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RBS 6 NATIONS > TITLE SPONSOR STRATEGY, ACTIVATION & MEASUREMENT > A CASE STUDY

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INSIGHT > BRIEFING REPORT > 2015

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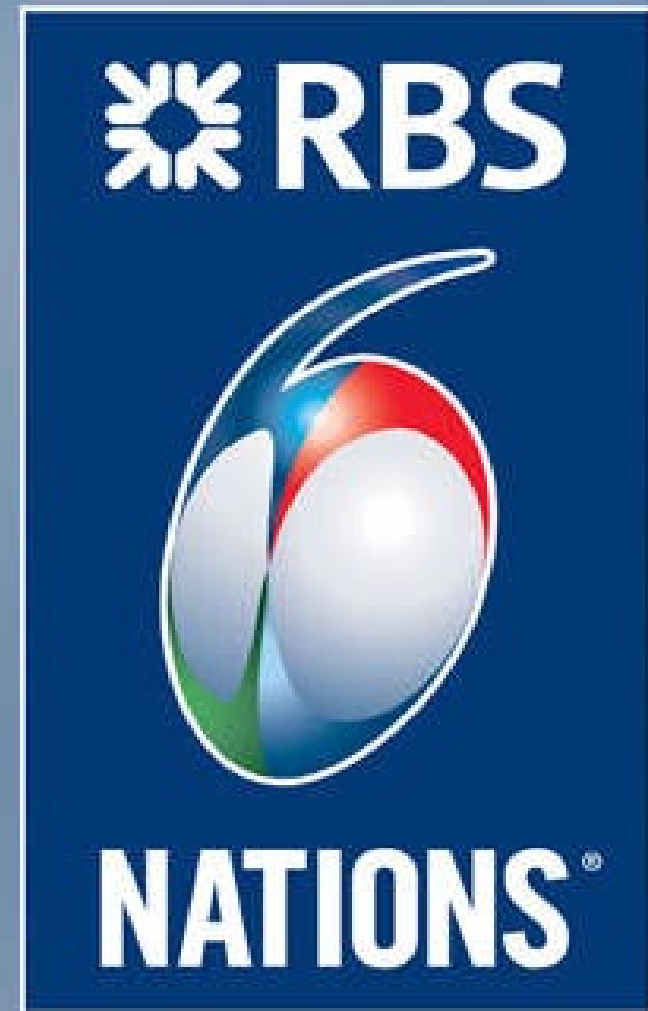
ACTIVATIVE



## RBS 6 Nations > Rebuilding With Rights

The 2015 RBS 6 Nations was the 121st version of one of the world's oldest international sports tournaments and the 13th year of RBS' sponsorship. This year saw new viewing, reach and engagement records - illustrating its enduring appeal to fans (and sponsors): attendances topped 1,040,680, the total TV audience passed 120 million and the last game drew record BBC audiences for TV viewers (9.6 million) and single day website unique browsers (8.22m).

Such impressive growth suggests RBS' 2012 decision to extend its title rights to 2017 (with rights fees reported at £11m-per year, or £44m in total\*) was a sensible investment. That deal also ensured RBS remains a key rugby sponsor during England's 2015 Rugby World Cup. As interest in rugby activation increases in the RWC build-up, we analyse the strategy, activation and measurement approach of the title sponsor of the sport's leading annual property.



Value for money is, of course, particularly essential for any publicly owned organisation - especially one like RBS which is still rebuilding reputation and trust since it's 2009 taxpayer bailout.

After its state-funded rescue, RBS reviewed its entire approach and strategy and this saw its entire sponsorship portfolio put under the microscope in the form of a partnership programme review and property overhaul.

While several significant, high profile partnerships were not renewed (such as its F1 sponsorship with the Williams team and with Jackie Stewart), the RBS 6 Nations sponsorship remained.

Unsurprisingly, when RBS took the decision to renew its 6 Nations sponsorship back in 2009 it did so amidst a fair amount of controversy. Not least because the extension came just months after the bank had been rescued by the UK government and the whole organisation was thus subject to extremely intense public scrutiny.

Several arguments were given supporting its retention: from its values-led fit and strong UK heritage, to its national footprint that offered flexibility to activate both the central RBS brand and/or the regional NatWest, Ulster Bank and Royal Bank sub-brands and perhaps the timing of the renewal deal itself actually helped too.

Since 2009, the 6 Nations sponsorship has been part of the wider RBS rebuilding strategy: from 'reputation' and 'values', to 'rebuilding trust' and 'customer advocacy'.

