

The role of sponsorship

a presentation from Redmandarin

Redmandarin

- Founded in 1999 to offer objective advice and independent planning and creative services to brands
- We are an independent business, owned and managed by the partners
- We are content, channel and platform neutral, working across traditional genres and formats to structure (necessarily) bespoke solutions
- We specialise in working with complex multi-product businesses active in multiple markets; and have worked with 24 of the 100 largest companies in Europe
- Our typical client is a Global or European CMO, Head of Brand, or Head of Comms
- Our involvement often results in lower spend with greater effectiveness



Partners

Redmandarin is made of subject experts who bring their expertise to sponsorship



Shaun Whatling

- Redmandarin CEO
- Expert in brand strategy and communications planning
- Experience at brand, agency, and rightsholder



Sebastian Smith

- Former Senior VP of IMG Consulting Worldwide
- Expert on integrated planning and campaign management



Nick Walford

- Former MD of Mindshare Performance UK and COO of Europe
- Expert on media and channel planning



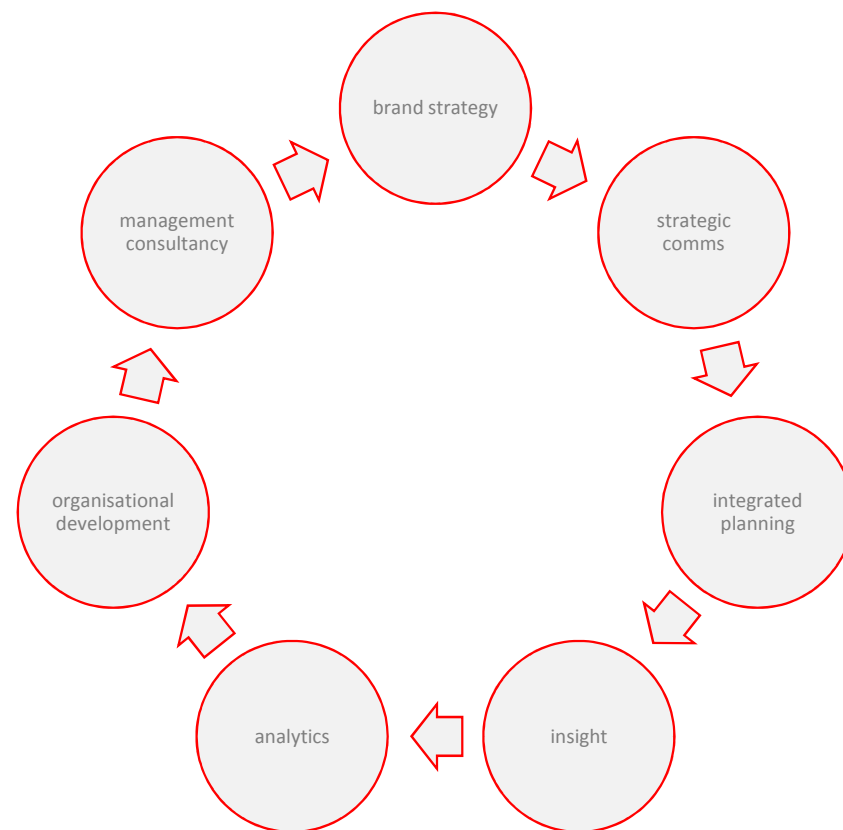
Chris Roe

- Co-founder of Redmandarin
- International strategic management consultant
- 25 years consulting and project management



David Powell

- Former brand planner
- Expert in research & evaluation, marketing effectiveness and brand modeling



some of our clients



the brand platform

Brands platforms offer:

- a presence
- a sense of narrative
- momentum:



