
FOOTBALL ACTIVATION > BEST PRACTICE 2013



SAMPLE EXTRACTS

ACTIVATIVE

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Overview & Introduction > Little goes together like beer and football, but soccer sponsorship is increasingly crowded and costly so cutting through the clutter and ensuring value for money is challenging. We explore the growing sponsorship space (faster than advertising), its biggest category 'football' and the beer industry's role as one of its biggest backers.

Culture, Tradition & Stereotype > Football marketing has a long tradition of using country traditions and club cultures to connect with fans by via national pride and communal spirit. Whilst this may seem old-school to many marketers, it remains a popular approach, albeit one that is often now tackled with a humorous approach to national stereotypes and country cliches.

Live & Connected Fan Passion Apps > Using new platforms, particularly mobile, to show and measure fan passion - from singing and clapping, to biometrics or neuroscience - is an increasingly popular way for brands to activative their football rights by connecting fans together (or enabling them to compete) in real time to drive ever more passionate support.

Musical Unity & Supporter Singalongs > Songs and chants are a traditional part of the fan experience and brands who understand how musical unity is embedded in football are putting choral unification and mass supporter singing at the core of their activation to amplify fan expressions of pride and unity and to celebrate success of the field of play.

Collective Fans Films & Photos > Easier and cheaper access to powerful creative tools and mass sharing platforms sees more brands collate fan-created expressions of support (eg film & photography) and creating aggregation platforms for good luck messages, predictions and celebratory sharing etc to form campaigns that bring fans and fan work together.

Connected Communities & Live Gaming > By using contemporary trends like 'Reality TV', 'Gamification' and 'Real Time', more football sponsors are activating by developing their own globally connected, cross border entertainment and gaming platforms. These are fun, shareble, competitive and the cleverer ones operate in live, real time envrionments linked to matches.

Grass Roots Support & Local Pride > Several drivers are causing some brands to move from focusing exclusively on the elite/professional game and activate rights by supporting local clubs and grass roots football. With cash, publicity or expertise, brand support for grass roots games can cut through the clutter and avoid the elite game's pitfalls and negatives.

Club Causes & Community CSR > Football passion is perhaps unrivalled and brands who can leverage its collective spirit and commitment can use it as a power force in CSR and in cause-led marketing. Often this approach links to big tournaments, community-relevant events, or a local person, and it can be ecological, educational, or even health-led.

Unlikely Friends & My Enemy's Enemy > With traditional rivalries, local derbies and old enemies, so much football culture is based on tribal difference. But some brave sponsors are turning this on its head through connected twin deals with arch rivals, or even, perhaps more cleverly, using the age old 'my enemy's enemy is my friend' trick.

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COMMENT

Beer and football go together like little else. But football sponsorship is one of the most crowded and most costly spaces for brands and in order to cut through the clutter, especially in the drinks sector, as well as a genuine understanding of the game, its culture, its history and its fans, strategy and innovation are essential. In this space, perhaps more than any other, beer brands need to have some form of long term commitment to and knowledge of the game itself, the property they are sponsoring and the spectators who are passionate about it. Only with these credentials can a beer marketer confidently set out to enhance the spectator experience and bring supporters closer to the game, the team and the players that they love. Even then the risks are high. At the top end of the sport shirt deals, kit partnerships and property sponsorships can rise to astronomical levels, controversial issues from racism and sexuality to violence and corruption can dog the sport and, of course, few other sports or spaces offer the potential brand backlash that can come from getting on the wrong side of football fans.

‘The winner is invariably the brand that thinks and behaves like a fan rather than those that simply talk a good game.’

Andy Sutherden, Head Of Sport, Hill & Knowlton

‘Improve and enhance the supporter experience and he or she may be willing to engage in a conversation with you, deter from the spectator’s experience or get between the fan and the football that they love and you can find yourself in a great deal of trouble. This is the route to best practice and successful football sponsorship. Simple!’

