

# Commercial partnerships - insights report

June 2014



# Corporates objectives are broad and varied, emphasising the rights holders' requirement to present bespoke offerings and think beyond simply branding

The purpose of this report is to provide New Zealand-based sports rights holders with industry insights about the objectives and activities of corporates who are active in the commercial partnerships or sponsorship space.

These insights were gathered from existing relationships with corporates, current partnership or sponsorship projects and interviews scheduled specifically for this report. Key learnings were drawn from these discussions and then common themes grouped into thirteen topics. Examples or case-studies from around the world were then sought and researched to substantiate current thinking around these topics and provide example activities that could be employed in New Zealand, should they match local corporates' objectives.

The importance of partnership and property fit is high on the corporates' list of selection criteria, and we were reminded that naming rights and 'logo-slapping' are no longer enough to satisfy. Sales or commercial objectives, customer data collection and shorter-term tactical campaigns are now common goals. There is a focus on putting the customer at the centre of the strategy. Often multiple touch-points are sought for engagement, whether that is traditional media, digital channels, or face-to-face opportunities to create relationships via experiences and events.

Good quality content is important, whether it is provided by the rights holder or created by the corporate themselves for a specific proprietary communications programme. Community relations or corporate social responsibility remains front of mind too, and the savvy corporates are using their sponsor partnerships to enrich their community activities.



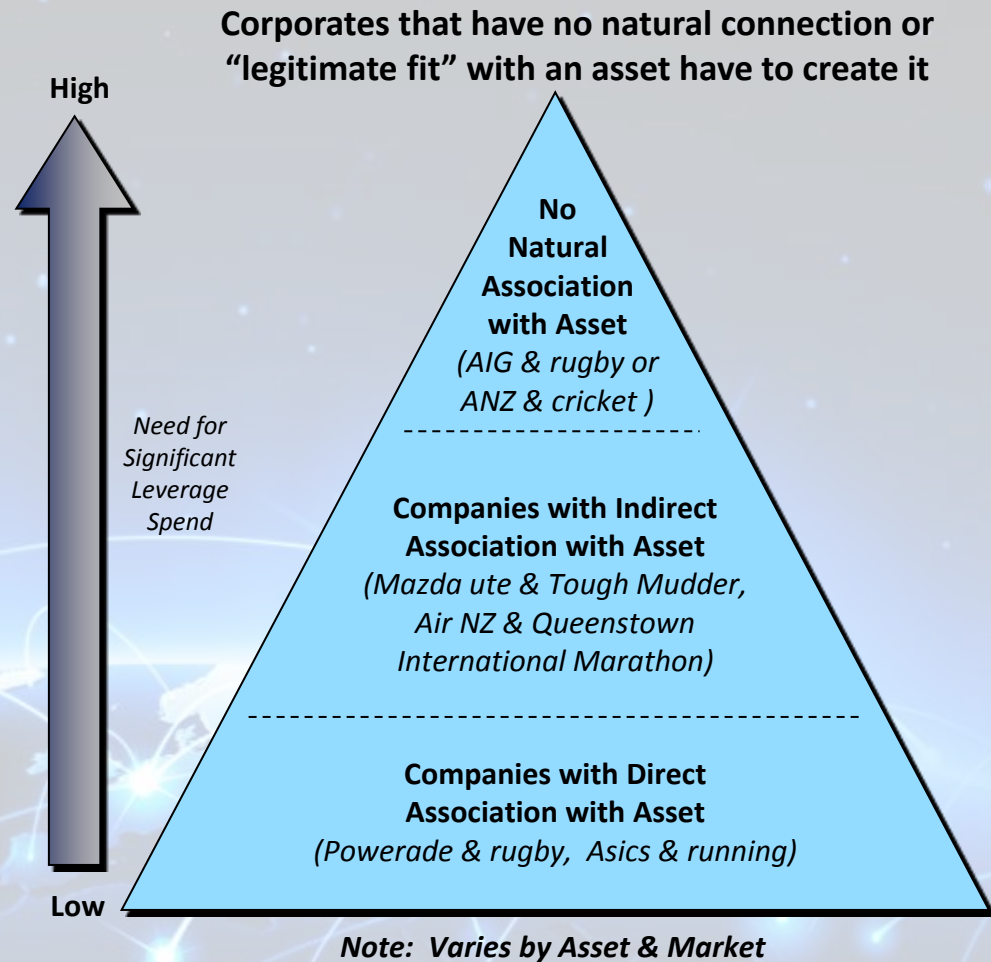


# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# Partnerships which are brand aligned by product, service or target market, allow corporates to tell a benefits story around their sponsor relationship

- The most obvious partnerships are with corporates whose products or services are directly associated with the sport, however these companies (sportswear, sports drinks or travel) tend to receive many requests as they are relevant to many sports.
- Consequently a partnership where there's an indirect association, or a specific product that aligns well with a sport, is often a fruitful partnership. In these instances the corporate can build a story around the alignment in brand position e.g. high performance, tough, resilient, teamwork, family etc.







# Mazda partnered with Tough Mudder endurance events to demonstrate the strength and durability of its new BT-50 ute



## Challenge

Demonstrate the capabilities and toughness of Mazda's new ute, the BT-50.



## Approach

Mazda BT-50 partnered with Tough Mudder Australia to promote its utility vehicle "built for heavy-duty work".

The BT-50 Tough Mudder Pack, a suite of rugged accessories providing the ute with more protection and performance, was created specifically for the partnership.

With a troupe of Mazda BT-50s present at all of the events, the partnership showcased the vehicle's strength and durability.

Partnership promoted on social media using #ToughBT50.

## Insight

By associating the BT-50 with Tough Mudder, the ultimate test in toughness and endurance, Mazda were able to highlight the strength and durability of its vehicle.





# The Queenstown International Marathon met a range of Air New Zealand's strategic criteria for partnership selection



## Challenge

Sporting events specialists, Lagardère Unlimited, announced in late 2013 that they would be managing Queenstown's first marathon event.

They then set about the task of convincing corporate partners to invest in the novel, but as yet unproven event – no simple commercial feat.

