation 2) ensure consumers will want to share what you are proposing, and 3) ensure an experience that goes beyond the sponsored event.

**START WITH WHY: WHY WOULD A BRAND SPONSOR THIS? WHY WOULD THEY BE AFFILIATED WITH THIS?**

**BE SURE THE RED THREAD IS CLEAR AND VISIBLE: CONSUMERS SHOULD QUICKLY AND EASILY BE ABLE TO UNDERSTAND WHY YOUR SPONSORSHIP IS THERE.**

**INJECT KEY PARAMETERS STEMMING FROM THE BRAND'S POSITIONING (GET A HOLD OF YOUR COMPANY'S BRAND POSITIONING MANIFESTO!).**

**BUILD ACTIVATION PROGRAMS TO COMPLEMENT OTHER COMMUNICATIONS INITIATIVES THAT TAKE PLACE BEFORE OR DURING OR EVEN AFTER THE SPONSORSHIP - ASK FOR THE ANNUAL COMMUNICATIONS PLAN TO ALIGN.**

**INTEGRATE THE ADJUSTED (STEP 3) STANDPOINT OF THE BRAND POSITION INTO THE OVERALL COMMUNICATIONS CALENDAR.**

**REVIEW YOUR KPIS TO ENSURE AN EVALUATION OF THE SPONSORSHIP'S CONTRIBUTION**

**TO YOUR BRAND POSITIONING AND IMAGE.**

**AND NEXT TIME, START AGAIN: WEAVE A RED THREAD YET AGAIN. BECAUSE JUST AS WITH EVERY TYPE OF COMMUNICATION - SPONSORSHIPS, AND ESPECIALLY THEIR ACTIVATIONS, SHOULD NOT BE STATIC**





# CONTENT SPONSORSHIP: HOW TO LEVERAGE INFLUENCERS FOR YOUR BRANDS

AURÉLIE SAUTHIER

## INTRO: THE INFLUENCER

We need to tell engaging stories. But more importantly, we need people to engage with our brand. And this is where influencers, such as those who have amassed a huge following on YouTube, play an integral role. After looking closely at who your audience is, what they consume and what platform they are on, the next step is to use influencers as content strategy. If you get an influencer who sits in your target audience to talk about your brand, or tell a riveting story about your brand, then you're on your way to effective engagement.

## OVERVIEW: TWO WAYS TO THINK ABOUT INFLUENCE MARKETING

Rule of thumb: There are two strategies to create influence: 1) sponsor people to talk about your message/brand/product; 2) actually involve a digital influencer in your sponsor program.

Currently, consumers engage with 11.4 pieces of content before making a purchase decision. What's changed is that this content is not only created by brands, but also by consumers and digital influencers. As a brand, you need to make sure that you guide this content and have a presence in it.

The best kind of content:

- Must 1) help 2) educate, and/or 3) entertain your audience.
- Does not need to come from you (influencers).
- Avoids an online format that succumbs to "ad blocking" (make it interesting, shared organically, video-based).

## KEY TO SUCCESS: GET ON THE RIGHT VIDEO PLATFORMS

Rule of thumb: Video is your golden ticket: by 2017, 69% of all traffic online will be on video. Some 81% of Internet users currently consume video – as do 96% of Millennials.

The video platforms:

- YouTube Influencers
- With its “Meetup” feature, your influencer can engage with and meet directly with your audience
- Example: Nike and Casey Neistat
- Facebook
- Becoming a huge competitor with YouTube
- Brand using it well: ING Direct
- Instagram
- 80 million pictures posted daily
- Some 60% of users say they discover products through the platform
- Take advantage of the new “stories” function
- Example: Oikos and the Lolë White Tour 2016
- Snapchat
- 150 million daily users
- 10 billion stories watched every day
- Brand using it well: National Geographic
- Live Streaming
- Engages users instantly
- Can be shared via other social media channels simultaneously
- Example: Red Bull’s Stratos jump.

### ACTION PLAN:

Rule of thumb: focus your strategy on how to make sponsorship involve your audience versus simply speaking to them.

## 1) FOCUS ON DISCUSSIONS AND DEBATES

- Create a campaign that elicits discussion, engages your audience.
- Create blogs and websites that don’t just show off but become a destination for your audience to gain something to take back into their lives.

## 2) ORGANIZE PHYSICAL EVENTS WHERE THE BEST AND THE MOST ACTIVE USERS CAN COME TOGETHER

- Can use YouTube Meetups through your influencer.
- Can use live streaming on Facebook to increase reach.
- Bring in more than one influencer to draw a crowd and elicit discussion.
- Guarantees organic Instagram, Snapchat, Twitter and other social media reach.