Paul Chibe, Chief Marketing Officer, Anheuser-Busch

STATISTICS

€40M PA > Kit Deal
Arsenal & Puma

€38M PA > Kit Deal
Real Madrid & Adidas

€33M PA > Kit Deal
Barcelona & Nike

€31M PA > Kit Deal
Liverpool & Warrior

€31M PA > Kit Deal
Man Utd & Nike

€25M PA > Kit Deal
Chelsea & Adidas

€25M PA > Kit Deal
Bayern Munich & Adidas

€18.1M PA > Kit Deal
Inter Milan & Nike

€14.9M PA > Kit Deal
AC Milan & Adidas

\$4.5bn

Total global value of football sponsorship in 2012 (IFM)

\$121m pa

Est. value of Heineken's 2011/13 UEFA Champions L. deal

\$25m pa

Est. value of Budweiser's 2018/22 FIFA World Cup deal

£8m pa

Est value of the following English/UK football deals
Budwesier & FA Cup (2012/14)
Carlsberg & England National Team (2011/14)
Carlsberg & Premier League (2013/16)

£2m pa

Est. value of Singha's Man Utd sponsorship deal

\$200,000 - 250,000 pa

Est. value of the following MLS sponsorship deals
Budweiser & Portland Timbers
Carlsberg & Toronto FC

€61M PA > Shirt Deal
Man Utd & Chevrolet

€30M PA > Shirt Deal
Real Madrid & Emirates

€30M PA > Shirt Deal
Barca & Qatar Foundation

€28M PA > Shirt Deal
Bayern & Deutsche T'kom

€23M PA > Shirt Deal
Man City & Etihad

€23M PA > Shirt Deal
St. Chartered & Liverpool

€16M PA > Shirt Deal
Chelsea & Samsung

€12.5M PA > Shirt Deal
Spurs & Auton'y/Investec

€12M PA > Shirt Deal
AC Milan & Emirates



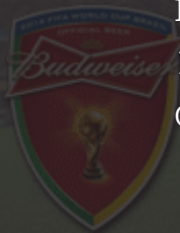
ROAD TO THE 2014 FIFA WORLD CUP™



Intro: Sponsorship & The Football Space

As the traditional marketing era draws to a close, sponsorship is growing considerably faster than advertising as more and more companies see it as a solution to their new challenges. It is moving into the marketing mainstream as an increasingly core part of brand strategy. Sport continues to be by far the biggest sponsorship category and football still dominates sports sponsorship.

In 2012 global football sponsorship revenues totalled a record \$4.5bn. This introduction offers a brief background overview of the evolving sponsorship/football/beer landscape.



Official sponsor
of U.S. Soccer



Sponsorship > The global sponsorship industry has shown impressive growth over the last decade: according to IEG global sponsorship rights expenditure in 2012 was \$51.1bn.

IEG also forecasts 2013 global sponsorship will grow a further 4.2% (considerable higher than AdAge's 2.3% predicted increase in 2013 advertising spend).

Indeed, IEG's global research shows that over the last 10 years sponsorship spend has grown 90%. This certainly compares favourably to the comparative 50% rise in advertising spend over the same period.

Furthermore, it is interesting to note that while sponsorship continued to grow fairly healthily through the 2008-9 recession (albeit at a slower rate than previous years), advertising spend contracted by around 5%.

The increased investment reflects the maturing role of sponsorship and is partly explained by the fact that it is an incredibly flexible medium that can perform many different jobs and seems increasingly suited to the contemporary marketing need and reality.

Thus, as the industry grows, it is little surprise that its landscape is evolving rapidly on both a macro and micro level.

Macro socio-economic change in developing markets is increasing the focus on sponsorship as part of the wider marketing mix – partly because of the aspirations that greater economic freedom brings to individuals.

As relative prosperity increasingly becomes the norm, more money tends to be available to allocate to sport, arts and cultural pursuits – the classic sponsorship properties.

Mature markets are moving towards 'experience-led' economy where people seek the kind of self-actualising experiences that sponsorship is theoretically perfectly positioned to deliver.

The challenge for sponsors, rights owners and agencies is to make these experiences real for customers. Sponsorship has the potential to facilitate the bringing alive experiences and through this earn consumer engagement, hold new customer conversations and build brand loyalty and

equity.

On the micro, personal level, the days when companies spent the major proportion of their advertising budgets on mass market TV and press ads are coming to an end as marketing spreads ever further across the fragmented, multi-platform landscape from in-person, individually customised experiences to two-way, interactive on-line channels.

The last 10 years has been a widespread recognition at the very top of corporations that sponsorship is an increasingly effective solution to the challenge of building attention, support and loyalty for brands in an increasingly hostile market in which traditional marketing techniques have become less effective.