For both that 2009 deal and for the subsequent 2012 renewal, RBS maintained its 6 Nations sponsorship 'meets very specific business objectives within the six competing nations'.

At a basic level, RBS' 6 Nations work is built on a belief that the tournament is a 'world best' at bringing fans together and at celebrating all that is good about rugby.

RBS claims behind the partnership sits a set of shared values between tournament and brand: respect for tradition, for the rules, for officials, for the opponent, and the entire rugby community.

Indeed, RBS trumpets that it is 'proud to partner with an event played with so much passion and respect'.

The partnership objectives are primarily based around helping the financial outfit engage more effectively with customers and to connect with the communities in which it operates.

All RBS business areas are supported by the 6 Nations partnership - corporate, commercial, wealth and retail - and it claims all divisions 'are fully committed to making the most of the deal's rights-related opportunities'.

As title sponsor, RBS is the property's primary commercial partner: the other 6 Nations sponsors include Accenture (official technology partner), Guinness (official beer) and Tissot.

All these brands benefit from a competition that is broadcast in 190 countries and streamed live in another 20 - ensuring it is the planet's most watched annual rugby championship.

The 2015 tournament attracted record audiences: 1,040,680 spectators (an average of 69,379 for each of the 15 matches) and 120m total TV viewers (63m in the UK, 44m in France, 7m in the Republic of Ireland and 5m in Italy).

Indeed, on the BBC the last 2015 game (England v France) drew a record live TV audience (9.63m) and a record single day unique browser website hits (8.22m) - breaking its previous record set during the 2012 Olympics.

The 2015 tournament fell under broadcast rights that saw the BBC spend £160m on a four-year deal for UK TV, radio and online rights through to 2016 (S4C broadcasts the games in Welsh). RTE has aired the tournament in Ireland since its inception and hold those rights until 2017, as does France's TV5 Monde and Discovery's Communication's DMAX in Italy.

Games are also aired in other markets - such as beIN Sports in the USA (and on Sky and ESPN).

Since the 2015 tournament ended, a new rights deal has been announced which sees the tournament remain free-to-air in the UK with games split between the BBC and ITV for the years between 2016 to 2021.

As well as benefitting from steady tournament growth, RBS' 2012 renewal deal also had the added benefit of ensuring RBS remains a key UK rugby sponsor during the 2015 Rugby World Cup,

## RBS 6 NATIONS STATISTICS SNAPSHOT

# 120m

Total global TV audience  
(190 countries with live broadcast + 20 with live stream)

# £44m\*

RBS rights fee (2014-17) for 6 Nations title sponsorship  
(A 70% increase from previous £26m deal)

# 14m

Total YouTube views to date on official 6 Nations channel  
(80,717 followers + 1,461 videos since 30 January 2007)

# 9.63m

Record live single match BBC TV audience  
(2015 England v France)

# 8.22m

Record 1-day BBC website unique browser hits  
(2015 England v France)

# 1.04M

Total in-stadium spectators  
(Averaging 69,379 for each of the 15 matches)

\* This 'rights fee' statistic and those on the previous page are based on figures widely reported across the national, the marketing and the rugby press (inc The Guardian, Marketing Magazine & Running Rugby). Officially neither RBS nor the property owner publicly comment on rights fee data, and neither have ever confirmed the financial terms of the partnership.





which will be hosted in England and which many sports executives and marketers believe will generate a significant and long term surge of interest in the sport.

So, as that World Cup approaches and both sports marketers and sponsorship professionals around the world are increasingly focusing on the sport of rugby, Activative has analysed RBS' 2015 6 Nations strategy and activation as an insight into contemporary rugby sponsorship.

ACTIVATION OVERVIEW

In an increasingly crowded rugby brand landscape, RBS' title sponsorship of what is arguably the sport's crown jewel sees it run a textbook example of a consistent, yet essentially straightforward, safe and sound multi-platform and multi-strand activation programme that drives brand equity.

The 2015 programme marks the 13th year of RBS' title sponsorship of the northern hemisphere international rugby competition - which runs with the tagline 'Rugby's Greatest Championship'.

In addition to the usual logo-led activation strands, hospitality programmes, ticket giveaways, player-led pillars and internal initiatives, RBS' 6 Nations work also uses social media to neatly blend pre- and post-game short-form film, with real-time match commentary, comment and imagery, plus smart and incisive analytical content that both gets fans inside the tournament and offers them both insights, excitement and participation.

This year's 6 Nations saw two primary tweaks to the RBS strategy: the main 2015 goals were more focused around existing customers (not new customer acquisition) and also saw an increased emphasis placed on the regional sub-brands.

