

# SPONSOR ONBOARDING AND MANAGEMENT TOOLKIT

DIRECT SPONSORS



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# TOP TIPS FOR DIRECT SPONSORSHIP

- Approval to approach all potential sponsors must be obtained in advance.
- Ensure that the sport and the sponsor agree on the respective 'value exchange' of the arrangement.
- Use the template provided for writing your contract.
- A fully signed copy of the completed contract must be submitted to Army Sport (via the sponsorship lead).
- Establish and maintain strong working relationships and communication with your sponsor.
- Acknowledge and thank you sponsors at all relevant moments in person and digitally.
- Invite sponsors to attend events where appropriate.
- Review and evaluate your contract towards the end of the agreement period with a view to gaining a new deal.

## 1. OVERVIEW

- Sponsorship provides a recognised method of non-public funding for sport in the Army. It is regulated and its delivery is managed through policy.
- This toolkit offers practical advice to sports that are embarking on Direct sponsorship, detailing correct approval procedures, and offering templates and helpful hints and tips.
- There are 3 'Tiers' of sponsorship for Indirect Sponsorship for Army Sport. These are managed by MSE on behalf of Army Sport:

### Tier Definitions

Gold	Silver	Bronze
Financial investment across the sponsorship portfolio	Financial investment across the sponsorship portfolio	Financial investment across the sponsorship portfolio
>£50,000	£49,999 - £20,000	£19,999 - <£2,500

### Direct Sponsorship

As a guiding principle, any amount below £2,500 would normally be managed directly by the receiving sport (using this Toolkit, and the template provided, as a guide). If, however, sports require further assistance or support at this lower level then MSE will be delighted to help. In certain situations, lower value sponsorship may be facilitated by MSE, but this will be the exception and considered on a case-by-case basis.

Sport Operations Managers<sup>1</sup> will be responsible for securing, onboarding, and managing Direct Sponsors for values below the £2,500 threshold. Mongoose Sports & Entertainment (MSE) will manage this process for the Gold, silver and Bronze Tiers. MSE focus will be on securing larger portfolio sponsors, across multiple sports, and growing existing sponsors to play a more significant role within Army Sport.

While MSE will continue to offer advice and counsel for Directors Sponsorship where required, this document should act as useful reference material for sports Operations Managers engaged in direct sponsorship relationships and through all stages of the sponsor lifecycle.

<sup>1</sup> Whether this be secretaries of recognised Army sports associations and unions or those staffs in regimental HQs involved in sport delivery.

## Sources of Information and Assistance

Point of Contact	Contact Details	Remarks
Mongoose Sport and Entertainment (MSE)	Oli Argles Account Director <a href="mailto:armysport@mongooseagency.com">armysport@mongooseagency.com</a>	General advice or assistance with onboarding or managing Direct Sponsors.
Army Sport	Mike Thomley Head of Sponsorship and Commercial Partnerships <a href="mailto:mthomley@britisharmysport.com">mthomley@britisharmysport.com</a>  <a href="mailto:opsbranch@britisharmysport.com">opsbranch@britisharmysport.com</a>	General Enquiries
Army HQ	Belinda Alexander Sponsorship Focal Point <a href="mailto:belinda.alexander329@mod.gov.uk">belinda.alexander329@mod.gov.uk</a> or Shelia Symes <a href="mailto:Sheila.Symes770@mod.gov.uk">Sheila.Symes770@mod.gov.uk</a>	Detailed policy guidance
Army Brand and DPR	Army Brand, Maj James Checksfield <a href="mailto:James.Checksfield276@mod.gov.uk">James.Checksfield276@mod.gov.uk</a>  DIPR, POC for authorising licences in joint sponsorship and merchandising projects, and for other IPR queries <a href="mailto:DIPR-Merch@mod.gov.uk">DIPR-Merch@mod.gov.uk</a>	Where appropriate, DIPR advice should be sought for the use of Names, Insignia and Logos.  Copyright. If any copyright is involved that approval process will also have to be followed.

## 2. ARMY SPORT SPONSORSHIP DIRECTIVE

2(a). The detailed responsibilities for the management of Army sport sponsorship are set out in the Sponsorship Directive. A link to the Directive can be found here:

### **SPONSORSHIP DIRECTIVE**

The Directive is the authority for sports operations managers (whether within a recognised Army sport association or union or at a Regimental HQ) to undertake Direct Sponsorship arrangements for Sports activity. The Directive provides a comprehensive list of policy and guidance information that must be followed when seeking and managing sponsorship for sport.