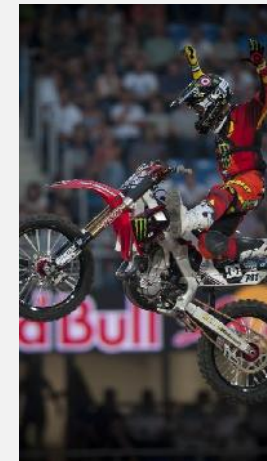
product

- product itself, in the case of Apple, is arguably the optimum platform as it offers perfect alignment between brand values and product – difficult to achieve, of course



advertising

- advertising is most often used to provide a distinctive platform for brands as the language and imagery can be run consistently through all comm's and touchpoints



sponsorship

- Red Bull is the best example; the content of sponsorship offers real-world imagery and places the brand in the consumer's lived field

Our job is generally to:

- illuminate the potential of sponsorship as a brand platform
- Illustrate its unique advantages (and challenges!)
- determining the role that sponsorship can play is always our start point

defining sponsorship

Sponsorship is a model for integrated marketing communications which:

- is built on a collaboration between two or more partners
- offers brands the opportunity to model their promise in areas of 'real life' social and/or emotional relevance
- has as its primary focus the deepening of relationships with target audiences
- can be structured to deliver a wide range of benefits



its uniqueness

Its uniqueness comes from two aspects :

1. it's real-world - the fact that it plays out in real life rather than in 2D offers it a different order of value
 - brand commitment is real -> credible
 - it relates to consumers as people, not just consumers -> relational
 - experiential / 'lived' -> impactful
2. it offers sponsors a broader expressive palette
 - one step removed from product and sales communications
 - allows brands to express more human emotions : enthusiasm, humour, passion (values) etc



its value

Its value, first and foremost, is emotional.

It plays directly to Daniel Goleman's Emotional Intelligence.

Most businesses try to create management systems which emerge from a cognitive framework: what sponsorship offers is an opportunity to embrace the heart.

To engage more powerfully.

To leverage a wide range of brand outcomes.



FS as **sponsors**

not homogenous
differing business models
differing audiences
differing rules of engagement

Retail

Banks

Build Soc

- citizenship, support for governmental initiatives, big national statements
- B2C



Commercial

Asset

Investment

- institutional sponsorship esp arts and senior stakeholder
- B2B



REGARDING WARHOL
SIXTY ARTISTS,
FIFTY YEARS
SEPTEMBER 18-DECEMBER 31, 2012

WARHOL'S ART AND CULTURE IN THE 21ST CENTURY: A RETROSPECTIVE. THE METROPOLITAN MUSEUM OF ART, NEW YORK. SEPTEMBER 18-DECEMBER 31, 2012. WARHOL'S ART AND CULTURE IN THE 21ST CENTURY: A RETROSPECTIVE. THE METROPOLITAN MUSEUM OF ART, NEW YORK. SEPTEMBER 18-DECEMBER 31, 2012. WARHOL'S ART AND CULTURE IN THE 21ST CENTURY: A RETROSPECTIVE. THE METROPOLITAN MUSEUM OF ART, NEW YORK. SEPTEMBER 18-DECEMBER 31, 2012.



sector challenges

Structural

- the relationship between marketing, BD, sponsorship, CR
- the parameters of the operating model
- 'real' governance (Head of Retail)

Organisational

- the consensual nature of the matrix organisation
- multiple-stakeholders
- perceptions of marketing

Cultural

- dealing with emotion
- attitude to risk
- attitude to self-expression and creativity
- ability to understand the consumer more 3 dimensionally

Operational (esp for the retail banks)

- the pressure to 'operationalise'