Thus, for the 2015 tournament, the sponsor dialled-up the role of the financial organisation's regional, consumer-facing brands (NatWest in England and Wales, Royal Bank in Scotland and Ulster Bank in Ireland).

One example of this was the appearance of the NatWest logo painted in the in-goal zones on the Twickenham turf and also the shared appearance of both the regional and the parent brands (and associated messages) on the pitchside LEDs.

2015 also saw a slightly increased role played by RBS' sponsorship deals with the Unions of all four Home Nations.

The financial outfit is now an official partner of the RFU, the Scottish Rugby Union, the Welsh Rugby Union and Irish Rugby Football Union.



## RBS 6 NATIONS ACTIVATION PROGRAMME MAP

1 >

**RUGBY REWARDS**  
Retail - Customer Loyalty

2 >

**HOSPITALITY**  
Corp/Commercial/Wealth/Retail - Biz Dev

3 >

**LOGO & BRANDING**  
Parent/Regional-Awareness/Strategy/Values

4 >

**SOCIAL MEDIA**  
Rugby Fan Engagement

5 >

**TROPHY TOUR**  
Corp/Commercial/Wealth/Retail - Mixed

6 >

**EMPLOYEE/STAFF**  
Rewards/Teambuilding/Loyalty

7 >

**RUGBYFORCE**  
Grassroots/Community/Cause

8 >

**AD HOC**  
Various



## Let's get behind Scotland

We're offering our current account customers a chance to win once-in-a-lifetime rugby rewards. Find out more at [rbs.co.uk/scottishrugbyclub](http://rbs.co.uk/scottishrugbyclub). Terms and conditions apply.

Love Rugby. Join the Club



Here for you



This enables RBS to dovetail some of the rights it gets from these partnerships – eg access to additional tickets, player appearances and stadium branding opportunities – into its 6 Nations programme (and into its community-focused, grass roots RugbyForce initiative).

RBS' 2015 6 Nations activation programme was run in partnership with two main agencies: M&C acts as the lead creative agency for the bank's rugby work, while Synergy (part of the Engine Group) is the main activation agency.

The core activation silos for 2015 were:

- 1: Rugby Rewards
- 2: Hospitality
- 3: Logos & Branding
- 4: Social Media
- 5: Trophy Tour
- 6: Internal/Employee Programme
- 7: RugbyForce

In addition there were some ad hoc initiatives: such as a local manager might request a player ambassador for an in-branch event.

### ACTIVATION STRANDS

#### 1: Rugby Rewards

The 2015 tournament saw a significantly increased focus on the Rugby Rewards campaign: an activation strand that already existed, but one which saw more investment this year.

Primarily Rugby Rewards is a retail bank focused, prize-led competition for existing customers revolving around winning 6 Nations tickets.

It ran under RBS sub-brands (NatWest in England & Wales and Royal Bank in Scotland) and was promoted via an integrated campaign.

This included in-store assets, LED work, digital display, press executions and in-stadium assets (such as match day programmes, lift-shaft banners at Twickenham and various in-stadium opportunities at Murrayfield and the Millennium Stadium).

#### 2: Hospitality

The hospitality programme remains core to RBS' tournament activation strategy and it spans all six 6 Nations stadiums and all match days.

It's an invite-only activation programme that spans all of the bank's various divisions – from corporate and commercial, to wealth and retail.

The programme differs slightly from market-to-market and from stadium-to-stadium.

In England, for example, RBS has a suite for 200-250 guests per match with a hospitality offering spanning pre- and post-match events.

As well as including the usual food and drink options, there are player ambassador appearances (by a set of RBS endorsers such as Phil Vickery and Ben Morgan) before games to discuss how the teams measure up and what tactics might be worth looking out for, followed by tickets to seat around the stadium and then post-match appearances by squad players who then discuss their own game experiences and perspectives with the guests.

In Scotland, RBS have a major marquee in the car park and run a more informal programme.

In Wales, RBS have a box for about 12-16 and the regional Welsh business invites the guests.

Similarly, in Ireland, it is Ulster Bank that runs the Aviva Stadium hospitality scheme.

In Italy and France the programmes are less formal and have more of an emphasis on the corporate aspect of the bank's business (as it doesn't run retail banks in those markets).

#### 3: Logos & Branding

RBS' 6 Nations rights span the usual set of logo and branding assets across the tournament.

From the on-pitch centre RBS logo and the in-goal area painted with regional bank logos, to the post pads and corner flags, plus pitchside LED board messaging at all six grounds and various other in-stadium and around-stadium assets that vary from stadium to stadium and might include step-branding or lift-branding.