The new emphasis on building authentic connections with consumers means that sponsoring companies are moving from measuring media gained as a result of sponsorship to trying to gain insight on whether the sponsorship is having an influence on brand consideration, propensity to purchase, loyalty and image.

Modern sponsorship is much more about creative marketing than just buying exposure.

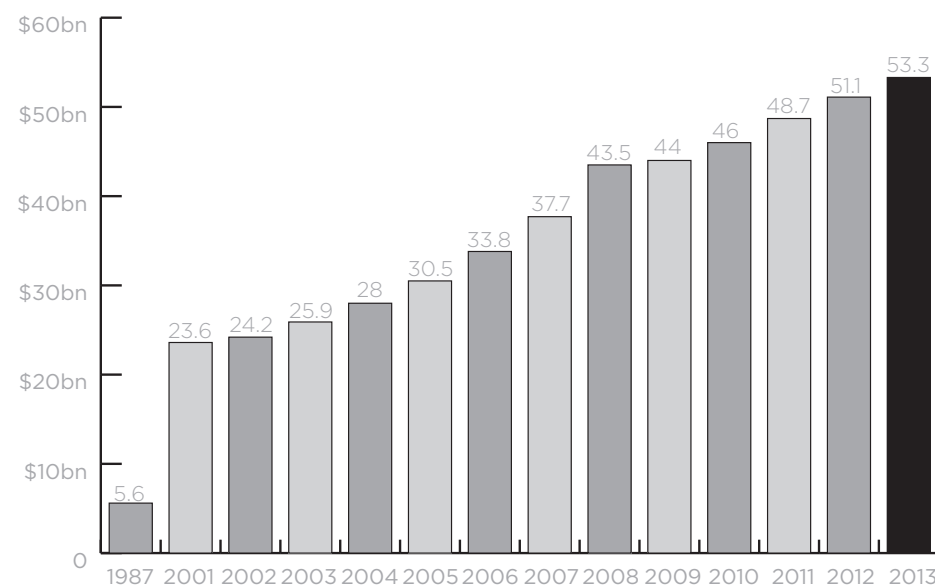
This has seen sponsorship break free of its former silo into the marketing mainstream as it increasingly seen not as a tactical tool but as part of a company's strategic plan.

These factors are all driving a revolution in the sponsorship landscape. What once sponsorship was largely a fixed, package of rights with a discrete budget and inflexible contract, partnerships are now becoming a strategic and flexible part of a wider multi-platform, cross-channel marketing programme.

Indeed, the very definition of 'sponsorship' is evolving as many marketers inside and outside the industry are calling for it to be renamed 'partnership' to reflect the changing nature of brand-property alliances and to draw a clearer distinction from advertising to reflect its potential to create genuine goodwill through activation that has a demonstrable benefit to consumers.

Indeed, the International Chamber of Commerce (ICC) is currently revising its chapter on

> TOTAL GLOBAL SPONSORSHIP SPEND BY YEAR US\$ (IEG)



Cultiver sa différence.*

1: Culture, Tradition & Stereotype

Football marketing has a long tradition of playing on (exploiting) country traditions and club cultures to connect with fans by stirring their sense of national pride and communal spirit. Whilst this may seem old-school to many marketers, it remains a popular approach, albeit one that is often now tackled with a touch of comedy and a humourous, self-mocking approach to national stereotypes and country cliches.

This may remain a classic tactic when it comes to engaging through 'pride in origin' soccer sponsorship activation, but it seldom leads to being 'admired abroad'.

Carlsberg™

Ça, c'est Carlsberg.



Overview > With amusing appearances by actor Brian Blessed, Ray Mears and former England full back and current youth team manager Stuart Pearce, Carlsberg has launching a star-studded patriotic UK campaign that also features Sir Bobby Charlton, Ian Wright and Des Lynam.

Leveraging its position as both the official beer of UEFA's Euro 2012 and of the England team, the spearhead TVC launched on 12 May during Sky Sport's 'Soccer AM' show.

The spot, called 'Fan Academy', was created by Fold7 and uses a light-hearted tone to depict England fans physically and mentally being put through their paces at the 'Fan Academy', by a stream of famous-faced teachers.