## 3) CREATE CONTENT THAT WILL NOT ONLY TELL A STORY BUT ALSO ANSWER QUESTIONS

- Ensures your content lives on the Internet beyond your campaign.
- Produces views over time.
- Ensures engagement with your brand beyond entertainment.

## 4) CROSS-POLLINATE YOUR CHANNELS

Once a video is published, be sure to create a comprehensive strategy that lets you also use it on your A) website, B) social media channels, and C) your newsletter.



# RISK MANAGEMENT IN SPONSORSHIP

MASSIMO TAMMARO

## INTRO: THE 'WHAT IF' SCENARIO

In order to prevent any kind of damage – especially the worst kind, which is reputational damage – you must have the ability to challenge the assumption behind whatever strategy your team has in place. This is the “what if” scenario. To do this, you must be creative, and you need to invent hypothetical scenarios, give numbers, understand every which way a scenario can play out. If you do your job right by mapping out all these risks, then you will also discover new opportunities through the process.

## OVERVIEW: ALL KINDS OF RISKS

Rule of thumb: You must protect yourself from dangers, but also discover new opportunities. It's about avoiding being taken advantage of while protecting value and seizing opportunities.

- Economic risks come in the form of losing money. You must have a strategy that guides you from point A to point Z. The biggest cause of economic risk is ill-thought-out reaction. Do not say yes to the first person who comes knocking at your door.

- Operational risks come in the form of failing on your strategy. The risks are directly connected to your performance during your campaign. Everything here is part of an interconnected process. You must map, evaluate and analyze. Then you apply the mitigation strategy. This is never-ending.

- Risks to strategies are risks that can stand in between you and the achievement of your strategic plan. Be sure to challenge the assumption behind your strategic plan. In other words, don't fall into the trap of black-and-white thinking: “Nobody will buy the digital camera,” or “Nobody wants to have a computer at home,” or “The car will never get rid of the horse.”

- If you map, evaluate, analyze in a proactive way, you mitigate risks in a manner that not only protects but also enhances. You will discover that you've protected yourself from dangers while also having discovered new strategies.

## KEY TO SUCCESS: AVOID REPUTATIONAL DAMAGE

Rule of thumb: Think long and hard when you choose who you're partnering up with. Take into consideration the customer's satisfaction and natural affiliation with your partner. Reputation is not intangible – it's a very tangible thing that can cause you the most irrevocable harm.

Guiding principles to avoid harming your reputation:

1. Risk management is about diverse and astute perspectives. This should be your mantra.
2. Everyone – your entire team – should be a risk manager. Many heads, with different perspectives, are much better than one.
3. Keep in mind that you are constantly linked to outside sources that can affect you: every time you choose a partner, every time you choose a testimonial, every time you choose someone to work with, you are putting your reputation on the line.

## ACTION PLAN: THE 'SOFT ENVIRONMENT'

Rule of thumb: You must create an approach that embodies a way of thinking that embeds itself into the everyday working culture of your team. These principles are nothing new, but they dictate how deep and effective you will be at avoiding risk.

## ENTERPRISE RISK MANAGEMENT IS ABOUT:

- Culture
- You must be respectful, open-minded and ready to be challenged.
- You're the boss, so you need to be ready to be challenged.
- Risk management is proactive: it's not reactive; it's not prevention; it does not come "after."

## NOT TAKING ANYTHING FOR GRANTED

- Just because something went well last year, doesn't mean it will work this year. And vice-versa.

## PLAYING THE DEVIL'S ADVOCATE

- Assign a devil's advocate position to a different person each week. Once it becomes "a job," nobody is going to get upset that they're constantly being challenged.

## ASKING YOURSELF QUESTIONS

- Challenge what you've done in the past and why it will work again.
- Challenge statements like "This is never going to happen", or "We have always done it this way and it's worked."
- Ask yourself the who, why, how and when.
- Be curious: think of schemes, invent scenarios.

## BEING PREPARED FOR THE WORST

- Create meetings where you have to make decisions based on worse-case scenarios.
- You must be prepared to listen to something you have never heard before or you will never be able to: 1) successfully map risk; 2) find the mitigation action for that risk; or 3) approve a new project or innovative strategy.



# PERSONIFYING PRICELESS

MICHAEL ROBICHAUD

## INTRO: IT'S ABOUT UNFORGETTABLE EXPERIENCES

Sponsorship lives and dies where tension exists in the consumer. You must trust the notion that selling experiences matters more than selling things – people care more about gaining an unforgettable experience than just acquiring something. This is because experiences (like each time you think back on a favourite memory) grow in importance over time. And sponsorship plays the key role at that moment when a consumer is thinking, debating, struggling over whether or not they should buy that something to help them gain that precious experience.