As the official title sponsor, RBS is also included within the agreed, official RBS 6 Nations



logo and marketing 'asset set'.

This is now always used across all broadcast and media partner work and it thus ensures the bank has a presence in tournament TV coverage from teasers and bumpers to live games.

Of course, with the recently restructured 6 Nations TV broadcast deal (for 2016 to 2021) now seeing future matches split between the BBC and ITV, there will be several additional and new opportunities for RBS to activate the tournament sponsorship on commercial television.

But, as yet, there are no specific details as to how RBS might leverage this fresh commercial television opportunity.

Plans are, unsurprisingly, at a very early stage.

#### 4: Digital and Social Media

This activation silo - which is largely aimed at rugby fans and is particularly focused on game/action - sees a rich set of content and messaging from RBS, from other official sponsors and from the tournament itself rolling out across the various platforms.

Interestingly, the digital plan has evolved as a result of the timelines during which the different technology platforms have come on stream (and on other associated factors ranging from marketing objectives, tactics, know-how and budget).

This has resulted in RBS focusing more on the official RBS 6 Nations Twitter feed and Facebook page, while the property owner places more emphasis on the YouTube channel and newer social platforms like Instagram and Pinterest.

Despite this slightly patchwork structure (which may well change in the future), the title sponsor and tournament owner co-operate and work together on what content and messaging appears across these digital platforms.

The combined official 6 Nations' digital and social platforms offer impressive engagement opportunities at multiple levels and the channels and feeds have impressive reach numbers: the official Facebook page is approaching one million followers, the Twitter account is now above 130,000, YouTube has passed 80,000 (with more than 14m total views) and Instagram is on 54,000.

While the official website harnesses tournament interest via smart, incisive written content, RBS also drives engagement through short-form video based on the tournament, the teams and the fans (such as the subtly branded 'Defining Moments' series) and with real-time, game-related imagery on Twitter and Facebook to get fans talking and keep bringing them back to the brand's own platforms.

Activation is consistently branded in look and feel (often making it challenging to differentiate between brand and tournament).

While the website seems primarily built for fact, reference and utility functions, Twitter is used for real-time and low-latency game-related news, in-game commentary and comment, while Facebook and YouTube typically host game-related content such as video and photos etc.

RBS has three core areas of digital focus: the central RBS 6 Nations Championship channel, a NatWest channel and a Royal Bank channel.

Twitter is predominantly used for live match day reporting and, for RBS, a team from activation agency Synergy runs the live social media war-room which not only includes an element of pre-planned story-telling and pre-created assets, but also creates low-latency and real-time pre-, in- and post-game content for the feed.

Other activation strands running through digital/social include 'Play Of The Week' (which may be downgraded at future tournaments) and 'Player Of the Championship'.

Previous years also saw an interesting content-based, values-led 'Defining Moment' marketing strand - but this has now been dropped.

**RBS 'Play Of The Week' >** A content-led, social media driven weekly engagement initiative sees this RBS activation strand pick three favourite plays from each weekend's 6 Nations matches.

These include thundering tackles, top tries, fleet footwork or sublime skill. and a weekly 60-second compilation is released on the website and on YouTube, Facebook and Twitter.

The tagline is 'Make sure you relive the action and have your say on the most talked about mo-





ments of the weekend.'

A set of clips showcasing the top three best plays in each round of the tournament.

Other related ongoing 'game-related' content also designed to entertain and to increase fan engagement includes multiple 'Best Of' clips on a round-by-round basis.

**RBS 'Player Of The Championship Award'** > 2015 also saw RBS continue its activation around the 6 Nations 'Player Of The Championship Award' - with a mechanic that combines data-led tech and interactive fan voting.

RBS and the 6 Nations work with fellow sponsor and official data supplier Accenture to create a custom algorithm combining social listening technology and official Opta match stats to produce the RBS Player of the Championship shortlist based on these technical statistics.

Thus the shortlist and the winner is decided through a combination of match statistics, analysing the best performing players across a set range of criteria, and a public vote which, according to RBS, 'is the fairest shortlist of candidates possible'.

Then, to demonstrate its commitment to fans, RBS asks supporters to choose the winner via a vote on the 6 Nations website.

The intention behind this activation strand is to ensure that the accolade is only won by 'the most deserving of recipients' by ensuring the selection process is fair and democratic.

In 2015, a week after lifting the 6 Nations trophy, Ireland captain Paul O'Connell won the 2015 RBS Player of the Championship.

Securing over 26% of the public vote, the Ireland number 5 was backed by 18,842 fans.