The process for Direct Sponsorship, is contained within the Directive and set out below for ease of reference:

✓ **SPORT FINDS A SPONSOR**

✓ **COMPLETE AND SUBMIT POTENTIAL SPONSOR  
APPROVAL FORM TO ARMY SPORT  
SPONSORSHIP LEAD FOR ARMY HQ APPROVAL**

✓ **AWAIT APPROVAL**

✓ **ONCE APPROVED, AGREE THE OFFER - RIGHTS,  
VALUE EXCHANGE, PRODUCTS, PRICE**

✓ **DRAFT CONTRACT - SIGNED BY SPORT  
CHAIRMAN AND SPONSOR**

✓ **SEND COPY OF SIGNED CONTRACTS TO ARMY  
SPORT SPONSORSHIP LEAD**

✓ **ACTIVATE CONTRACT AND REVIEW DELIVERY**



### 3. SPONSOR MANAGEMENT & REPORTING

Building a good sponsor relationship across the term of the contract will help drive renewals and demonstrating value to the sponsor should drive increased sponsorship fees in the future.

#### 3 (a). Tips for Building a Relationship:

- Engage regularly with the main point of contact to build and maintain personal relationships with the sponsor.
- Send regular updates/ Newsletters including key results or moments in the sporting calendar so that the sponsor is engaged with the sport and the athletes participating.
- Deliver open communication channels and offer regular status meetings.
- Understand the reasons behind the sponsorship and look to help enhance these areas. Each sponsor will have a unique reason for investing in Army Sport, e.g. Soldier engagement / Content opportunities, Employee engagement, Brand visibility etc.
- Be proactive and offer added value opportunities to the sponsors and employees such as Taster Events, invites to the Army Sports Awards etc (if appropriate).
- All sponsors, regardless of their size, believe **they** are the most important and require a similar amount of client management!
- Undertaking a review of delivery each season is important to check the obligations on both sides, i.e. rights you have delivered and the appropriate fees received.

#### 3 (b). Tips on Delivering Value:

- Determining the success criteria for a sponsor at the beginning of their sponsorship journey is very important so that the contractual assets reflect their ambitions and can deliver value for their investment.
- Once agreed, keeping a log on the agreed rights is important to make sure that your sport is delivering on the contract.
- An asset log is a good way of keeping track of what assets have been delivered and what rights are yet to be fulfilled. By the end of the term the contractual assets should be delivered as per the contract, or if renewal conversations are having in advance of the final date, then a plan should be in place for the remaining time.
- An example of an asset log template can be found in Annex 3 for your use and can be used as reporting tool at the end of season, end of contract to aid renegotiation.

#### 3 (c). Tips on Demonstrating Value:

- Demonstrating (and shouting about) the value that a sponsor receives from an Army Sport sponsorship is vital for a long-term success.
- Reporting is an important part of sponsor management, not only to demonstrate the value they are receiving from their investment but to highlight any rights that have not been used by the sponsor or areas of priority that may not have been obvious during the initial contracting period.

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- Reporting should be undertaken regularly, but certainly after any significant or high-profile events that the sponsor is involved in and at the end of the season / year.
  - The asset log can also act as a reporting template that can be used to communicate with sponsors and shape future years /seasons.
  - A good level of reporting will aid renewal conversations, not only on the asset allocation but to help drive the investment further going forward.

***"THE SIGN OF A GOOD SPONSORSHIP DEAL IS NOT  
SECURING THE INITIAL CONTRACT, BUT THE RENEWAL OF  
A SUBSEQUENT TERM DEMONSTRATING SUCCESS."***

## 4. EVENTS & SPONSOR ENGAGEMENT

A great way to engage your sponsors is to invite them to the events or competitions themselves so they see the athletes compete first-hand. Sponsors are always invited to the bigger fixtures or events with full guest schedules but there are also opportunities to invite sponsors to smaller events. These types of events could be classed as "Taster Events" inviting sponsors to attend to watch the action. It is important to plan the day carefully to keep sponsors engaged for the duration and ensure that a suitable member of your organisation is responsible for your guests during the day.

### Tips for Successful Sponsor Engagement

4 (a). At the beginning of the season, identify suitable opportunities for sponsor engagement throughout your fixture calendar. Considerations include:

- Central / Accessible location.
- Spectator facilities.
- Good level of competition.
- Participation of key athletes.
- Expected attendance of key military personnel from within sports committees.

4 (b). Introduce the concept to the sponsors early in the season and share save the date / invites (suggest sending these 2 months ahead of the event to secure the time in sponsor diaries).

Draft guest communications (sent 4-6 weeks in advance) including:

- Event Overview.
- Arrival / Departure Times.
- ID requirements for Entry.
- Directions / Car Parking.
- Schedule for the day.
- Event Timings / Key moments for the day.
- Meeting point and key contact numbers.

4 (c) Request information from sponsor (4 weeks) including:

- RSVP Confirmation and attendee names.
- Dietary requirements.
- Event participation - Names and abilities (if applicable).
- Participation waivers (if applicable/required).