## Approach

Air New Zealand had revised its partnership strategy in 2013 and set specific criteria for their partnerships to ensure they were a good brand fit.

As well as the route being strategically important for the national airline against its Australian competitors, the Queenstown International Marathon met many of those strategic principles including:

- Showcase "Destination New Zealand"
- "Magnify the best of New Zealand"
- Facilitate "liberating experiences"
- Drive a commercial return

As well as a financial investment, the airline will assist in promoting the event via its portfolio of proprietary media.

## Result

Air New Zealand agreed to become the naming rights partner for the inaugural full-marathon event, also citing the organisers' (Lagardère Unlimited) proven reputation in delivering quality events as another key factor in their decision to partner with a new event.

The first event will take place on 22<sup>nd</sup> November 2014.







# Microsoft's purpose-built "Performance App" helped the British & Irish Lions secure their first tour victory in 16 years



## Challenge

Provide an opportunity for Microsoft to showcase its technology in an authentic way.

Create a meaningful and directly beneficial relationship between the team and the technology company.

## Approach

Microsoft worked with the British & Lions' coaches and doctors to build a bespoke app that specifically met the requirements of the team.

The app allowed players to record pains, stiffness, moods and sleep patterns every day – this data could then be assessed by team doctors and used to tailor training sessions.

Having players' information all in one place allowed coaches to track any fitness issues and to recognise any early warning signs of potential injuries or illnesses.

## Result

A totally bespoke app that improved analysis and monitoring of the team, helping coaches get the most out of the players.

An engaging and relevant story that allowed Microsoft to convey the impact of using their products and services.



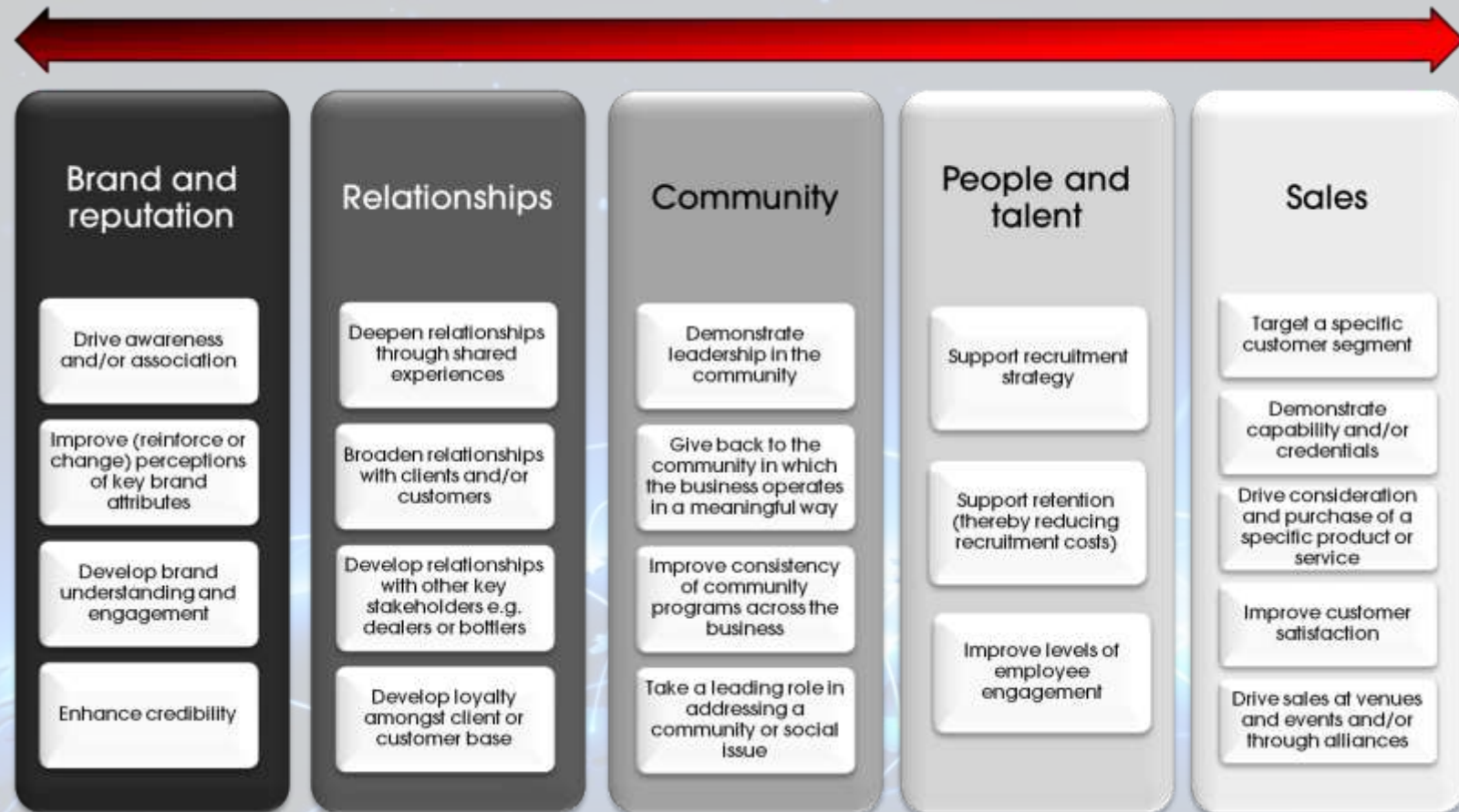
# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59



Corporate objectives for sponsorship vary from company to company and aren't focused solely upon driving awareness via logos, signage or naming rights

gemba Sponsorship Value Map®





# Vodafone ended a seven year global relationship with McLaren F1 Racing, as corporate logos and branding are now lower priorities

## Insight

Vodafone logos once featured prominently on the livery of F1 cars, perimeter signage at UEFA Champions League matches and the uniforms of England Cricketers, and Manchester United players.

However, the global Telco is now less concerned about brand awareness and is instead focused upon deepening its relationship with its customers.



## Evidence

For seven years Vodafone were the naming rights partner of the McLaren formula one team. Following the 2013 season the telecommunications giant changed tack, believing its brand awareness objectives had been fulfilled and that building closer relationships with existing and potential customers was paramount. Loyalty, customer retention and “brand love” are now a higher priority.