Allowing sponsorship to become the brand platform

Prioritising the role

Harnessing the emotion
Creating genuine differentiation

Delivering a personal touch

Red Bull



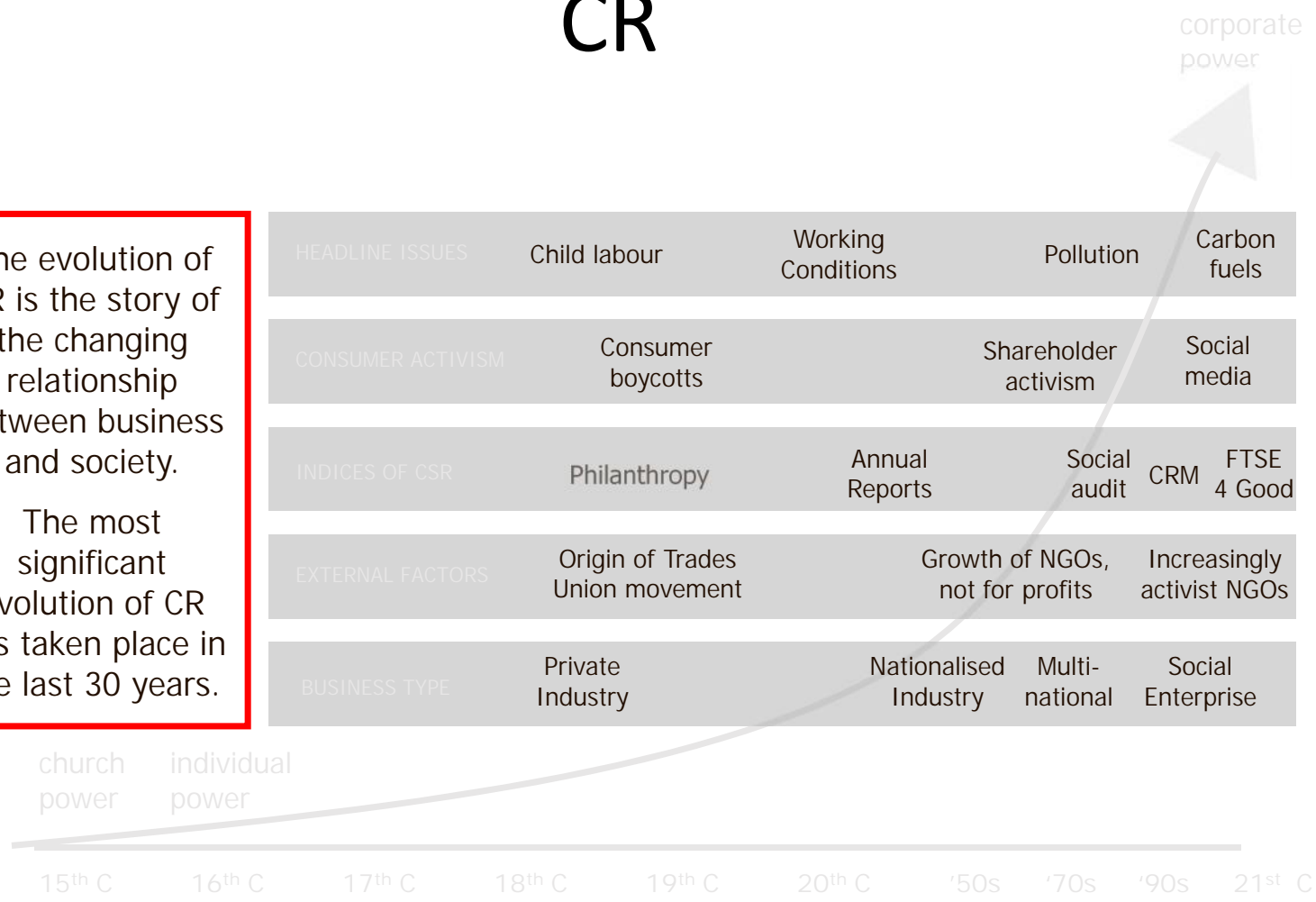
The Red Bull sponsorship model was one of cautious investment across a portfolio of properties and then ruthless exploitation of rich seams of emotion, tribal identity and media exposure



CR

The evolution of CR is the story of the changing relationship between business and society.

The most significant evolution of CR has taken place in the last 30 years.



recent history

In the last 30 years, the relationship of business with society has evolved dramatically.

- businesses have faced growing external pressure to meet higher ethical standards
- the mobilisation of the not for profit sector has forced companies into continued reappraisal of CR operating principles
- activity falling within the remit of CR has multiplied from 'corporate philanthropy' and 'community giving' in the 1970s, to a wide range of measures to address specific stakeholder groups and consumer concerns
- sustainability thinking has helped to embed and legitimise a focus on business sustainability itself within in the long-term relational web of business, society and environment, allowing businesses to refocus their CR investment

"Brand is about the identity of the corporation, and corporate citizenship is very much an expression of that. We feel that brand and corporate citizenship have everything to do with each other."

