Overview

This document provides a strategic and tactical framework for achieving the effective and efficient management of sponsorship to enable the RMLA's commercial objectives to be realised. It provides a framework for delivering the outcomes sought in RMLA's Conference Policy and Sponsorship Policy.

Background

The framework results from a half-day workshop held in Nelson on 30 April to review and discuss opportunities to grow the value and security of RMLA's sponsorship revenue to reduce the reliance of the organisation on membership fees. The workshop was initiated by RMLA's National Committee in response to concerns about a reduction in sponsorship income over the past two years with key conference sponsorships not being 'sold', together with a wider view that the current management of sponsorship by RMLA is not efficient or effective enough to compete in an increasingly sophisticated sponsorship market.

The workshop was attended by representatives from RMLA's National Committee (Martin Williams, Ian Fraser, Kate Barry-Piceno, James Gardner-Hopkins and Andrea Rickard), as well as Karol Helmink (RMLA Executive Officer) and Rachel Cook (Conference Innovators). Camille Astbury of CJA & Associates assisted the National Committee with workshop design, facilitation and drafting of the various workshop outputs including this document. Prior to the workshop, attendees completed prework which involved surveying current and past sponsors, reviewing historic sponsorship income and the current sponsorship proposition, consulting other industry organisations regarding their sponsorship, and reviewing a number of key questions designed to ensure a meaningful discussion on sponsorship within a very short workshop.

The prework analysis identified a number of weaknesses related to the current situation, including the;

- large number of small or one time sponsors (more than 77 organisations have sponsored RMLA over the past 10 years),
- small number of large, loyal sponsors (only four organisations have provided >$25,000 in total sponsorship over the past seven years),
- delegated responsibility for sponsorship sales to local conference committees resulting in a limited and constantly changing skill set and an ad hoc and slow delivery,
- limited visibility and poor benefits (relative to other industry conferences) for sponsors (this is of particular concern to the larger sponsors where investment is increasingly managed by marketing professionals and not partners),
- near invisibility of sponsorship opportunities and sponsors on RMLA's website and social media,
- current packages being restricted to conference related activities despite many other valuable opportunities existing,
- sponsor budgets being squeezed with a number of larger firms opting to invest in conference registration in preference to conference sponsorship,
- lack of awareness of sponsor satisfaction prior to the workshop, and
- insufficient resources (ie. time, tools, skills) to properly define, sell and manage sponsor activity.

The workshop generated robust discussion and debate on these areas of weakness, with unanimous agreement on the need for a more strategic approach to grow sponsorship income, increase sponsor satisfaction, increase the value proposition and increase sales. There was also strong alignment in views regarding the resourcing and tactics required to deliver these improved outcomes. These agreements form the basis of the strategic and tactical framework outlined in this document.

Purpose

This document provides a strategic and tactical approach to the management of sponsorship by RMLA to ensure it is effective and efficient in pursuit of its commercial sponsorship objectives. It includes objectives, KPIs, strategies, tactics and an action plan to guide the implementation and ongoing management of sponsorship.

For the purposes of this framework 'sponsorship' is defined as support provided financially or in kind for an organisation, person, event or activity in return for access to exploitable commercial benefits. When offering sponsorship opportunities it is vital that RMLA ensures that meaningful exploitable commercial benefits are available to the sponsor in return for their investment, otherwise the contribution is more appropriately considered as a 'donation'.

Objectives and KPIs

The following objectives and KPIs were agreed as appropriate to govern RMLA's approach to sponsorship management:

Objectives	KPIs
To increase the total income earned annually from sponsorship opportunities in a manner that is consistent with RMLA's Sponsorship Policy (principally clauses 1d and 1e).	$ value for each year *(eg. $100,000)* *(this can only be set once the total value of potential sponsorship opportunities has been determined)*
To increase the number of 'key' sponsors providing $10,000 or more annually.	Number of 'key' sponsors (eg. 5) % of 'key' sponsors retained (eg 100%)
To strengthen the relationships with all sponsors, and in particular key sponsors	Sponsor satisfaction rating *(measured annually for all sponsors and key sponsors)*

Adopting a broader range of objectives which target growth in 'key' sponsors and strengthened relationships will help ensure the long-term sustainability of RMLA's sponsorship programme and avoid a short-term focussed 'money-grab'. Satisfaction and retention objectives, particularly for key sponsors, will also reduce the vulnerability of RMLA on chasing a large pool of changing sponsors and ensure a strong focus on delivering meaningful benefits to deliver the necessary sponsor satisfaction.