Instead of purchasing sponsorship assets which, via broadcast coverage, would propel their name and logo into homes around the world, Vodafone decided to demonstrate a shared passion with its customers, positioning itself as the “innovative pioneer”, by setting about helping their customers achieve their aspirations and sharing those personal dreams as stories.

## Relevance

Many corporates are considering using sponsorship assets beyond simply amplifying their brand awareness.

Sports organisations should consider the benefits they can offer outside of branding and signage.

Instead consideration should be given to enhancing customer relationships, telling stories, focusing on sections of the community and driving direct or indirect sales.







# The New Zealand Racing Board switched its strategy away from simple branding to stimulating direct sales opportunities instead

## Insight

Rather than use its sponsorships to remind sports consumers of its presence and TAB Sport brand, the New Zealand Racing Board (NZRB) adopted a different approach in 2013 by seeking more sales related opportunities from its commercial partnerships.

NZRB's objectives for its PremierLeaguePass.com sponsorship were informing customers about odds, creating social games and challenging fans' knowledge of the sport they are passionate about.



## Evidence

As New Zealand's only outlet for sports betting, it is more logical for the NZRB to inspire an interest in sporting contests. Challenging the supporters' opinion on the likely outcome, and therefore their likelihood of placing a bet, makes more sense than a branding exercise simply highlighting that the betting brand exists, especially as there's no market share war for them to win in New Zealand.

Instead, growing or stimulating the market is a more fruitful objective, especially in the growth sports betting markets beyond the traditional horse racing.



## Relevance

Sports rights holders would be wise to question whether a corporate partner requires branding and signage.

These type of benefits could be reserved for companies who are new to the market and require those branding opportunities e.g. Huawei or nib health insurance.

**BEAT THE  
BOOKIE  
FOR REAL**

**BET NOW** ▶

**TAB**

# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59



# If the corporate can see a direct financial return from their sponsor partnership, it makes the investment decision much more straight-forward

- Sales opportunities are one of the most compelling motives for sponsors, so providing direct access to a corporate's target audience is highly attractive.
- Sales initiatives are also likely to be easily measured which is beneficial for both parties.





# Holden are aiming to use its partnership with Collingwood FC to directly drive sales revenue via a specific Vehicle Sales employee

## Insight

Holden are now using their partnership with Collingwood Football Club (Australian Rules Football) to directly increase personal (non-fleet or corporate) vehicle sales revenue.

Campaign was still running at time of writing, so no specific results yet.



## Approach

Holden sponsors the Collingwood FC head coach and assistant coaches. Holden is also the exclusive motor vehicle partner of the Football Club.

Holden Australia have now created a new role in their sponsorship team, a Vehicle Sales position. The primary purpose of this new position is to sell Holden cars to Collingwood members, thereby directly increasing sales revenue via the sponsorship relationship.







# NatWest RugbyForce allowed the bank to demonstrate its small business capabilities, and build up a database of qualified leads



## Challenge

Work with the RFU to build relationships within the local rugby community, establish trust and a reputation for providing good advice.

Leverage the sponsorship relationship in a way that facilitates a commercial return.



## Approach

The RFU and NatWest launched NatWest RugbyForce, a nationwide programme bringing together members, volunteers and local businesses for a weekend to help rugby clubs renovate their facilities.

Rugby clubs registering for NatWest RugbyForce received online toolkits and the chance to attend free project planning workshops.

The bank provided financial support to selected clubs and offered places on NatWest RugbyForce "Ahead for Business Workshops". Workshop sessions offered guidance on management, leadership, business planning and financial management.

## Result

Over 400 clubs across England took part in the DIY weekend in 2013.

NatWest were able to demonstrate their expertise within the small and medium sized business market.

Allowed NatWest to build up relationships within the local community.

Provided the bank with a database of qualified sales leads from those individuals who registered.



# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59



**Flexibility of contract term, or intensifying delivery of benefits during a focused time period, assists corporates in maximising the return from sales campaigns**

- Most corporates have a specific season or key sales period which they are keen to maximise.
- The traditional multi-year sponsorship agreement does not offer the flexibility or focused approach to align with a corporate's heightened sales aspirations for a particular period.





# Holden's "Sale of Origin" is a short-term tactical campaign centred around the State of Origin rugby league series

## Challenge

Utilise the naming rights sponsorship of the 2014 Holden State of Origin series to increase sales revenue for the automotive brand.

Engage State of Origin fans and communicate the special end of financial year offers.

The rugby league State of Origin series coincides with Holden's end of financial year – an important sales period for the automotive company.



## Approach

Holden has used its association with the famous rugby league series to leverage its end of financial year sale, the "Sale of Origin" at dealerships across Queensland.

The short-term tactical campaign "Road to Origin" offers customers promotional deals throughout the month of June, the opportunity to meet famous players from past State of Origin series and a chance to win team jerseys or highly sought-after tickets to one of the Origin clashes.

The sale coincides with State of Origin, a three-part series played in May, June and July

## Result

Tactical campaign supported by both Holden head office and its local dealer network centred around one of Holden's key sales periods.

Encouraged rugby league fans to visit their local Holden dealer, and create a relationship around rugby league and a competition that fans are highly engaged with.

Campaign was still running at time of writing.







# Cadbury became the official snacking partner of the Socceroos in a short-term three month sponsorship deal

## Challenge

Sell more product during a key sales period by maximising the benefit of a sponsorship relationship around a particular high profile event, without having to commit to a longer-term partnership.



## Approach

Cadbury-owner, Mondelez, entered into a short-term sponsorship relationship with the Australian national football team, the Socceroos, as the official snacking partner of the team.

The sponsorship deal is for three months, covering the lead up to, the duration and the wind down of the 2014 FIFA World Cup tournament in Brazil.

The partnership has been activated in stores throughout May and June to give the Cadbury brand a point of differentiation against its competitors.

## Insight

By entering into a tactical sponsorship with the Socceroos around the FIFA World Cup, Cadbury was able to maximise their promotional activity and share-of-voice within stores via a short-term relationship.