## OVERVIEW: FOCUS ON WHAT PEOPLE CARE ABOUT

Rule of thumb: The core of everything we do should be built around the notion that experiences matter more than things. You need to talk to your target market at that moment when they're making a decision of vital interest – whether they're painting their face or spending money on a long-awaited trip. You need to connect with them there and try to enhance that experience, make it better, make it simpler and make it more fun.

## KEY TO SUCCESS:

Rule of thumb: Answer the question, "How can we enable the consumer to do something that becomes a priceless experience?" Your goal should be about creating an experience that will be shared natively by the consumer, instead of you having to facilitate.

Using Mastercard's "Priceless" Model as an Example

- Focus on an environment (cities)
- Target it in a way that speaks to the environment: the affluent who want urban experiences, such as dining out, traveling, shopping and so on.
- Carve out a role in what experiences you can we provide in these moments.
- Ask yourself: Is there something special about the restaurant, the place or the store that says "Hey, you're opening your second restaurant – can we be there for the launch of it?" Can we somehow make that a special experience for which you're going to come out and curate?
- Focus on a feeling (surprises)
- Target an emotion that you can induce that will make the consumers want more.
- It can be small and basic but still add a bonus experience. For example, if you take a client to a Canadiens hockey game, you offer free tickets, autographs, meetings with players and so on.
- You want people to feel it, like they are special and have a good shot of receiving something just for them.
- Get behind something meaningful (causes)
- You need to think on the consumer level, and what morally drives people.
- Use sponsorship in a way that gives consumers the opportunity to be part of donating or giving to a cause they identify with.
- Build it in organically as part of your strategy and stand up on their behalf.
- Do a little bit extra (specials)
- We all like to get a little something extra (e.g. saving a little bit of money).
- Small things go a long way – like a 10% discount here, buy one and get one free, etc.
- This helps build brand loyalty.

\* Lacoste and H&M (at Coachella), Desperados (at the Land of Kings music and arts festival), Sapporo and Bacardi (at Igloofest),

## ACTION PLAN: PERSONIFY YOUR EXPERIENCE

Rule of thumb: Always keep in mind what it is your consumers are trying to do and what their experiences will be. Ask yourself: "How do we get our consumers connected with the necessary institutions? How do we take these advantages that we have and implement them? How do we personify the priceless experience?"

## YOUR "PRICELESS" MISSION:

**1 START BY ALIGNING WITH MARKETING OBJECTS AND BUSINESS TARGETS.**

**2 CONCENTRATE ON THE STAKEHOLDERS, CONSUMERS, ISSUERS AND MERCHANTS.**

**3 TAKE ADVANTAGE OF KEY MOMENTS TO ACCELERATE THE PRODUCT MESSAGE WHERE AND WHEN IT COUNTS.**

**4 FOSTER TEAMWORK AND ENGAGEMENT TO SELECT THE BEST PORTFOLIO FOR THIS ORGANIZATION.**

**5 EXECUTE FLEXIBILITY, BE STRATEGIC, CULTIVATE A DIVERSE MENU, BE NIMBLE AND ALWAYS PERSONIFY WHAT A "PRICELESS EXPERIENCE" MEANS TO YOU.**



# FROM FIELD OBSERVATION TO DESIGN THINKING

SYLVAIN LETELLIER

## INTRO: FIELD RESEARCH IS YOUR FRIEND

Field research helps you sell an experience – and we know this is our ultimate goal. We don't just want to sell a product, or a brand or an event. To successfully sell an experience, you must understand the context of your campaign and ensure the experience is engaging and authentic. You must interact with your target consumer – not just send out polls and surveys. And anthropological and ethnographic research is a tool that will show you how to do this. It's about interviews, engaging and learning directly from those who will fuel your campaign.

## OVERVIEW: CONTEXT IS KEY

Rule of thumb: You need to understand the context in order to understand the people you are dealing with. You also need to understand the experience because it's the experience you're selling – not just a product (Apple's iPhone is more than a product: it's an experience and status symbol). Take action in ways that help you understand the context in which your target consumers do what they do.

Strategies:

- Technology: Use latest technologies, like watches that receive biometric responses, for market research.
- Sampling: Reach out to directly contact and communicate with those who represent your audience at large to better understand them.
- Events: Use focused get-togethers, as people want to interact, speak with the brand and with the ambassador.
- Questions: Ask the right ones. What experience is behind this product? What's happening in the mind of the consumer? What motivates them to set up a group of people, go for long rides on weekends and experience something that they want to be part of?

## KEY TO SUCCESS: ENTER THE JUNGLE

If you want to understand what the lion hunts, don't go to the zoo, go to the jungle. In sponsorship terms, you need to go to the sports events, the gatherings, the places where groups are formed. You want to learn why these people yearn to be part of something way bigger than themselves. In order to get the right information, you need to know what kind of people represent your target market perfectly. The key to success? Don't go into the field to simply find what you're looking for. You need to go there to find something that you weren't expecting at all.