The idea is that this experience shows what it really takes to be a "true England fan". Once a fan graduates successfully, they are, of course, rewarded with a pint of Carlsberg.

The objective of the campaign is to build anticipation and momentum in the run-up to the tournament kick off and to celebrate the special experience of being an England fan.

"In 'Fan Academy', Fold7 have delivered a characteristically Carlsberg campaign, which we are sure will resonate with the nation," claims Carlsberg Marketing Director Darren Morris

Ryan Newey, co founder, Fold7 said: "We wanted a change of focus from previous years and to celebrate the fans, showing what we do as a nation to get behind our team. England has the best fans in the world and we wanted to celebrate this, whilst retaining the quintessentially English sense of humour". <

Comment > Before every major World Cup or European Championship tournament, there are always new commercials released in England that are irreverent, leverage previous England anguish and struggle and try to tap into the heightened awareness and interest.

This Carlsberg spot is a classic example of that advertising genre – with the bonus of some amusing acting to boot.

In the UK, Carlsberg has also previously rolled out a more general global team passion TV spot

to build pre tournament excitement and leverage the brand's sponsorship of the competition.

This local market work from the beer brand backed up its wider, regional pan-European activation that includes its Dual Screen Euro 2012 App – launched to mark the 100-day countdown to kick off – and its Facebook Ticket Challenge which first launched in autumn 2012.

This was followed by a ticket competition phase, via a Facebook-led competition inviting fans to take on a set of football challenges to earn the chance to win tickets.

Digital work was supported by TV, outdoor executions, on-pack designations and point of sale material. Advertising drove fans to visit www.facebook.com/Carlsberg where they were asked to "Like" the page and then take on a series of challenges to demonstrate what they would do in order to get tickets to the big European international showcase tournament.

Each completed challenge was rewarded with a virtual Carlsberg UEFA Euro 2012 Fan Challenge trophy and the more trophies each fan earns the more chances they will have to win tickets in the monthly competitions.

Each challenge tested a mixture of each players' football knowledge and Euro's passion. Successful entries also reflected Carlsberg's commitment to responsible behaviour.

This phase rolled out in October to leverage the interest in the competition during the final qualifying matches occurred. While the tournament was already a sell-out, the Carlsberg Fan Challenge offered supporters the chance to win tickets to group games and Carlsberg Euro 2012 merchandise via monthly competitions.

Carlsberg is one of the longest serving UEFA Euro sponsors. It first backed the Euros in 1988 and 2012 was its seventh consecutive tournament as an official sponsor.

This Euro activation fits neatly with the brand's new international umbrella positioning, rolled out in Spring 2011, which revolves around the idea of encouraging people to step up and do the right thing using the universal strapline "That calls for a Carlsberg". >



[> VIEW ON YOUTUBE](#)

SHARP

2: Live Collective Fan Passion Apps

Using new technology platforms, particularly mobile phones, to detect and measure fan passion - whether it be basic activities such as 'how loudly they are singing/clapping' or 'how high they are jumping', or more sophisticated 'biometric' or 'neuroscientific' technologies - has become an increasingly popular way for brands to activate their football rights in a way that connects fans together in live or low-latency environments. Indeed, increasingly this fan passion measurement trend is being turned into a form of competitive gaming between national team and/or club fans to drive more fervent acts of passionate support.



Overview > McDonald's Euro 2012 Passion Meter is a pan-European digital campaign asking fans from across the continent to demonstrate their passion for the sport.

The campaign, which is the fast food brand's marketing spearhead for its official sponsorship of UEFA's Euro 2012 international football tournament, aims to discover which of Europe's football fans are the most passionate.

The mechanic is fairly simple. Supporters are invited to record a cheer in support of their national team via webcam. In July, at the end of the competition, the nation with the most passionate fans, as recorded by the online and physical 'passion meters', will be rewarded.

The initiative includes both a Facebook app and smartphone apps for both iPhone and Android handsets that enable fans to share their own cheer video with friends online. The aim of this feature is to try and drive viral spread of the campaign.

The digital 'Passion Meter' phase launched in early June and was followed by an experiential activation element at 'fan zones' in Kiev (Ukraine) and Warsaw (Poland) once the matches get underway.

Country-specific web films have been seeded online to create awareness and an interest and drive viewers to the passion meter site online.