Campaign was still running at time of writing.



# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59



## To ensure a direct relationship with its customers, or align many partnerships with a common goal, some corporates create their own programmes

- Where a corporate has multiple sponsorships, each delivering against the same primary sales or marketing objective, then it is logical to create an “umbrella campaign” or sub-brand that covers all their partnerships (e.g. State Insurance’s “With you in the water”) to provide consistency across the partnerships or throughout the year.
- These corporate-owned programmes also deliver greater control and ownership of a direct customer relationship, rather than relying on the rights holders to deliver the activity in the corporate’s desired environment and on-brand.
- In this scenario, the corporate seeks rights and benefits from the rights holder in order to populate its proprietary programme.





# O2's Priority Sports app provides exclusive sports content and opportunities to the brand's customer base

## Challenge

Find a way to engage customers on the back of a great summer of UK sport.

Continue to reward customers with exclusive priority deals.



## Approach

O2 partnered with Nike to provide free and exclusive Priority Sports content to its 22 million customer base.

Every week, O2 customers can watch a new sports episode via the app, that includes training advice, interviews, fitness and nutrition tips from top sports stars.

The app offers a series of exclusive opportunities, such as training with elite athletes like athletics' Paula Radcliffe and footballer Rio Ferdinand, and provides access to limited edition products.

## Result

On the back of O2's Priority Moments' success, the telecommunications company expanded the breadth of its rewards platform to create a virtual sports club within an app.

Gave O2 the ability to offer exclusive content and exclusive opportunities to its customers.







# Foxtel's All Star Academies brought hand-picked elite sporting names to a corporate owned grassroots programme



## Challenge

Use Foxtel's association with grassroots and elite football and netball to create deeper brand engagement between Foxtel and fans, participants and their families.

Create a Foxtel-owned property that can be used going forward across other sports.



## Approach

Foxtel's All Star Academies were designed to bring the excitement of elite sport to a grassroots level throughout Australia.

Academies aim to teach participating children fundamental sports skills through training sessions with world-class athletes.

Five free one-day academies run by Australian netballer, Liz Ellis, and ten free two-day academies run by footballer, Tim Cahill.

Broadcast integration helps the reach and exposure of the Academies.

## Result

Created a successful grassroots programme format that can be rolled out across other sports codes.

14% sponsorship recall of the Academies amongst the Australian total population.

Campaign was still running at time of writing.





# Danone have positioned themselves as supporters of global grassroots football with the Danone Nations Cup

## Challenge

Since 1998, in partnership with various national sports federations, Danone has been managing the Danone Nations Cup, a global football competition for 10-12 year olds active in 32 countries.

## Approach

Teams of junior players are encouraged to participate in a series of local, regional and then national Danone Nations Cup competitions before the winners fly to a World Final in London, Rio, Madrid, Johannesburg, Paris or similar iconic football city.

Danone's subsidiaries each partner with their national football federation to create and manage the events.

18 brand ambassadors, including football idol Zinedine Zidane, are recruited to support the programme.

## Result

- 2.5 million children have participated to date
- Over 34,000 schools
- Over 11,000 clubs





# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# Many corporates are now choosing to focus on their customers by positioning the sports supporter or participant as the hero in their sponsorship messaging

- Some sponsorships were regarded as interrupting the relationship between the fan and their favourite passion. For example, sport becomes the media channel, and LED perimeter signage, multiple logos on uniforms, or in-game broadcast advertising is the distraction tool.
- Often the fan or participant themselves were seen as simply the audience and the sponsorship became a 'chest-beating exercise' as the corporate did everything it could to reinforce the message that it was a sponsor of the team or event.
- Now many corporates are choosing to develop their customer relationships by demonstrating an understanding or empathy for customers, by illustrating that they “get-it” when it comes to being a fan, spectator or participant.







# Barclays' "Thank You" campaign focuses on the fans, and their unwavering support for their football teams and the sport

## Challenge

As naming rights partner of the English Premier League globally, Barclays wanted to recognise and celebrate the support of football fans.



Thank You



## Approach

Barclays' "Thank You" campaign shifted the focus onto the fans, with emotionally engaging video content that celebrates the unwavering support of football fans through both the wins and the losses.

The films revolve around real, authentic supporters of some of the twenty Barclays Premier League teams, rather than using actors or players.

The campaign was also supported by a #YouAreFootball hashtag campaign on social media platforms, where fans could share their own experiences. Fans could also post self-created supporter content in order to receive rewards from the Bank, such as match tickets and access to players.

## Result

Barclays put real fans at the heart of their EPL campaign to create a more engaging story around their sponsorship relationship.

The original 90 second film has been viewed nearly 1.5m times on YouTube, and the international version over 3m times.

On the final day of the EPL season there were over a million tweets alone using the #YouAreFootball hashtag.



<http://goo.gl/oy1oh6>  
<http://goo.gl/bccfBM>



# Giant Bikes' Real Riders campaign sought to celebrate the true proponents of cycling by sponsoring everyday riders

## Insight

Instead of focusing on the professional athletes, Giant Bikes wanted to celebrate the everyday cyclists and make a connection with the grass-roots of the sport.



## Approach

To celebrate cyclists who ride for health, for the planet or for the pure love of the sport, Giant Bikes launched its *Real Riders* campaign.

The campaign offered 30 sponsorships to everyday cyclists, inviting all riders across Australia, regardless of their age, ability or riding style to apply.

The TVC promoting the campaign aired online, and via the SBS TV channel during the sports pinnacle event, the Tour De France.

30 people were chosen to become the face of the brand, receiving sponsorship packages that included a contract, a new bicycle and cycling gear.

Following on from the campaign, Giant have created an online community for "real riders" to get more from their sport. The site facilitates finding like-minded cyclists, sharing advice, support for fitness goals & competitions.

## Relevance

Sports could consider highlighting to corporate sponsors the compelling stories at the grass-roots of their sport as well as their high-performance athletes and events.



<http://goo.gl/IAm62X>



# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# The creation of a tailored event allows a corporate to connect with a highly engaged group in a meaningful way and build stronger relationships

- In support of the trend towards personalised marketing and individual communication, some corporates prefer to use events as a vehicle to build or enhance their relationships with customers, versus more generic, above-the-line, mass messaging using broadcast media.