KPIs should be determined annually to set stretch targets and enable performance to be meaningfully reviewed. Specific strategies, tactics and resources will be required to achieve these objectives (in particular around the definition and management of 'key' sponsors as distinct from 'sponsors').

Strategies and Tactics

The objectives noted above will be achieved by implementing the following strategies:

1. Increase the number of sponsorship opportunities available.

2. Increase the value of each sponsorship opportunity to ensure it provides a meaningful return for investment.

3. Increase the volume and efficiency of sponsorship sales.

4. Implement a comprehensive sponsor relationship management programme to retain key sponsors and lift satisfaction.

Collectively these strategies form the basis of RMLA's Sponsorship Strategy. In the following section, the tactics required to achieve these strategies are identified. In the final section of this document, the actions required to implement the Strategy are identified.

Strategy 1: Increase the number of sponsorship opportunities

There is a significant opportunity for RMLA to increase its annual sponsorship income by expanding the number of sponsorship opportunities available beyond those related to the conference. Following a robust discussion it was agreed that the only areas of RMLA activity that aren't appropriate to sponsor are political meetings, internally focussed national and regional meetings, as well the RMLA Directory, which as an advertorial publication wouldn't be appropriate to sponsor. This means a significant number of new opportunities related to the organisation itself, its special interest groups, awards and scholarships, thought leadership, events and communications could attract sponsorship. In addition to considering new opportunities, it was also agreed that 'in kind' sponsorship of events through the provision of venues and drinks/catering, which has not been recognised as sponsorship to date, should be recognised going forward.

While the expanded set of sponsorship opportunities represents a significant increase in potential income, it is important that the sale of these 'new' sponsorships does not cannibalise the existing conference sponsorship sales. To address this, an expanded pool of sponsors will need to be found and RMLA will need to perform better at selling the benefits of their sponsorship.

In addition it is vital that RMLA's sponsorships are regarded by sponsors as offering good value in return for benefits gained and are not seen as a money grab. Each sponsorship opportunity should be considered carefully alongside existing RMLA sponsorships and other industry sponsorships to ensure they are attractive to sponsors. Sponsorships should not be cluttered, offering exclusive opportunities for sponsors or where multiple sponsors are appropriate they should be non-competing. A range of sponsorship values and opportunities should also be provided enabling a diverse range of organisations to participate (ie. large to small, national to local). The term of sponsorships should also be carefully considered and where appropriate reflect multi-year terms, and first rights of renewal for existing sponsors, to provide certainty for sponsors and RMLA, reduce 'selling' costs and create urgency to take up sponsorships.

The full range of RMLA sponsorships that have been agreed are summarised in Appendix 1 with the key new opportunities listed below.

- Organisation sponsors. Up to three non-competing organisations could be sought as organisation sponsors for a multi-year term who receive 'badge branding' on core RMLA collateral (ie. letterhead, business cards, website, brochure and e-newsletter) and are invited to exclusive events. This should be promoted as the premium sponsorship opportunity and may also provide for first right of consideration to sponsor highly contested opportunities such as the Salmon Lecture.

- Special Interest Group (SIG) sponsors. Each SIG, including 'Young RMLA', could be sponsored by a single organisation with an interest in the focus of the group in return for 'badge branding' and speaking opportunities on all SIG communications and events. This would also be appropriate for a multi-year term.

- Award sponsors. Each award category could be sponsored by a single organisation in return for branding on all award communications (pre and post the event) as well as a presentation/photo opportunity at the awards dinner. These would also be appropriate for multi-year terms.

- Scholarship sponsor. A single sponsor could be sought for the RMLA scholarships for a multi-year term in return for branding on all scholarship communications as well as a presentation/photo opportunity at the ceremony to announce the scholarships. This sponsorship could appeal to Universities offering resource management focussed qualifications.

- Roadshow sponsors. Each roadshow could attract a mix of national and local sponsors with local sponsors covering the costs associated with hosting the event (ie venue, technology, refreshments) and a single national sponsor who has branding association with the roadshow content. To avoid potential competing and conflicting sponsors, any speaker organisation involved in delivering the roadshow thought leadership could be given the first right to take up the host sponsorship or roadshow sponsorship options. Care should also be taken to find non-competing sponsors for the local and national sponsorship.

- Salmon Lecture sponsor. A single sponsor could be sought for the Salmon Lecture for a multi-year term in return for branding on all event communications and the distribution of the 'lecture' itself (in print and video form) as well as a presentation/photo opportunity at the event. This highly prestigious sponsorship opportunity could possibly be restricted or offered first to the RMLA sponsors to recognise their special status.