Deutsche Bank

"As we look at our brand, we would see citizenship as one of the top three drivers at brand satisfaction, moving forward."

Microsoft

"There has to be tight integration between marketing and CR. No questions. There are so many issues that can arise around CR - there has to be complete integration."

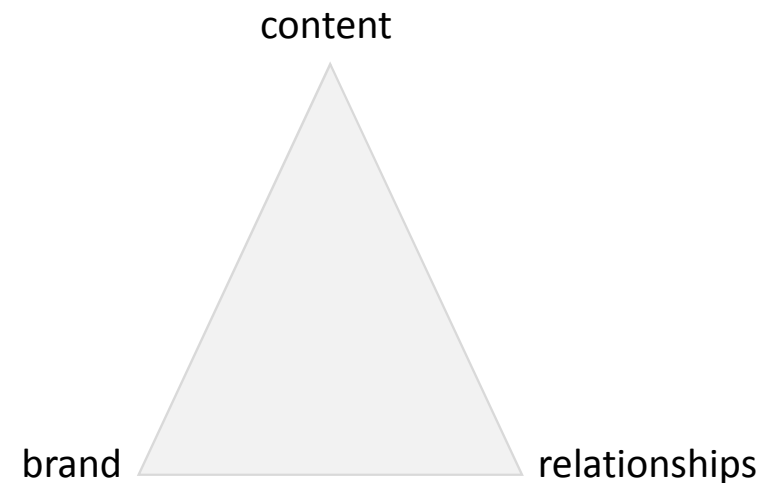
Interface

"The most striking trend over the past five years has been a shift from risk- and reputation management, to viewing sustainability as a strategic growth driver."

Philips

some **benefits**

- **more streamlined brand management**
 - easily aligns against brand values
 - supports sophisticated messaging
 - 'safer' consumer/regulator perception
- **greater engagement**
 - employee engagement far easier
 - deep, less broad consumer relevance
 - two-way social media content
- **greater business alignment**
 - can be structured around core competences
 - closer intrinsic link to products and services
- **cost-effective**
 - 'one budget instead of two'



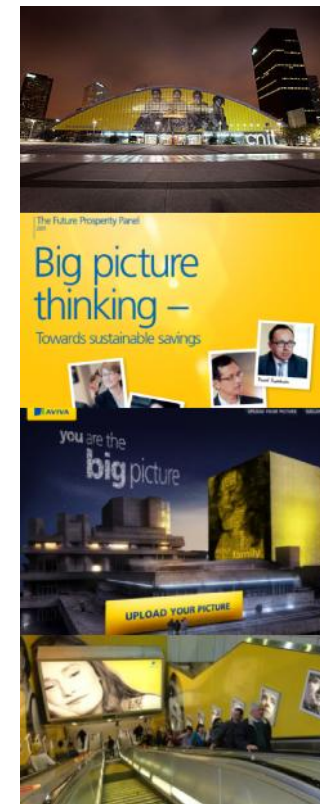
Aviva

You are the big picture

- Global campaign to demonstrate Aviva's commitment to putting its customers at the heart of its business
- Launched in October 2010

Activation

- Giant portraits, uploaded via facebook by consumers globally, projected onto landmark buildings across the world
- Participants' and Aviva employee's personal insurance stories streamed via YouTube & at interactive kiosk exhibits
- High profile billboard advertising in airports & major transport termini; media placements: homepage takeovers
- Fundraising for Save the Children: "Street to School Programme" (part of Aviva's 5yr global commitment to help children into education); a donation is made for each upload
- Future Prosperity Panel in partnership with EIU (Economist Intelligence Unit): world-class thinkers compile a report "Big picture thinking: towards sustainable savings" focused on educating consumers about saving



Halifax

Big Lunch and Giving Extra Awards (and Homestart)