H&M ("... to offer customers fashion and quality at the best price" and the Garbage Collecting Movement Initiative and World Recycle Week sponsorship)

Red Bull ("Gives you Wings" and the Stratos Jump)

Coors Light ("Epic gatherings with a winter edge" and the Coors Light Snowbombing event)

## ACTION PLAN: IT'S ABOUT FOCUS

Rule of thumb: You don't just do ethnography saying you want to "understand your customers". You want a real focus – a real point of view on what you are looking for. The more targeted, the better. You will not yield strong results if you are shooting for a simple global view.

## THE STEPS:

1) DEFINE WHAT YOU'RE LOOKING FOR? WHAT INFORMATION IS MISSING?

2) DEFINE YOUR SAMPLING NEEDS.

3) SELECT THE TOOLS AND SUPPORT YOU WILL USE, E.G. PHOTO, VIDEO, 360-DEGREE VIDEOS.

4) BUILD YOUR OBSERVATION GRID AND INTERVIEW GUIDE.

5) GET YOUR TEAM READY.

6) GO FOR THE UNEXPECTED.

7) TAKE AS MANY PICTURES AND VIDEOS AS YOU CAN, BUT ALWAYS KEEP ONE POINT OF VIEW.

8) INTERVIEW 12 TO 20 PEOPLE FOLLOWING YOUR NON-DIRECTED INTERVIEW GUIDE.

9) TAG, ANNOTATE AND CLASSIFY AS SOON AS POSSIBLE.

10) COMPARE YOUR ANALYSES DURING WORKSHOPS, REVIEW AND CONFRONT YOUR PERSPECTIVES.





# MEASURING SPONSORSHIP: HOW TO BUILD A PROGRAM FROM A TO Z

TONY MEENAGHAN

## INTRO: DEALING WITH 'THE FLU'

The biggest challenge in sponsorship measurement today – with all the tools and gimmicks out there – is the struggle to show true effectiveness. Use the flu analogy to make this clear: when we come down with the flu, we busy marketers cannot afford to be sick. So we take every medication on the market to get better as fast as possible. But then when we do get better, we don't know which one medicine worked. In short, we can't isolate and attribute. The answer: measurement must be built in from day one, when you create your strategy. It must not be relegated to some kind of afterthought, when someone above you asks for a sampling of results. Make it part of your plan.

## OVERVIEW: KEY QUESTIONS FOR SUCCESS

Rule of thumb: Start by looking at the sponsorship in the context of influencing decision-making. If you are going to choose something, you need to choose against the strategy to yield tangible results.

Questions to ask yourself when planning your evaluation objectives:

1. What's the business context to help make solid decisions?
2. What are the tasks involved?
3. Why are you using sponsorships?
4. What do you want to do?

## KEY TO SUCCESS: AVOID BEING REACTIVE

Rule of thumb: The great majority of sponsorship decisions are made reactively. Somebody says: "This is available" and then you try to shoehorn a strategy in to fit something that suddenly becomes available. This is not the way to do it.

Follow these steps at the beginning:

- Ask yourself: "What role and purpose have been assigned to my sponsorship?"
- Discover the brand's policy – if there isn't one, create it.
- Apply your strategy against the policy – ask yourself "what is the brand trying to do and how do you think sponsorship can help solve it."
- Finally, go through the usual steps at the outset and during the campaign: monitor, measure, look at ROI, look at ROO, and so on.

## ACTION PLAN:

Rule of thumb: Set up the actual objectives, the KPIs and so on, along with the monitoring system (on a dashboard) to see what's happening throughout the process. Look at the measurement, not just occasionally, but on a continuous basis.

## THE BIG PICTURE:

### 1) UNDERSTAND BRAND STRATEGY USE RESEARCH TO GET TO THE HEART OF IT ALL)

- Where does the brand fit in the market?
- Who are your competitors?
- How do you differ from your competitors?
- Where does the overlap lie?

### 2) IDENTIFY WHAT DRIVES YOUR CONSUMERS 'HYGIENE FACTORS' VS. SOMETHING ELSE?)

- Do things like price, value of proposition, or quality of product, or brand drive your consumers?
- Analyze what changes would make sense based on your discovery? (dropping price? changing brand image?)

### 3) SET UP A STRATEGY BASED ON YOUR FINDINGS ON BEHALF OF BRAND STRATEGY

For example, if brand itself is the driver of consumer choice, then:

- Instead of cutting back on prices, focus on brand differentiation
- Focus on the participation of consumers – get them involved
- Focus on things with the largest impact, such as emotion and building brand loyalty, rather than competitive pricing
- And measure, measure, measure!