# Nike's "She Runs the Night" brought women together to share their passion for running and create a unique consumer experience

## Challenge

Nike wanted to bring the women of Australia together to share their passion for running and sport, by creating a unique and engaging running event.

The sports apparel brand also wanted an opportunity to create a database of engaged runners.



## Approach

Nike Australia hosted the country's first ever female night race, "She Runs The Night." The 13km race took place in the picturesque grounds of Centennial Park in Sydney, and included well known local personalities TV presenter Ruby Rose and Olympic medallist Sonia O'Sullivan.

Participants were asked 'why they run the night?', and these motivations were projected throughout the park, accompanied by live DJ stations and fireworks.

An after-party with live music, massages, giveaways, demos and a photo booth allowed runners to celebrate together after the race.

## Result

The event created an opportunity for the brand to collect data on the 3,200 women who registered for the race in Sydney.

The race was part of Nike's wider Women's Race Series, which took place across 15 cities around the world, involving over 50,000 women.





# AMI Insurance favoured creating an event in order to enhance customer relationships and gather data for future sales leads

## Challenge

New Zealand insurance firm AMI heralds its personal face-to-face approach as a key benefit over its competitors, promoting its branch network versus the impersonal call-centres.

Similarly with its sponsorships, AMI prefers to create opportunities to engage directly with customers and enhance their relationship.

## Approach

AMI Insurance is the naming partner of both the Auckland and North Harbour Netball centres, with thousands of netball participants and their families using the facilities each week during the season.

In order to enhance their reputation with existing customers and also collect potential customer information, AMI initiated two community netball days at the centres. Players from the Northern Mystics netball franchise were invited along to sign autographs and have themed “how do you measure up” photos taken with the young netballers and their families.

## Result

Existing customers were rewarded for their attendance with thank you netball packs and over 1,100 themed photos with the players were emailed to event participants and posted to their Facebook pages.

843 people provided their contact details and granted AMI permission to contact them about their home contents insurance cover.



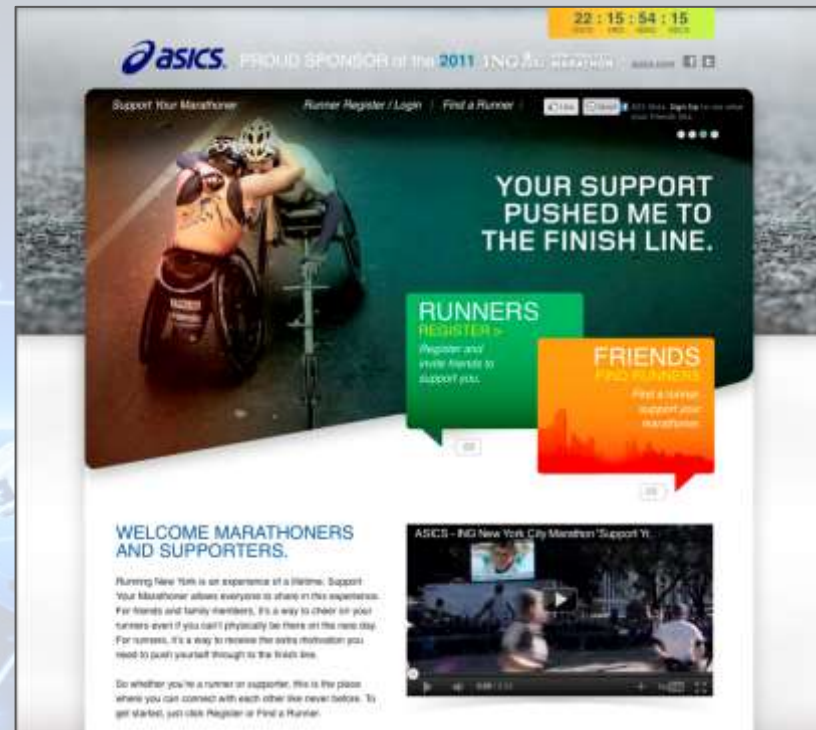


# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# Understanding how to enhance or improve an event for participants or attendees demonstrates corporate empathy and creates a branded experience

- The opportunity to provide a positive brand experience for a sports participant or spectator can be far more powerful and long-lasting than simply seeing a corporate message on a TV screen.
- A simple message of encouragement; facilitating a connection with others for support; providing helpful information and equipment; or adding excitement to an event enhances the experience.







# Bupa Troopas enhance participants' experiences at Bupa sponsored events by providing support and entertainment

## Challenge

Combat the fact that there is little or no emotional connection between consumers and health insurance brands resulting in minimal engagement and less brand loyalty.



## Approach

Bupa created the “Bupa Troopas” their sponsorship activation team who are there to provide personal support when participants need it most, whether it be before, during or after a Bupa sponsored sports event.

The primary aim of Bupa Troopas is to assist in making healthy experiences more enjoyable for participants.

Bupa Troopas will help participants train for events, get them to the start and keep them going throughout.

They'll entertain participants, cheer people across the line, take celebratory photos and even offer massages at the finish.

## Result

Bupa Troopas put a face to the health insurance brand, creating an emotional and personal connection with participants.

Bupa Troopers demonstrate how Bupa will provide first hand support to help people become healthier and happier.





## Tui added to the excitement of cricket matches by offering the opportunity to win an instant \$100,000 in cash

### Challenge

Tui wanted to leverage its association with the New Zealand Cricket team, the Black Caps, in a way that generated conversations, interest and engagement at and beyond the games.



### Approach

Tui's "Catch a Million" campaign saw the brand put up a potential \$1,000,000 over an initial 10 cricket games. Any fan who managed to pull off a one-handed catch of a ball hit into the crowd, whilst wearing a Tui t-shirt, would win an instant \$100,000 in cash.

The success of one successful catcher went viral, with media coverage reaching around the world and even to countries where cricket is not a popular sport.

TV coverage of crowds trying to catch the ball has seen numerous replays, with commentators discussing fans catching techniques.