- Journal sponsors. A single sponsor could be sought for each RMLA Journal edition with cover branding and advertorial provided on the inside back cover. It is important this sponsorship does not adversely affect the perceived or actual editorial independence of the editorial committee.

- Library sponsor. A single sponsor could be sought for term-based sponsorship of the RMLA Library. The term could be for a period of months and would essentially operate like online advertising but with RMLA capturing the income stream.

While a number of other RMLA communication channels (eg. website and e-newsletter) are potentially available for sponsorship, it was agreed these would be better providing 'badge branding' for RMLA Sponsors. Adding them as additional sponsorship opportunities runs the risk of cluttering the sponsorship space.

Strategy 2: Increase the value of each sponsorship opportunity

RMLA will undertake a number of actions to increase the value proposition associated with its sponsorship opportunities as noted below. The review of existing sponsorships completed as part of the prework, highlighted the limited and relatively passive nature of benefits offered with many of its sponsorships which could have contributed to the lack of sponsorship uptake and limited sponsor satisfaction achieved to date. The actions identified here are largely designed to achieve more meaningful visibility for the sponsors.

While each sponsorship opportunity identified in the previous table will need further careful consideration to identify the specific benefits package that reflects an appropriate return for investment, the following general approaches will be adopted across the sponsorship portfolio to enhance the value of RMLA sponsorships to enable more sponsors to be attracted and retained. In addition, the expectations of each key sponsor will be carefully understood to ensure their needs are understood and met.

- Provide speaking opportunities to sponsors to explain (briefly) why they are supporting the sponsorship. This is particularly important for thought leadership type opportunities where it is hard to achieve strong brand visibility (ie keynote, plenary, Salmon Lecture, awards, scholarships etc), as well as those with a significant value (ie $10k) such as the dinner functions. Those items with constant, significant brand exposure (ie. name tags, satchel etc) wouldn't require this. Careful briefing for sponsors is required to ensure they do not inappropriately monopolise this speaking slot, but in general this is very wisely self-managed by sponsors to ensure their contribution is positively received.

- Provide more visibility to sponsors before, during and post events through proactive use of social media and other channels. This could include referencing sponsors in all advance notices, posting photos and updates during events (ideally using good quality event photographs showing the sponsor and their brand) and thanking sponsors/speakers at and following events across all channels.

- Record and share thought leadership presentations and produce Webinars (ie Salmon Lecture, Roadshows etc) to enable sponsor logos to be embedded and shared via social media with members and the wider community. Ensure sponsors have a photo with keynote speakers, which is made available to them for their internal/external use as well as promoted through other social media channels. This provides great exposure for the speaker, RMLA and the sponsor.

- Ensure every opportunity for badge branding of sponsor logos is taken up on printed and digital material.

- Allow the RMLA logo to be used on specified sponsor materials and communication channels to promote their sponsorship. In addition to providing a meaningful benefit for sponsors this also helps market RMLA.

- Investigate offering trade stands at conference so sponsors can share their stories with attendees in a more engaging manner. This provides far more value than a satchel insert and is starting to prove popular again at conferences.

- Ensure sponsorship opportunities are not too cluttered by offering single event/activity sponsorships where possible. Where multiple sponsors are available (ie. RMLA Sponsors) ensure sponsors are non-competing and from unique sectors.

- Invite key sponsors to exclusive RMLA events providing high-level networking and thought leadership opportunities (eg. Salmon Lecture VIP seating, VIP table at the Conference Friday Night Dinner, Christmas Party invite etc)

- Develop a comprehensive sponsors page on the website which lists the sponsorship opportunities, promotes the benefits of sponsorship and recognises existing and past sponsors. This should include engaging photos showing sponsors as well as sponsor testimonials.

- Provide certainty for existing and key sponsors by providing multi-year terms for some opportunities and first right of renewal for existing sponsors.

- Strengthen the RMLA brand and significantly enhance the frequency and quality of its communications across all channels to attract and engage members and event attendees and sponsors (more members and more attendees at events will attract more sponsors in return).

Strategy 3: Increase the volume and efficiency of sponsorship sales

RMLA will undertake a number of actions to lift the volume and efficiency of its sponsorship sales as shown below. These actions should address the variable sales success that has been achieved to date by developing a larger pool of national and local prospects, using a better suite of tools and tactics to 'sell', clarifying national versus local sales responsibilities and reducing RMLA's reliance on the skills and commitment of an ever changing group of local Conference Committee representatives. It should be noted that appointing a skilled, focussed national sponsorship (relationship) manager is one of the critical tactics required to increase sales success. While this tactic has been captured in Strategy 4 it is also directly relevant to delivering Strategy 3.