4 (d). Assign a sponsor liaison to take care of the guests for the day and ensure they are briefed on the brand, the background to the sponsorship and the guests etc. Arrange Teas and coffees / breakfast (if appropriate) on guest arrival.

4 (e) Ensure appropriate sponsor branding is visible and understand if the sponsor has any content requirements for the day e.g. Would they like specific imagery for their social channels? Note that DIPR approval maybe required for use of, names, logos or insignia.

4 (f) Introduce the venue (and facilities) and the competition/fixture to the guests. Identify any key athletes to watch out for or add insight to the sport, the predicted outcomes, athletes' stories etc.

4 (g) Secure a time to introduce the sponsor to any key Army personnel or committee member if present at the event.



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Introduce the sponsor to some of the athletes during the day so they have time with the soldiers.

4 (h). Arrange a lunch for your sponsors. Make this appropriate for the event / type of venue e.g. a relaxed sandwich on the side a pit wall or a sit-down lunch at a polo match. Lunch is often a good time to introduce athletes and/or Senior Army personnel (timings permitting).

4 (i). Ensure your sponsors are in position for the beginning of the fixture. If there is the opportunity for sponsor employees to participate then insert an athlete preparation time into the day's schedule, ensuring they are looked after throughout their experience.

4 (j) If there is a prize giving or results announcement, make sure the sponsor is involved and thanked (including the sponsor's name, person's name, and job title).

4 (k). Ensure any content requirements from the sponsors are fulfilled and sent on in a timely manner so the content remains relevant. If the sponsor is using this on their social channels, then make sure they have the correct handles and hashtags.

4 (l). Thank the sponsor publicly and on social media for their attendance and their ongoing support.

4 (m) Follow up with post event thank you communications, sharing any additional images / videos from the day.

## **Social Media**

Sports should utilise social media as part of their engagement and to thank their sponsors. Where appropriate, contracts should capture details of social media handles for sponsors.

The lead for Social Media Advice within Army Sport is the Ops Branch  
**[opsbranch@britisharmysport.com](mailto:opsbranch@britisharmysport.com)**

## 5. ADDITIONAL ENGAGEMENT OPPORTUNITIES

5 (a). What creative opportunities are there to engage sponsors? Either contractually to drive up the price or additionally to add value to the existing relationship. Have a think about what is unique about your sport and what might be of interest for a brand?

Some thought starters:

- > Coaching sessions by your coaches.
- > Engagement opportunities by key athletes within your sport.
- > Use of facilities aligned to your sport.
- > Corporate days.
- > Involvement in appropriate events for employees.



Sponsorship within Army Sport requires transparency, simplicity, and assurance. It places Army Sport at the heart of all arrangements and directs that CEO of Army Sport assures all Army sport sponsorship arrangements. The CEO of Army Sport is not only required to assure all arrangements, but he is also required to provide Army Strategic Centre Director Resources with a copy of each sponsorship arrangement to be included in the Army TLB Sponsorship return; as part of the MODs Annual Report and Accounts (ARAc).

In order to ensure the required transparency and simplicity, all and any Army Sport sponsorship arrangements are to be set out in a contract. Army Sport consulted both AHQ and their lawyers on this issue and, as a result, use a generic contract template for all of their arrangements.

We strongly suggest that you use this template in all, of your Direct Sponsorship arrangements as this template contains the detail required to ensure protection for both parties and the required visibility of arrangements needed by AHQ. The template used by Army Sport can be found at Annex 2, and further advice can be sought from HQ Army Sport or Mongoose.

**It is mandatory that a fully signed version of every contract is provided to Army Sport. These should be sent to the Head of Sponsorship and Commercial Partnerships (see POCs in Section 1). Copies of these contracts will be submitted to AHQ as part of the routine quarterly returns.**

### Invoicing

For Direct arrangements, the receiving sport is responsible for invoicing their sponsor (as per the terms expressed in the contract). Payments should be made either into the Army Sport Account or to the relevant account for those sports that hold and manage their funds externally. A Template for invoices is at Annex 4.

## 7. PROHIBITED SPONSOR LIST

Before a sponsorship deal is structured and contracts drawn up to be signed, the brand must be approved by Army HQ.

There is a list of prohibited sectors:

- > Tobacco.
- > Alcohol.
- > Gambling or Payday Loans.
- > Sport Nutrition products and supplements.
- > Has known political connections, and/or is known to give political donations and/or support.
- > A company/organisation which may potentially cause damage to the UK government or MOD's reputation; represents unwelcome associations, e.g., with violence, unsocial behaviour or extremism, or has had its image tarnished and therefore has low credibility in the eyes of the public and media.
- > Is known to be environmentally unsound.
- > Is undergoing government or financial investigations; is in dispute with the MOD.

Sponsorship will also not be permitted with companies associated with known political connections, violent or unsocial behaviour or that have poor financial record.