The objective of this part of McDonald's wider Euro 2012 campaign is to help the brand connect with young adults. This widens the demographic targeting of much of its other work, which has typically focused on the family audience through elements such as its Player Escort Programme offering kids a chance to walk on to the pitch with start players at the beginning of matches.

This pan-European 'passion' work ran alongside country-specific campaigns led by a Leo Burnett TVC launching its new football-themed Championship Menu – which includes the Cheese & Bacon Striker and the Chicken Maestro burgers.

McDonald's has been an official partner of UEFA's Euro Championships since 1992 and its activation of these rights in this year's Poland and Ukraine tournament aims to offer a range of ways

for fans and families.

Other initiatives include backing the official UEFA Euro 2012 Fantasy Football competition which runs on the organising body's own website (echoing a similar initiative the fast food chain ran to leverage its FIFA World Cup 2010 rights).

Also, on McDonald's Facebook page is another Euro 2012 game-led initiative called The Great Playoff. It features a set of online games for children included 'Crowdy Catch', 'Hero Or Zero' and 'Mexican Wave'. <

Comment > The brand hopes this tactical campaign will allow it to tap into the European and worldwide coverage of the championship, which UEFA predicts will rival FIFA's World Cup and draw an average of 150 million fans per match.

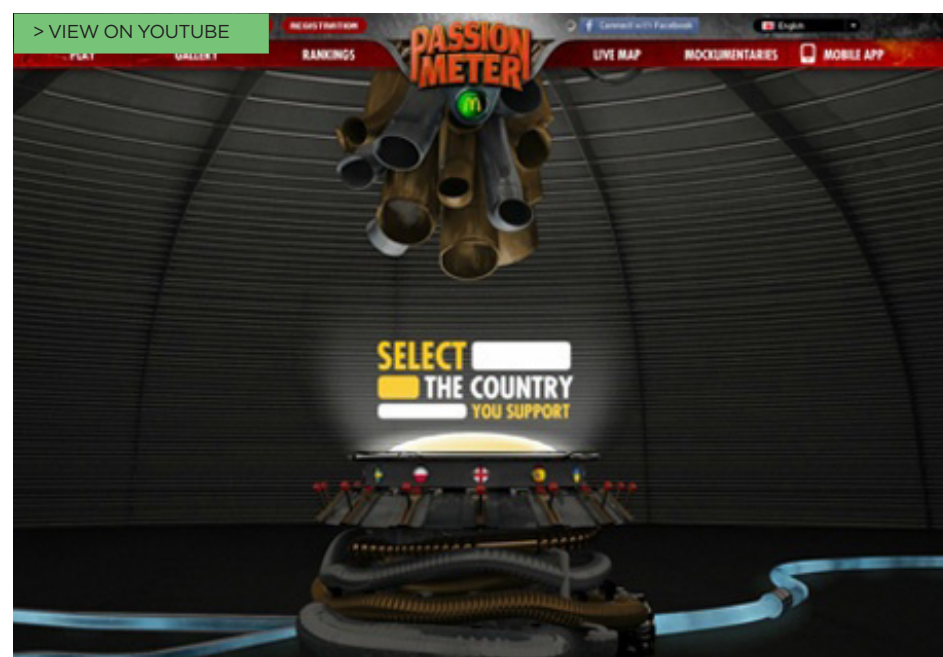
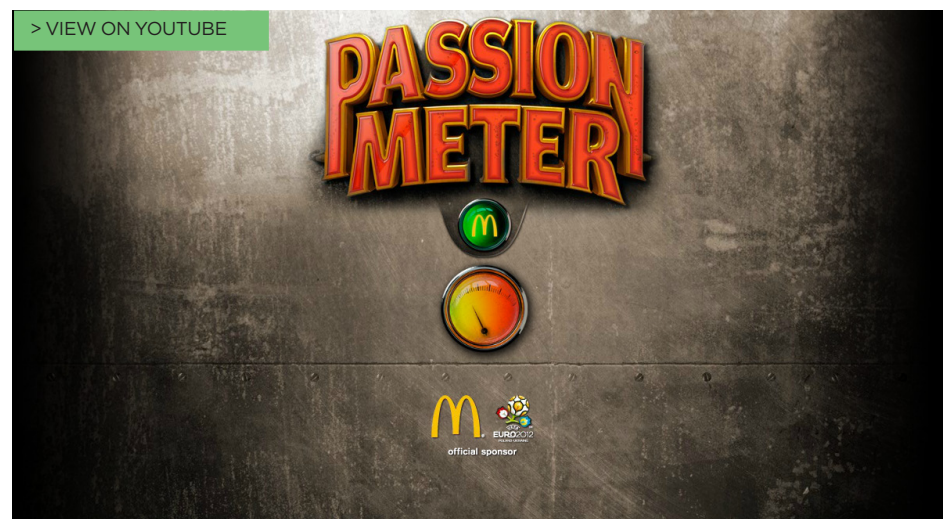
'Fan passion' ought to be safe ground for an official partner – after all, isn't that what good sponsorship is meant to be based on?