- Develop and target a wider pool of RMLA national sponsor prospects. These should be included on a sponsor database and invited to attend the Auckland launch event. This pool of prospects should include all the major and second tier law, planning, engineering, science, landscape architecture and urban design firms, in addition to past RMLA sponsors, Universities, CRIs, Government Departments, Iwi, energy companies and other major business suppliers.

- Hold a sponsorship launch event in Auckland to promote the expanded sponsorship portfolio that will be available from January 2016. The event should be held in November (and can double as an early Christmas Party) and should be designed to excite prospects and create urgency to sign up as packages will be sold on a first come, first served basis from that evening. Existing 'key' sponsors should be advised about the event and opportunities in advance so they can come prepared to sign up on the night if interested. Ensure proactive follow up to thank attendees, and implement 1:1 follow up with strong prospects.

- Develop compelling sponsorship pitch materials including printed and digital tools which present the opportunities and the benefits in an engaging manner. These materials will be 'used' at the national launch function and then updated and made available online, used in DM campaigns and sales meetings. They will require strong imagery, writing and design and should include existing sponsor testimonials. A compelling invite should be developed for the launch event. Quality photos should be disseminated before, during and following the event promoting the opportunity, uptake to date and remaining opportunities. Visitors should be directed to a comprehensive website page for up-to-date sponsor information (see below).

- Hold sponsorship launch events in advance of each conference in the host location to create excitement around the conference and enable a strong, simultaneous pitch from a National Committee

Representative to be delivered to a wide pool of local sponsor prospects. Such an event will help create excitement and urgency for sponsors – ideally with many signing up at the event. It also overcomes the problem of unskilled local 'partners/practitioners' trying to sell benefits they are not fully aware of. While the pitch is delivered from a National Committee representative/s, follow up will be undertaken by the Local Committee using the prepared pitch materials. These launch events should be held earlier in the year to ensure budgets are not already committed. Existing conference sponsors will be given the first right of renewal for the conference sponsorships prior to this 'local' launch event.

- Develop and target a wider pool of local sponsor prospects for each Conference. Each year new sponsor prospects should be identified and invited to sponsor the conference. The prospect pool should include local organisations from RMLA's core sectors, as well as relevant local organisations with an interest in resource management issues or more specifically the conference theme. This should include resource users (ie energy companies etc), CRIs, Iwi, Councils etc. The local committee should identify these prospects so they can be invited to the launch event and followed up appropriately. Clear distinction of national and local responsibilities should be made regarding identifying and seeking local sponsors to ensure this dual approach works efficiently and effectively.

- Develop a comprehensive sponsors page on the website which lists the available (and sold) sponsorship opportunities, strongly promotes the benefits of sponsorship (including key statistics quantifying the 'reach' of RMLA as well as including existing sponsor testimonials), recognises existing and past sponsors and provides the contact number of the sponsorship (relationships) manager. The page should be constantly updated to ensure only available opportunities are shown. Expressions of interest from new parties for reserving 'sold' sponsorship packages should be accommodated.

- Engage in proactive use of social media to promote sponsor opportunities, sponsored events and sponsor satisfaction. RMLA sponsor stories are all but invisible on social media and other communications channels and this should be urgently rectified.

- Reduce the costs of 'finding sponsors' by offering some packages as multi-year terms (ie Awards) or providing existing sponsors with the first right of renewal on their sponsorship packages. By locking in sponsors for future years the number of sponsorship opportunities to be managed and costs associated with servicing these reduce significantly. In addition, with appropriate care it should be easier to achieve strong satisfaction with existing sponsors, rather than a constantly changing pool of new sponsors.

Strategy 4: Implement a comprehensive and effective sponsor relationship management programme to retain key sponsors and lift satisfaction.

The absence of a sponsorship management programme, together with the delegated and dispersed responsibilities for seeking sponsorship, has contributed to an environment where sponsors receive relatively little attention beyond the immediate event they are sponsoring. A lack of resources nationally available to manage sponsor information or relationships exacerbates this problem. In an increasingly competitive environment where it is proving more challenging to attract and retain sponsors, it will be imperative that RMLA finds additional resource in the form of a skilled practitioner and associated tools and business processes, if it wants to successfully and sustainably grow its sponsorship income. While it is important that a skilled national resource is secured, it is also important that the cost of this role does not exceed the value of additional sponsorship income earned. To address this, it is recommended that a Communications Manager role be combined with a Sponsorship / Relationships Manager role. This provides a cost effective solution as well as addressing a parallel and critical resource gap. There is considerable overlap in the skill set required for these two roles and it is likely that strengthened communications performance will pay dividends in attracting sponsorship.