### Result

Seas of orange Tui shirts were seen in the crowds following the first successful catch, demonstrating the high levels of engagement of fans with the campaign.

The brand achieved high recognition and engagement both nationally and internationally.





## The in-stadia experience will reach new heights

- The in-stadia experience reaches new heights as barriers to internet connectivity are removed.
- Enabling connectivity among a live audience opens up a big opportunity for fans, brands, venues and rights holders.
- For brands, these additional connection points in-stadia create new and increased opportunity for activation.
- Brands can enhance the live experience through exclusive live video and data feeds, in-seat merchandise purchasing platforms, food and drink ordering and betting functions.





# Barclays Center, in Brooklyn, unveiled a new smartphone app and sets a new standard in in-stadia experience



## Challenge

Heighten the in-stadia fan experience of the Barclays Center through new digital capabilities.



## Approach

Create a Barclays Center app that extends the in-stadia experience for attendees through the palm of their hand, from their seat.

The app offers fans access to live, in-game video, official TV feeds, a replay rewind feature and the chance to choose from four different camera angles.

The App also allows users to order food to their seat, message the scoreboard and interact with other users.

## Results

“The Barclays Center App heightens the fan experience” - The New York Times.

Leveraged Barclays Center reputation to be “one of the most technologically advanced arenas in the world.”





# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

## Experiential goes digital

- Experiential marketing is expanding its touch points from at-event activation into the digital realm.
- Content created around a small event now has the potential to reach millions as it's shared, liked, tweeted and retweeted via social networks.
- Corporates are moving towards creating more intimate bespoke activations that can generate high quality social media content and better return on investment.
- Where content isn't compelling enough to share, corporates are providing a reason to interact through social media incentives.
- The social factor is likely to become more of a key consideration for corporates in their experiential planning.





# “Mobilizing the 12<sup>th</sup> Man” provided football fans with a digital platform from which they could engage with their team

## Challenge

Tensions remained in Tunisia two years after the anti-government Arab Spring demonstrations, with the government placing a restriction on public gatherings.

The restrictions included a ban on fans attending all Professional Football League games.

With the most important game of the season approaching, Tunisian Team, C. S Hammam-Lif needed the support of their fans to overcome a rival team.



## Approach

The campaign, “Mobilizing the 12<sup>th</sup> Man”, allowed fans to still cheer on their team without being at the stadium via a smartphone app.

The app connected every fan to 40 giant speakers inside the stadium. Fans could watch the game live at home on television, and tap on sound icons (cheer, clap, drum, sing) to instantly create powerful support within the stadium.

The greater the number of fans pressing on the icons, the louder the sound was in the stadium.

## Result

Mobilizing the 12<sup>th</sup> Man overcame governmental restrictions, providing a digital platform that allowed fans to still engage with the game and with their team.

93,100 fans cheered on their team, leading the team to a 1-0 victory.





# Red Bull's "Project X" relied on digital media to showcase emotionally charged and engaging content to their audiences

## Challenge

Red Bull-sponsored snowboarder, Shaun White, wanted to work on new tricks, but lacked the perfect place, with the perfect conditions, to practice.



## Approach

"Project X" saw Red Bull construct a revolutionary half-pipe over a two month period, which included 190,000m<sup>3</sup> of snow for the famous snowboarder.

In addition, 7,200 foam blocks and 3,600 kilograms of welded steel were used to create the first on-mountain snowboarding foam pit to allow White to practice his tricks.

Content from the Project X sessions were made available online for snow sports fans to watch.

## Result

Red Bull created a completely private training ground for Shaun White - given the solitude of the destination, the brand had to rely on digital media to showcase the project. White's full run attracted over ten million views on YouTube, whilst Red Bull alone attracted a massive 40 million likes on Facebook.

Project X demonstrated how Red Bull is changing the face of sponsorship when it comes to investing marketing dollars – instead of relying on signage and presenting sponsorships, the brand is owning and creating sports properties.



# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# Compelling content goes beyond the realm of sponsorship and can be utilised across a range of complimentary marketing mediums

- Public passion for sport means that any content relating to that sport is likely to be engaging for fans and therefore attract a target audience to consume that content. Corporates' appetite for content continues to grow as they realise they can tell their own branded story at the same time as entertaining their target audience with content relating to their passion.
- What's the story? Compelling content goes beyond the marketing pillar of sponsorship and into broader communications mediums; TV advertising, consumer promotions, digital and social marketing etc. Also encouraging the target audience to create that content, goes a step further and ensures high engagement with the corporate brand.







## Coke's series of documentary style films provided the brand with compelling content that could be used beyond the World Cup



### Challenge

Amplify Coca-Cola's relationship with the FIFA globally and specifically the World Cup through the creation of authentic and enduring content.

Strengthen Coke's inclusive campaign message of "Everyone's Invited".

### Approach

Coke's campaign, "Everyone's Invited" amplified the brand's sponsorship of the 2014 FIFA World Cup by creating a series of 21 documentary-style films that highlighted the power of football.

The centrepiece film, "One World, One Game" tells the unscripted accounts of four amateur football teams from disadvantaged communities around the world, who overcame exceptional challenges to unite their communities.

Coca-Cola surprised the teams by flying them to Rio to observe the 2014 tournament preparations and to carry the national flags onto the pitch prior to the Germany v Portugal match.

### Result

Coca-Cola were able to create a series of engaging films that can be used by the brand to continue to tell a story beyond the duration of the World Cup.

Coke's two campaign introduction films have received over 3.3million views in the first three months.





# Toyota engaged fans through its “My Legendary Moments” competition by encouraging consumer-led content

## Challenge

Toyota wanted to generate fun and excitement around its long running sponsorship of the AFL, and create user generated content (UGC) which would engage supporters of all AFL teams and could be used beyond the parameters of the season.

## Approach

Toyota’s “Legendary Moments” campaign has been running since 2004, and aims to relive favourite moments in AFL history.

In 2013, the car brand ran a twelve week competition, “My Legendary Moments” (MLM) challenging fans to recreate and submit videos of their own legendary AFL moments. Weekly prizes were awarded as well as an opportunity to go to the grand final.