One challenge is that McDonald's isn't the only Euro 2012 partner that has chosen this overt 'passion' theme for its activation.

Sharp's 'Fan Labs' initiative is also built around measuring and analysing fan passion, while Coca-Cola's work, in the form of its Coke Zero and EA 'Challenge Europe' collaboration, also tests fans' love for the sport (and giving them a chance to win tickets to the Euro 2012 final).

Thus 'fan passion' is a crowded Euro 2012 space and standing out through such messages is a real challenge for these brands.

Which begs the question, is this the result of too much information sharing between official partners or too little? <



> VIEW ON YOUTUBE



[> VIEW ON YOUTUBE](#)



3: Musical Unity & Supporter Singalongs

Songs and chants have long been a core part of the football fan experience - a way of expressing unified support (as well as, sometimes, lyrical creativity). Brands who understand the degree to which musical unity is an embedded and engaging football tradition have placed choral unification and mass supporter singing at the heart of their activation to amplify fan expressions of pride and unity and to celebrate progress and success of the field of play. New media platforms are enabling brands to record, mix and broadcast fan singing in new ways and to connect both the live spectator experience with those watching on other devices and platforms.



Overview > Coca-Cola, an official sponsor of the Argentine National Team, is running a truck tour campaign as the core of a campaign that aims to bring the brand closer to the country's football fans and show combined support the national side.

The idea, developed by the soft drinks giant and agency Del Campo Nazca Saatchi & Saatchi, (Buenos Aires), was to capture the cheers of fans of the national team right across the country.

Based on the classic 'national unity through sport' ideal, Coke Argentina built a red Coke-branded truck fitted with an onboard recording booth (and hefty external speakers) to collect the cheers and songs of over one million Argentinean fans.

A digital screen mounted outside the truck kept a count of how many fans had recorded their cheers.

The truck toured all across the country, from major urban centres to far-flung rural regions, covering 10,200 kilometers.

Fans were encouraged to record their cheer as the vehicle drove through 19 different provinces in Argentina.

After mixing all the voices together, the truck then visited an Argentina's national team match, taking place in a stadium holding 50,000 people, and blared out the sound of a million patriotic voices cheering for the side.

Recording around 2.5% of the total population of Argentina's voice is a fairly impressive achievement for a single vehicle.

The truck's next stop? The 2014 World Cup in Brazil!

This initiative further builds on Coca-Cola's long term heritage of using trucks as a part of its 'owned media' marketing and its more recent trend of creating marketing campaigns built around the travelling truck concept – see The Happiness Truck case study as well as its Olympic Torch Relay 'Beat Fleet' trucks.

This in-person experience brings fun and goodwill to those its passes and fulfils the brand promise of spreading happiness throughout the world. <

Comment > Coke's 'Cheering Truck' (like its 'Happiness Truck') campaign works on several levels of engagement.

There are those who simply see it as a mobile billboard curiosity handing out branded treats and surprises in local communities and at major events, while others who participate in its interactive mechanics which link to a wider campaign that has a broader underlying objective.

Coke a long association with both the professional and amateur game at both global and local levels. It first advertising at the World Cup in 1950 and has been an official FIFA partner since 1978.

In Argentina, the brand is an official sponsor of the Argentine Soccer Association (Asociación del Fútbol Argentino, AFA) and of the Argentine National Team since 1988. It also sponsors the pan-Americas Cup, the world's oldest international competition.