- Challenger brand positioning, behaving differently from other banks
- Giving Extra a longstanding value proposition
- Multi-layered activation in the space of neighbourliness, demonstrating empathy, treating house-owners as home-owners

Big Lunch

- Mainly targeted internally, to promote a shared sense of community engagement, support teambuilding strengthen colleague's public identification with the brand: phenomenally successful, with over 70 large Big Lunches organised last year by colleagues, and hugely positive measures of engagement
- Limited ATL, mainly digital

Giving Extra Awards

- Campaign to recognise good neighbourliness by inviting neighbours to nominate a local hero
- Online and local radio activation
- Outperformed London 2012 figures in terms of reported consideration scores



Standard Chartered

Seeing is Believing (Awards Asian CSR 2005, GEMAS 2006)

- Launched in collaboration with leading eye care agencies in 2003, to mark 150th anniversary
- Objective: to restore the sight of 28,000 people worldwide, representing a sight restoration for every member of staff.
- Funds support operations, medical equipment, education, training
- Reached target of US\$6 million a year ahead of target
- 1 million sight restorations by World Sight Day 2007

Sample activations

- Work with International Agency for the Prevention of Blindness
- Business Quiz event in Dubai
- the Story of VISION 2020 Documentary on BBC World (Feb 2006)
- On World Sight Day, global fundraising by staff worldwide.
- Events range from Cricket in Qatar, Golf days in Singapore, pushing a bus in Indonesia and walkathons in Nepal



THE SUNDAY TIMES



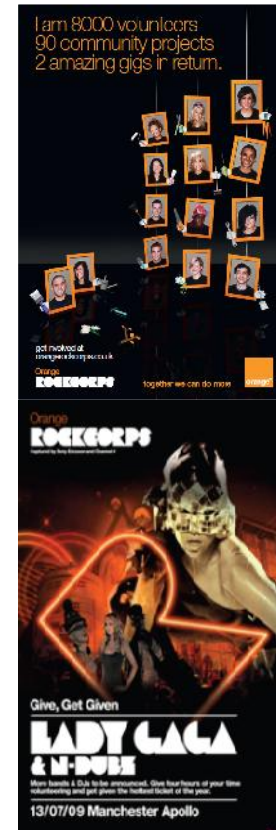
Orange

Orange launched RockCorps in 2009

- RockCorps is a limited company run as a pro-social enterprise
- It offers a holistic engagement strategy for brands targeting young consumers, incentivising volunteering with musical experiences
- The brand partner is responsible for all media: RockCorps provides the content

Since 2009, Orange RockCorps has:

- Orange RockCorps has generated 40,000 volunteers in the UK and 21K in France
- Attracted artists including Lady Gaga, Snoop Dogg, Rihanna, Primal Scream,
- 17,500 Facebook fans (note two years of Facebook activation) with an average of one user interaction every 20 seconds across the campaign period



organisational development

Many large organisations struggle to generate a meaningful sense of 'purpose' (even if they articulate one) or vision.

- operational and shareholder pressure rarely allow for social purpose to secure organisational resource: time, energy, money
- commercial imperatives undermine the word: purpose

Partnership activity can provide a legitimate proxy for both vision and purpose, providing an emotionally engaging 'cause' for employees

- a partnership 'cause' can generate pride, engagement and be used to facilitate collaboration, innovation, improved communication, de-siloing and Organisational Citizenship Behaviour (extra-role activities)
- some brands have successfully used sponsorship to support post M&A culture activity, offering an enlarged, bigger vision

The potential impact of sponsorship on employees is currently a particular practice and research area for Redmandarin.

thanking you

Thanks for your time.

I hope it's been a little stimulating.

My main points:

- defining the role: hard but hugely helpful
- remember the essentials: it's (real-ly) emotional
- CR and sponsorship both sit on the brand – audience continuum
- Employee engagement and OD: perhaps the ripest application

Redmandarin
Somerset House
The Strand
London
WC2R 1LA
T +44 207 566 9410
W redmandarin.com
E info@redmandarin.com