1500 ‘home-made’ videos were submitted online, with the best stories then being amplified via Toyota’s TV broadcast partnership, the automotive’s website and a range of social media channels.

## Result

Toyota engaged fans in a positive and fun way.

Consumer-created content that can be used for future campaigns.

- 21% national awareness of the campaign.
- 65% of those aware liked the campaign.
- 42% of those aware, felt more positive about the Toyota brand afterwards.
- Almost 90,000 visitors to the campaign microsite.





# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# MOBILE MOMENTS



## Mobile experiences can be viewed and shared anytime, anywhere

- Smartphone ownership continues to grow and mobile internet usage is overtaking desktop use.
- Consumers are utilising spare time (waiting in line, riding the bus) to use their phone. There are a number of small windows of opportunities for brands to engage and connect with their audience.
- Mobile users' app-habits reveal that while users spend nearly one hour on their devices a day, the average app session lasted just over a minute.
- The best brands are creating compelling bite size bits of content which can be shared anywhere at anytime, or mobile applications that enhance the sporting participant's experience.





# @RaboScore engaged rugby union fans digitally, incentivised consumer-led content and encouraged stadium attendance



## Challenge

Use a digital campaign to maximise awareness of RaboDirect's sponsorship of, and activity around, the RaboDirect Pro12 (formerly the Celtic League.)

Create an ongoing relationship with rugby fans that includes regular engagement with the brand.

## Approach

RaboDirect encouraged fans to promote the rugby tournament via Twitter (@RaboScore). The bank tracked Twitter activity, capturing all fan tweets about the competition and awarding points for content (a RaboScore).

Tweets featuring photos, hashtags and retweets were awarded higher points.

To encourage match attendance, higher points were awarded for tweets made at the stadium during games.

The main motivation to compete was to demonstrate team support and score more points than friends, plus the RaboScore winner also presented the man-of-the-match award at the final, and was made a guest journalist at the official tournament awards ceremony.

## Result

RaboDirect engaged fans digitally, increasing both brand awareness and consideration.

With 13 weeks still remaining of the Tournament, 82,440 fans had sent 400,000 tweets.





# SECOND SCREENS

# The second screen will continue to capture and engage audiences, and become even more of an integral part of live sports viewing

- 2013 saw consumers using multiple screens more than ever. 64% of New Zealanders now own a smartphone, and 26% own a tablet. Using a tablet or smartphone whilst watching TV is more common than not. Sports fanatics are 16% more likely to own a tablet than the average Kiwi.
- The 'second screen' complements the first screen (TV), and can enhance the TV viewing experience by enabling fans to go deeper into the sporting story.
- Second screen usage allows instant follow-up on a commercial or brand call to action and extends a message beyond the limit of a normal 30 second TV commercial . It provides brands with a powerful platform to drive real user engagement and a richer consumer experience.
- The real potential of the second screen is to not just offer up ancillary companion content, but to provide information that is necessary to understand the broader story or elements of the corporate's sponsorship programme – broader as well as deeper.







# Intel's "Football LIVE App" provides a second screen experience for football fans around the world during the 2014 FIFA World Cup



## Challenge

As technology has evolved, TV screens are only one of the mediums that sports fans use to watch matches, news and highlights.

For the FIFA World Cup 2014, Intel wanted to create an app that catered to football fans' viewing habits and allowed fans to engage with the tournament further.



## Approach

Intel created the "Football LIVE App", an app designed for Intel processor-powered tablets, that delivers accessible, live information to fans.

As well as access to news, videos and live sports scores, the app allows fans to pull up extra information via their second screen whilst simultaneously watching the game on TV. Fans will have access to video highlights, interviews, social media, team and player details and a newsfeed, all whilst still watching the game.

Via the app, fans can participate in polls and trivia questions, as well as upload photos of themselves supporting their team. An easy to navigate schedule and live game timeline of every goal makes it easy for fans to keep up to date.

## Result

Intel have enhanced football fans' experiences of watching live games by providing an app that complements, rather than interrupts, the fans' viewing experience.

Access to extra information, as well as the opportunity to interact with likeminded fans, all improves the overall viewing experience, increases levels of engagement, and directly delivers to Intel's slogan of "look inside".





# The Quicksilver Pro Tour's live interactive digital platform gave viewers the opportunity to directly influence competition content



## Challenge

Engage viewers and connect them with content on television screens via second screen devices, such as smartphones or tablets.



## Approach

Through working with 'iPowow', Quicksilver were able to introduce a live interactive audience platform, "Quicksilver Crowds Call" for viewers watching the Quicksilver Pro Tour across the globe.

Throughout the event, the audience were able to share their opinions on who they thought would win each heat via online polls.

Viewers were able to have a direct influence over the competition's content by creating a "SuperHeat" – a stand-out event, whereby participants were selected solely by the viewers.

## Result

Those viewing the competition's live coverage on TV, android or tablet were able to interact with the event and its participants digitally, thus increasing the interest and support for what is an otherwise small and niche sporting event.

Average viewer engagement among those watching the event, with the interactive software, was 40% and peak viewer engagement 96%.





# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59

# SOCIAL CRM





## Social CRM and big data will become more important than ever

- Social Customer Relationship Management (CRM) gives corporates the ability to tap into the social universe and access rich customer data. It allows corporates to analyse consumer behaviour, develop insights and craft tailored mass communications.
- Corporates can target a specific consumer based on demographics, providing a greater opportunity to connect with an audience in a meaningful and relevant way.
- As a result, social CRM is becoming an increasingly important element of corporates' direct marketing campaigns.





# Nike's "InterTwitter" Race combined the virtual world with the real one to determine exactly how many 'followers' a person had

## Challenge

Find a way to capture data from participants of the 10km Buenos Aires race, in an innovative and engaging manner that will encourage runners to provide personal information.

## Approach

For the 10km race in Buenos Aires, Argentina, Nike created a social media application which allowed runners to compare their times with those of their Twitter followers.

Once registered with the application, participants could then challenge and banter with their Twitter followers.

Runners could even challenge friends via customised videos, integrated with Google Earth to show their location.