The following key activities will be implemented to deliver a comprehensive and effective sponsorship management programme designed to retain key sponsors and lift satisfaction rates.

- Increase sponsorship resourcing by appointing an experienced and passionate double-hatted Communications & Relationships Manager to develop, implement and manage RMLA's enhanced

sponsorship programme. To ensure a strong focus on the long term strengthening of sponsor relationships, as well as the primary focus of the role being on communications, it is suggested that the position be called 'Communication and Relationships Manager' with the purpose of the role clearly emphasising the dual focus on communications and sponsorship sales growth and retention. Careful consideration should be given to the sizing, scoping, location, reporting lines and budget for the role to ensure it is attractive to candidates and appropriate to RMLA's needs.

- Increase sponsorship oversight by the National Committee by appointing sponsorship representatives from the National Committee to take overall responsibility for sponsorship programme success.

- Develop and manage an annual sponsorship plan identifying agreed KPIs and activities required to achieve these. Report regularly to the National Committee on sponsorship income and completed/planned actions, together with a more substantive annual paper reviewing overall performance against the plan and identifying recommendations for further improvements.

- Develop a sponsorship management framework that includes sponsor tiers and a strong focus on 'key sponsors' to ensure they are proactively managed and retained. Key sponsors will receive planned, proactive sponsor management including exclusive invites to key events and regular contact with a National Committee representative, where as 'sponsors' and other categories will benefit from professional delivery of the contracted sponsorship package or pitching of sponsorship without additional benefits. This tiered approach would involve identifying 'organisations' as one of the following
  - o 'Key sponsor' (those who provide $10,000 or more on an annual basis)
  - o 'Sponsor' (all those who sponsored in the previous or current financial year who don't fall into the 'key' bracket).
  - o 'Prospective sponsor' (those who are being targeted for national or local conference sponsorship but haven't yet sponsored)
  - o 'Lapsed sponsor' (those who have previously sponsored RMLA but haven't for two or more years).

- Implement and maintain a sponsor database (as part of a wider RMLA member database) recording the primary sponsor contact details for all 'sponsor' organisations, together with the details of their sponsorships, their sponsorship status (ie. Key Sponsor, Sponsor, Prospective Sponsor, Lapsed Sponsor), sponsorship preferences/needs, benefits delivered, sponsor satisfaction, sponsor testimonials, sponsor photos/logos and planned relationship management activities and responsibilities. This database needs to be populated with the existing, prospective and lapsed sponsors identified in Strategy 3.

- Develop and implement a sponsorship management plan for all Key Sponsors which ensures their expectations and needs are identified. Each plan should have a key relationship manager identified and a series of actions required to strengthen the relationship. The plans should be reviewed regularly to ensure progress and annually with the sponsor contact as part of sponsor satisfaction review.

- Review sponsorship satisfaction annually using online tools to ensure expectations are being met and enable areas of concern to be identified and addressed. Satisfaction reviews should be completed in a time-relevant manner – for example conference or event specific sponsorship should be completed soon after each event, whereas annual sponsorships would be reviewed annually. Surveys should be undertaken in such a way that individual as well as trend data can be identified. Surveys should always be followed up with thank you letters sharing the top line survey results with invitees.

- Communicate regularly with all sponsors by including them in other member mailings.

- Network regularly with all sponsors and targets by inviting them to local RMLA events.

- Confirm and approve an appropriate sponsorship budget enabling the development of required tools and resources including the database (although this should be addressed to better manage RMLA member requirements), online survey, presentations, brochures and launch event costs (although sponsorship can be sought for these events).

Implementation and Management of Sponsorship Programme

The following actions are required to implement the strategies and tactics outlined earlier. The actions have been presented in two tables; with the actions in the first table being required to develop and implement the new sponsorship management programme. While the scope of these tasks is considerable it should be noted that they are a one-off and once completed the much smaller series of actions identified in the second table represents the ongoing work involved in managing the sponsorship programme. While the actions are identified below, the specifics related to when, who, cost and status are largely blank and should be identified by the RMLA once a decision is made about appointment of additional resources. These plans should function as live documents, being continuously updated to report progress. For ease of reference the four key strategies have been repeated below:

- Strategy 1 (S1) – Increase the number of sponsorship opportunities available at conference and beyond.
- Strategy 2 (S2) - Increase the value of each sponsorship opportunity to ensure it provides a meaningful return for investment.
- Strategy 3 (S3) - Increase the volume and efficiency of sponsorship sales.
- Strategy 4 (S4) - Implement a comprehensive sponsor relationship management programme to retain key sponsors and lift satisfaction.