The company is also supports youth and grassroots initiatives: such as its nine-year backing of the AFA's Copa Coca-Cola inter-school soccer tournament. <



> VIEW ON YOUTUBE

IDEA

In support of Argentina's national football team, we designed a very special truck. Traveling the country, the truck recorded the cheers of Argentine fans and brought them to the players. We covered 14 provinces and 10,200 km, and more than a million people recorded their cheers. In every game Argentina played, the truck came onto the field to support the national team with the cheers of the entire country.

HOW IT WORKS:

The truck was equipped with a professional recording studio along with 80 speakers to reproduce the cheers.



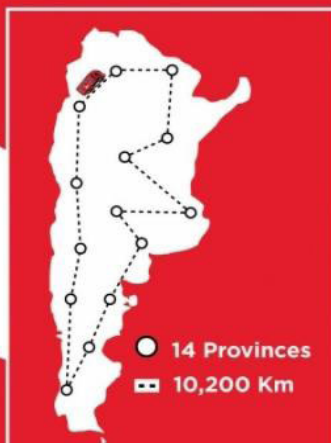
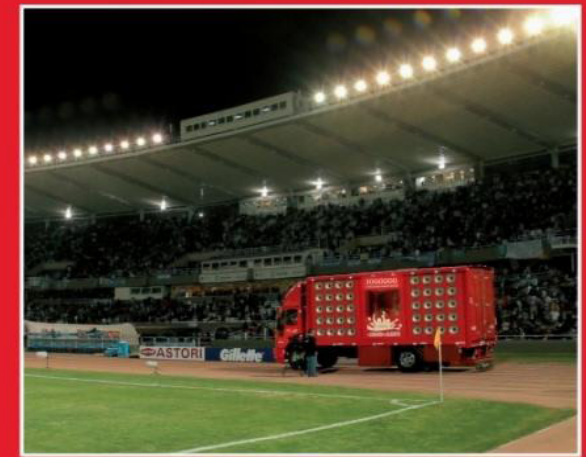
1000000
FANS CHEERING



THE CHEERING TRUCK

RESULT

In a stadium with a 50,000 person capacity, we fitted in more than 1,000,000 fans.



NEXT DESTINATION
WORLD CUP BRASIL 2014



ACTIVATIVE

The activation of sponsorship rights is now more creatively and strategically complex than ever – but the potential rewards are far greater too. The challenge for sponsorship marketers is to keep up with the most relevant ways of maximising value and to keep ahead of the competition.

Activative provides intelligence and insights services that help our clients – rights owners, brands, agencies and professional services – stay at the forefront of this evolving landscape. We focus on emerging strategies and tactics, original and innovative ideas, future facing media and new technologies across the sponsorship community – from sports, music, arts and culture, to education, ecology, cause and corporate social responsibility.

Our role is to advise, analyse, explore, filter and stimulate marketers across the entire space – from traditional sponsorships, to brand tie-ins, strategic collaborations and commercial partnerships. Activative provides clients and subscribers with trends insights, activation stimulus, creative idea generation, competitor/sector analysis and strategic planning. Through our interactive trends, reports and showcases, publishing, online monitoring source and our research and consultancy we guide sponsorship professionals through this changing space.

The old sponsorship model, based on one directional brand-biased claims, vanilla hospitality, badging brands with logos, eye-ball metrics, cost per thousand, reach and frequency, is being replaced by one based on authenticity, customisation, dialogue, interactivity and permissive engagement. Sponsorship is flourishing in this new communications environment as brands seek symbiotic passionate platforms around which to build consumer conversations.

So Activative looks beyond the sponsorship stalwarts of logo rights, arena billboards, shirt sponsorship, celebrity spokespeople, on-pack ticket promotions and traditional above-the-line advertising, and focuses on original ideas and fresh initiatives that leverage new technologies and trends, including: ambush and guerrilla work, branded content and entertainment, blogs and social media, consumer creation and generation, experiential and interactive, gaming and video, utilities, word of mouth and relationship marketing.

We seek out the unconventional, champion daring ideas and analyse breakthrough thinking. The team is committed to innovative thinking. We are not a mouthpiece for the profession, the rights holders or the sponsors themselves. The real value in our work lies in linking trends and making connections, exploring new ideas and identifying original approaches. We offer independent research and objective analysis and use this to make directional insights and actionable recommendations. <

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