The race times of all the runners were then posted online at the end of the race. Runners could compare their times with those of their Twitter followers and followees to determine their position in the real race on the road, and the virtual race of Twitter followers.

## Result

1,309 runners registered for the InterTwitter Race, creating a ready made database of engaged consumers for Nike.

163,515 video challenges were sent to their Twitter followers.

The Nike microsite received over 70,000 visits in three weeks. In addition, 3,000 tweets mentioned #InterTwitter.

NOMBRE Y APELLIDO	POSICION	TIEMPO REAL	TIEMPO VIRTUAL	TIEMPO DIFERENCIA
Jorge Morales	1	00:15:04	00:15:00	00:00:04
Diego Hernan Siles	2	00:15:09	00:15:10	00:00:10
Diego Andres Cerezo	3	00:15:09	00:15:00	00:00:00
Jorge Cabrera	4	00:15:07	00:15:00	00:00:00
Wladimir Basso Yulish	5	00:15:15	00:15:00	00:00:00
Matias Ruiz	6	00:15:15	00:15:00	00:00:00
Andres Zamora Diego	7	00:15:10	00:15:00	00:00:00
Matias A. Gonzalez	8	00:15:10	00:15:00	00:00:00







# BMW uses golf participant information to target its onsite messaging around specific and relevant vehicles

## Challenge

BMW wanted a deeper and more meaningful connection with golf, rather than just brand exposure. The automotive brand also wanted to be able to directly influence car sales.

## Approach

The BMW Online Golf Club aims to help improve golfers' games through access to performance reports, monthly prizes, driver experiences and unique competitions.

Registration is free and requires participants to fill in details around their current vehicle, including its make, model, year and the participant's estimated repurchase date.

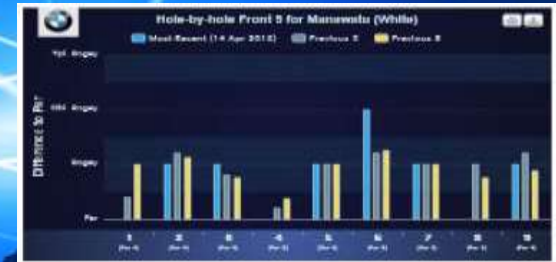
BMW uses this information to understand the vehicle preferences of golf participants, and therefore tailor its onsite messaging to that specific customer by offering information/deals on comparable BMW models.

## Result

BMW is able to target its messaging to be relevant to each individual consumer, thereby improving the experience for the customer, as well as increasing the likelihood of potential sales.

Within 4 months, the BMW Online Golf Club had 10,000 members.

The screenshot shows the 'REGISTER FOR BMW GOLF CLUB' form. It includes a thank you message, a 'MY GOLF DETAILS' section with fields for Member ID (KSPILG), Password, Email, and a 'Forgot your password?' link. Below is the 'CURRENT VEHICLE' section with dropdown menus for MAKE, MODEL, and YEAR, and a field for ESTIMATED REPURCHASE DATE (MM/YY). At the bottom, there is a checkbox for staying updated with BMW Golf Club news and a 'SIGN ME UP' button.



# Commercial partnerships insights report

1. Natural association	Page 2
2. Beyond simply branding	7
3. Commercial return	11
4. Shorter-term tactical partnerships	15
5. Corporate-owned programmes	19
6. Consumer-centric campaigns	24
7. Events create experiences	28
8. Enhancing the live experience	32
9. Events go digital	38
10. Compelling content goes beyond sponsorship	42
11. Mobile interaction – consumer content evolution	46
12. CRM – data collection and tailored communications	54
13. CSR – sponsorship for social change	59



# CAUSE ACTIVATION

# Corporates are integrating cause related activation into existing commercial partnerships to raise awareness of the charity or community activity

- The rise in successful CSR campaigns as recognised by industry awards in 2013 relates to more brands being purpose driven and backing movements for social change.
- The evolution in approach to cause campaigns has been most prevalent in the sponsorship environment.
- Corporates are being smart and leveraging existing partnerships to incorporate cause related campaigns that are relevant to the audience.
- The results are mutually beneficial. Awareness of, and advocacy for the cause increases, and significant good will is generated towards the brand.







# BNZ forfeited its front-of-jersey rights in favour of Plunket in order to increase awareness of the charity's annual appeal campaign

## Challenge

Increase awareness of Plunket's annual Appeal, despite a limited campaign budget.



## Approach

BNZ used its relationship with the five New Zealand Super Rugby franchises to increase awareness of the Plunket Appeal with its Plunket Appeal jersey swap initiative.

The bank sacrificed its front-of-jersey logo placement on the Super Rugby teams' jerseys to make way for Plunket's logo instead.

Players wore the special edition jerseys during two second round games of the tournament. Donations were also collected at the stadia by BNZ and Plunket staff.

Following the matches, the jerseys were auctioned on Trade Me, with all proceeds going towards the Plunket Appeal.

## Result

The gifting of a high profile commercial property from a sponsor to a charity was a New Zealand-first.

Increased awareness of Appeal among a different audience. The two matches attracted a total TV audience of 413,240 people and a further 34,713 fans attended the games.





# Brazilian Football club Vitoria promoted the importance of donating blood by removing the red colour from their shirts

## Challenge

Raise awareness of low levels of blood banks and promote blood donation throughout the state of Bahia, in eastern Brazil.



## Approach

Remove the red coloured bands from the Vitoria football jersey and when each donation benchmark is reached, a white band will be returned to red.

Partner with Hemoba Foundation (Blood Foundation) to execute “My Blood is Red and Black” campaign throughout the football season.



## Result

Blood donations across the state increased by 46%.

\$15,000 media investment returned \$8 million in PR value including 16 hours of television broadcast exposure.

1 billion page views to Vitoria's website.





# Contact us

## **Richard Howarth**

gemba New Zealand Ltd.  
Suite 3, Level 1,  
27 Gillies Ave  
Newmarket 1023  
Auckland

m: 021 903 100

t: 09 948 4179

e: [richard@thegembagroup.com](mailto:richard@thegembagroup.com)

w: [thegembagroup.com](http://thegembagroup.com)



Auckland



Melbourne



Shanghai



Sydney