Sponsorship Implementation Plan

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
S4. Increase sponsorship oversight	Appoint Sponsorship Representatives from National Committee to take responsibility for overall programme success.	National Committee	ASAP	Nil	
S4. Increase sponsorship resourcing. S4. Confirm and approve sponsorship budget.	Finalise and secure approval for the JD, size and scope, reporting lines, location and budget for a Communications & Relationship Manager.	National Committee Reps	ASAP	Salary, budget	
S4. Increase sponsorship resourcing.	Advertise, shortlist and recruit a Communications & Relationship Manager.	National Committee Reps	ASAP	Advertising, interview costs	
S4. Increase sponsorship resourcing.	Brief Communications & Relationship Manager on role, workshop, strategy etc and confirm targets for delivering key priorities.	National Committee Reps			
S4. Develop annual sponsorship plan.	Prepare Sponsorship Plan to achieve the objectives budget identifying KPIs and priority actions for implementing strategy.	Comms & Relationship Mgr (C&RM)			

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
S4. Develop framework for managing sponsors appropriately.	Develop sponsor management framework that includes a tiered approach to sponsors, definitions for key sponsor categories, relationship plan template and relationship management responsibilities for each 'category'.	C&RM			
S4. Develop sponsorship management plan for all key sponsors	Identify all existing 'Key Sponsors' that meet definition and develop relationship management plans for each including identifying/briefing relationship managers.	C&RM			
S2. Invite key sponsors to special events	Identify exclusive networking and thought leadership opportunities appropriate for inviting key sponsors to.	C&RM			
S4. Implement a sponsor database.	Confirm functional requirements of a new member database that will enable effective contact management with members, sponsors and other RMLA stakeholders. Consult with similar organisations to finalise needs. Confirm appropriate budget.	Karol / C&RM			
S4. Implement a sponsor database.	Investigate, select and implement a new member database with basic relationship management capabilities. Implement sponsor fields and functionality at set up. Complete necessary user testing.	Karol / C&RM		Licence and implement costs	
S4. Implement a sponsor database.	Identify prospective sponsor organisations and primary contact for each and enter and maintain in database, along with all existing sponsorship contacts and history.	C&RM/Karol			
S1. Increase the number of sponsorship opportunities.	Carefully review all identified sponsorship opportunities against similar industry sponsorships (ie NZPI) and existing RMLA sponsorships to finalise the value and benefits that will be offered for each opportunity.	Karol / C&RM			
S2. Increase the value of each sponsorship opportunity.	Assess all conference related sponsorship opportunities for 2015 and ensure appropriate (ie. in most cases enhanced) benefits are included for each.	Karol / Conference Innovators			
S2. Increase the value of each sponsorship opportunity.	Plan and implement improvements required to enhance conference sponsorship benefits where needed, including increased speaking opportunities, increased use of social media.	C&RM			

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
S2. Provide more visibility to sponsors through proactive use of social media.	Develop a social media plan for conference identifying opportunities for promoting sponsor brands and resource appropriately. This may require S&CM skillset, quality photographer, liaison with sponsors.	C&RM			
S2. Record and share thought leadership presentations.	Investigate technical requirements to record, edit and share thought leadership presentations from conference and other key events which include sponsor branding.	C&RM			
S2. Investigate trade stands for sponsors.	Investigate and provide for trade stands for sponsors and develop appropriate plans to promote these.	Conference Innovators			
S3. Develop compelling sponsorship pitch materials.	Update conference prospectus as necessary and any related communications and presentations. Investigate options for local conference launch event including venue, invites speakers, logistics, targets for attracting local sponsors. Seek 'in kind' sponsorship for the event.	Karol / Conference Innovators			
S3. Hold sponsorship launch events before each conference.	Plan and deliver local launch event for 2015 conference to attract local sponsors. Identify and brief/coach key speakers to ensure effective presentation.	National Committee Rep / Local Committee			
S3. Develop compelling sponsorship pitch materials.	Confirm the benefits associated with RMLA sponsorships, including quantifying the reach, obtaining testimonials from existing sponsors and sourcing engaging photos.	C&RM			
S3. Develop compelling sponsorship pitch materials.	Develop marketing materials to promote and sell full set of RMLA sponsorship opportunities, including website content, print and digital brochures, and launch presentation and invite.	C&RM			
S3. Develop comprehensive sponsors page on website	Develop comprehensive website content for promoting sponsorship opportunities, current and past sponsors and benefits of sponsorship. Provide a strong call to action and contact point to find out more.	C&RM			
S3. Hold a sponsorship launch event in Auckland to promote portfolio of	Investigate sponsorship launch function venue and sponsorship options. Organise a launch event that excites and engages potential sponsors and creates urgency for	C&RM	Nov		