## ENDORSEMENTS

Army Sports Associations and Union, teams or individuals must not 'endorse', or be seen to endorse, the sponsoring organisations or its products. Names insignia and logos must not be used to imply that MOD particularly favours a Sponsor's products or services or certifies the suitability or quality of them. Comment can be made that the sport is being sponsored by the company and that this sponsorship adds support to the sport, but no direct reference can be made to promote the products or equipment of the sponsor.

Sports can (and should) be seen to publicly thank their sponsors but not endorse a particular product or service.

**FOR ALL DIRECT SPONSORSHIP THIS FORM MUST BE COMPLETED BY THE SPORT IN ADVANCE AND SENT TO THE ARMY SPORT HEAD OF SPONSORSHIP AND COMMERCIAL PARTNERSHIPS (mthornley@britisharmysport.com) WHO WILL FORWARD IT TO AHQ**

## ARMY SPORT POTENTIAL DIRECT SPONSOR REQUEST TO AHQ

Name of Sport (including if Army or Corps level)	
Name of potential sponsor	
Existing or new sponsor	
Link to potential sponsor's website	
Value of Sponsorship	
Length of sponsorship in years	
Do they have any existing MOD contracts (if known)?	
Summary of benefits from the sport to the sponsor. Note that these will be outlined in full within the sponsorship contract.	
Details of person submitting on behalf of their sport.	Name:
	Appointment:
	Email:
	Phone Number:

Submitted to AHQ by	Mike Thornley Army Sport Sponsorship	Date Submitted:
AHQ decision	Approved / Not Approved Note if Not Approved then the reasons for this decision are:	Date of AHQ Response:

### DIRECT SPONSORSHIP AGREEMENT OUTLINE TEMPLATE

The following headings can be used in a direct sponsorship agreement; they are neither comprehensive nor compulsory. The agreement must however include the items in bold.

**Participants.** This Sponsorship Agreement is between:

"\*\*\*\*\*"; *the Sponsor and*

"ARMY \*\*\*\*\* ASSOCIATION"; *the receiver*

**Agreement time Frame.** *The duration of the agreement with a Start date and agreed termination period for both parties.*

#### **Sponsors Obligations.**

To pay £\*\*\*\* (insert sum & and the payment schedule i.e. how much and when).

To provide (whatever is agreed, clothing, equipment data stating the quantities and value confirming if it is cost, wholesale or retail etc).

#### **Receivers Obligations.**

- Brand promotion (space for Sponsors mark on clothing, equipment and media).
- PR opportunities (linkage to sporting events not normally available to the public).
- Ticketing (access to International, national and Army events relating to the sport for exclusive use of Sponsor).
- Affiliation opportunities to enable the sponsor to be associated as part of the Sport's wider community *i.e. to be part of the club.*

#### **Mutual Obligations.**

- Appoint a main Point of Contact
- Operate in good faith and fair working practise.
- To comply with all legislation, regulations and applicable law relating to this Agreement.
- Not to do anything to bring any of the names, logos, trademarks or reputations of the other into disrepute in any way.

**Renewals & Reviews.**

- What to do when the agreement is due to cease. How the Annual review is to be carried out.

**Termination of Agreement.**

- The return of documents and material to the other party.

**General Matters.**

- Any additional matters that need to be clarified.

**Exclusions.**

- What is not covered?

**Signatures.** The document forms a contract between the sports association/union and sponsor with the named signatory being contractually and financially responsible.

**Sport****Sponsor**

Signature:

Signature

Position:

Position:

Date:

Date

**Logos** (if applicable):

Insert sponsor's logo(s) here:

## ANNEX 3 - ASSET LOG / REPORTING TEMPLATE

Contractual Item	Rights & Status	Notes/Actions	Offered	Activated	Date	Resp
Perimeter Branding						
Mid Tier Branding						
Big Screen						
Programme Advert						
Activations						
Tickets & Hosp						
Player / coach Appearances						
Signed Items						
Pitch side access						
Behind the Scenes Access						
CRM						
Website Presence						
Social media presence						
Presence on Army Sport website						





Insert details of Sport Sec  
Name & Address

Insert Sport Logo /  
Lockup

FAO:

Insert Address of Sponsor

Copy to:

finance@britisharmysport.com

Date:

**Army Sport:**

**Invoice Number:**

Details	Description	Amount
Sponsor's Name Sponsorship of Army (insert sport)	Sponsorship of Army XXXX for the period 1 Apr 23 to 31 Mar 24.  As outlined in the Contract XXXX  (insert contract details).	
<b>TOTAL AMOUNT</b>		<b>£</b>

Account Title: Army Sport Central Bank 1

Sort Code: 16-19-26

Account Number: 10529980

Reference: Army (insert sport)

***Thank you for your continued support of Army (insert sport)***