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
RMLA sponsorship opportunities for 2016	investment. Provide for sale of sponsorship opportunities at the event. Advise Key Sponsors in advance so they are prepared to act quickly.				
S2. Strengthen the RMLA brand and enhance RMLA communications.	Prepare and engage in more frequent and productive communications to strengthen the brand perception, followers, likes etc members, Network regularly with all members and stakeholders	C&RM, incluiding support of Executive			
S4. Thank you letters and acknowledgements	Write to all prework sponsorship survey invitees thanking them for their participation and sharing the top line results and changes that will be implemented.	Karol	End May	Nil	
S4. Review sponsor satisfaction annually.	Design online satisfaction survey for existing sponsors and implement following conference, key sponsored events and annually for non-event based sponsorships. Thank sponsors for their support and share top line results and actions and follow up 1:1 where needed.	C&RM	October		
S2. Provide for sponsor certainty and longevity.	Confirm sponsors wanting to renew their conference sponsorship opportunities for 2016. Record in database and update website content and marketing material.	C&RM	October		

Sponsorship Ongoing Management Plan

The following actions are required for the ongoing management of RMLA's sponsorship programme. These will form the basis of the annual plan and performance reviews for the Sponsorship and Communications Manager.

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
S4. Prepare a Plan and Budget	Prepare, implement and manage performance against an Annual Sponsorship Plan and Budget which includes stretch KPIs for each objective noted in this Strategy.	C&RM			
S4. Report against a Plan and Budget	Monitor and report progress against the Annual Sponsorship Plan to the National Committee	C&RM			

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
	Representative (Monthly) and National Committee (Quarterly).				
S4. Maintain the sponsor database	Maintain the sponsor database to ensure the contact information is up-to-date and includes the sponsor status, income, survey results, testimonials, relationship plan, sponsor photos, logos and contact records.	C&RM			
S3. Maintain the sponsor prospects pool	Identify new national and local prospective sponsors and ensure these are added to the sponsor database.	C&RM			
S4. Manage sponsor relationship management plans	Prepare relationship management plans for Key Sponsors and oversee delivery of key commitments together with the nominated Relationship Manager.	C&RM			
S4. Manage the annual sponsor satisfaction surveys	Deliver the annual sponsor satisfaction reviews, share results with invitees, implement actions to address results and record in database. Obtain testimonials for use in sponsorship pitch materials.	C&RM			
S1. Maintain portfolio of RMLA sponsor opportunities	Review and develop the portfolio of RMLA sponsorship opportunities (including defining the benefits and value) to ensure these represent strong value to prospective sponsors.	C&RM			
S3. Manage and develop compelling and effective sponsor promotional materials and website content	Develop and manage compelling sponsorship promotional materials (in print and digital form) and website content, which reflect the opportunities and benefits of sponsorship. Ensure these are up to date, clearly visible and proactively promoted through social media.	C&RM			
S3. Plan and deliver an effective sponsor launch event before each conference	Work with the Local Conference Committee to plan and deliver an engaging conference launch event to attract and secure local conference sponsors.	C&RM			
S3. Oversee the selling and delivery of sponsorships	Lead the selling and delivery of all national sponsorships and support local sponsorship selling. Ensure key sponsor expectations are understood and delivered to achieve	C&RM			

Strategy & Tactics	Actions	Who	When	Cost	Status/Comment
	high levels of satisfaction. Work with Conference Innovators to deliver conference sponsorship commitments.				
S2. Proactively promote sponsors and sponsorships through social media and other communication channels	Develop proactive social media and communication programmes to actively share sponsor stories and success. Invest in quality photographs and video thought leadership to ensure quality, compelling communications through all channels.	C&RM			
S2. Network and communicate regularly with sponsors	Ensure sponsors are included in all RMLA communications and invited to all events to strengthen awareness and relationships. Plan and deliver special events and invites for Key Sponsors.	C&RM			

APPENDIX ONE: RMLA SPONSORSHIP OPPORTUNITIES

The table below summarises the full range of RMLA opportunities that are considered appropriate for sponsorship. The following points should be noted.

- The values suggested in the table provide a start point for consideration and should be carefully considered alongside other conferences/associations to ensure they represent appropriate value.

- Key benefits are noted for each opportunity to ensure there is real value offered to the sponsor. These are not listed in full and should be cross-referenced against the general tactics noted in strategy 2 for increasing the value of RMLA's sponsorship opportunities.

- Terms have been carefully considered and selected to provide for certainty for key sponsors and reduced selling costs (with fixed terms) but also allows a sharing of smaller local one-off event sponsorships wherever possible. As a general rule, it was also agreed that existing sponsors should have the first right of renewal for future years.

- Responsibility identifies who is responsible for securing the sponsorship. Additional national resource is important to bring the time, focus and skillset required to negotiate the additional sponsorships effectively. In general it was noted that larger, fixed term or renewable sponsorships should be negotiated nationally, while local committees take responsibility for identifying and pursuing local sponsors, suitable for one-off local events and conferences, with oversight from the national resource. For those opportunities noted as National / Local responsibility it will be important to clearly define how this dual responsibility will work in practice to avoid confusion and frustration.

- Shaded rows reflect existing sponsorships.

- The Conference Sponsors and Associate Sponsors categories have been combined and renamed as 'Conference Supporters' and offered at $3k to better reflect the opportunity. It is suggested Conference Sponsors are removed as a category as it has had little take up and offers fewer benefits than the other categories for a similar investment.

Sponsorship Opportunity	Value (ex GST)	Benefits	Term	Responsibility
RMLA Organisation Sponsors x3 (up to three sponsors from different sectors)	$10k each (per annum)	Logo on all RMLA website, stationery, core collateral, special event invites, profile in 1 issue of e-news	3 year term	National
RMLA Awards (1 sponsor for each award category)	$5k each (p.a)	Logo on awards material, presentation opportunity, social media	2-3 year term	National
RMLA Scholarships (1 sponsor)	$7.5k (p.a)	Logo, presentation opportunity, university visit, social media	3 year term	National
RMLA Roadshows • Local venue/drinks sponsor at each location • National roadshow sponsor	(per event/ roadshow) Cost $10k	Event and venue branding, introduction opportunity, social media, logo embedded in video. *Speaker firms should be given first right of refusal.*	One off	Local / National
RMLA Social Events (local venue/drinks sponsor)	Cost	Event/venue branding, social media, introduction opportunity.	One off	Local
Salmon Lecture (1 per annum)	$10k	Event branding, introduction opportunity, logo on webcast recording, social media	2-3 year term	National
RMLA Special Interest Groups, including Young RMLA (1 sponsor per SIG)	$2.5k (p.a)	Branding on SIG communications, meetings and events	2-3 year term	National

Sponsorship Opportunity	Value (ex GST)	Benefits	Term	Responsibility
RMLA Journal (1 sponsor per issue)	$2.5k (per issue)	Logo on front and back cover, back inside page profile on sponsor	One off	National
RMLA Library (1 sponsor per month)	$500 / month	Badge branding plus links to sponsors own channels	Monthly	National
Conference Keynotes (up to 3)	$10k each	Existing plus introduction, social media, plus possible visit	One off	National /
Conference Plenary (up to 2)	$10k each	Existing benefits, social media	One off	Nat / Local
Conference Dinner (1 sponsor)	$10k	Existing plus more speaking, fun elements ie. photo booth	One off	National /
Conference Friday Night Function (1 sponsor)	$7.5k	Existing, plus more speaking, fun		
Conference Welcome Reception (1 sponsor)	$6k	Existing benefits, social media	One off	National /
Conference MC (1 sponsor)	$7.5k	Existing benefits, social media	One off	Nat / Local
Conference Name Badge (1 sponsor)	$8.5k	Existing benefits, social media	One off	National /
Conference Satchel (1 sponsor)	$8.5k	Existing benefits, social media	One off	National /
Conference Coffee Cart (1 sponsor)	$7.5k	Existing benefits, social media	One off	National /
Conference Catering (morn/aft teas, lunch)	$6k	Location and menu branding, social media	One off	National /
Conference Mobile App	$6k	Existing, social media	One off	National /
Conference CarbonZero (1 sponsor)	$6k	Existing, social media	One off	Nat / Local
Conference Workshops (1 for each)	$5k	Existing, social media	One off	Nat / Local
Conference Field Trips (1 for each)	$3k	Existing, social media	One off	Nat / Local
Conference Supporters (unlimited)	$3k	Existing, social media	One off	Local