**RBS 'Fan Content'** > The 'Fan Content' activation silo is essentially a set of fan pre-game match opinions and predictions, plus post-game analysis, reaction, celebration and commiseration.

This content based activation is shot in vox-pop style both in and around the rugby grounds and it is also uploaded by fans at home and in pubs and bars for every 6 Nations match.

It is then uploaded to the central RBS 6 Nations digital hub and also posted on YouTube and various other RBS 6 Nations social platforms too.

**RBS 'Defining Moments'** > An activation strand that has now been dropped, this was based on the idea that over the years the RBS 6 Nations Championship has produced many magical moments and to showcase these moments this film series was designed to explore and celebrate some great rugby stories through the eyes of the people involved.





These films tried to encapsulate the values of sportsmanship, perseverance and teamwork that RBS wants consumers to associate with the tournament and with its brand.

The idea was to relive 'magic rugby moments' from a fresh perspective with exclusive insights from heroes of the game.

It captured a tournament 'truth' - an insight that is amplified through 'content of interest'.

This thread was hubbed around the digital platform at [www.rbs6nations.com/defining-moments](http://www.rbs6nations.com/defining-moments) and the content for the strand is also posted on the RBS 6 Nations YouTube Channel - <https://www.youtube.com/user/RBS6Nations>

Each film focused on a defining moment in a classic 6 Nations game and each was rolled out in the immediate lead up to this season's battle between the two competing countries.

For example, 'France v Ireland - Les In-séparables' sees Saint-Andre, Dusautoir and O'Gara discuss the French side's perseverance to twice come back and secure back-to-back draws against Ireland in the 2012 and 2013.

'61 Years In The Making' focuses on Ireland's 2009 Grand Slam and features Declan Kidney and O'Gara explaining how Ireland's unwavering belief helped to end the side's long wait.

While 'Beating The Blues' revolves around Italy's 2012 win over France and features Masi and Mallett looking back to how Italy defied the odds to beat French in 2011 to win their first Giuseppe Garibaldi Trophy.

### 5: Trophy Tour

The RBS Trophy Tour programme spans its corporate, commercial, wealth and retail divisions and sees the trophy (often accompanied by a former/current player ambassador) make an appearance at around 80 events each year.

These events fall into two main categories. The first are independent events at which RBS is appearing or has a stand or a branded space (eg the Norfolk Show) and the second are pre-planned, RBS-owned events.

Most of the latter tend to be in-branch retail

bank events across the UK and Ireland.

### 6: Internal/Employee Programme

The ability to use the 6 Nations for staff programmes is also a key part of RBS' activation.

2015 saw two key strands to its employee-focused 6 Nations work - both competition-led.

One of these was employee tickets competitions that are either run independently in their own right, or dovetail with other ongoing employee initiatives (such as its internal programme that sees staff nominate employees who best represent RBS' values) where tickets are used as rewards.

The other is an ongoing employee competition for staff to present the 'Man Of The Match' awards at each 6 Nations game (in France and Italy this honour is sometimes offered to customers/clients).

### 7: RugbyForce

Part of its wider rugby programme, RugbyForce is RBS' community initiative supporting the amateur game and it dovetails with its 6 Nations activation and with its partnership deals with the four Home Nation Unions too.

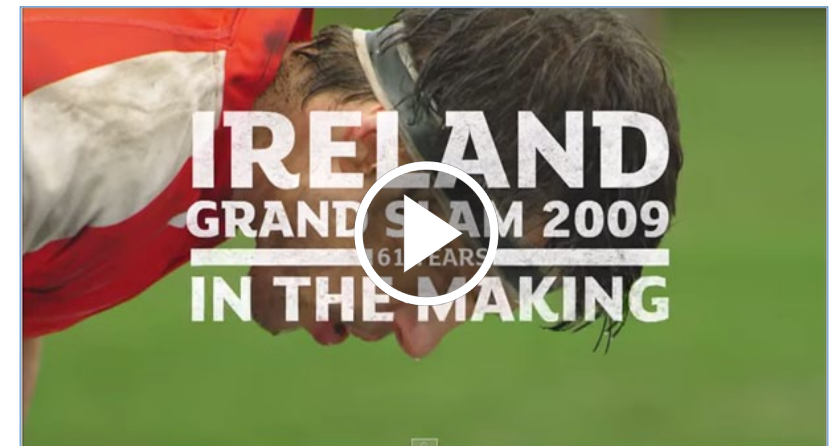
To balance its support for the elite, professional game at the international level with the amateur sport, this activation pillar supports grassroots rugby and local communities through a 'facilities improvement' programme for amateur rugby clubs.

RugbyForce is delivered by RBS sub-brands across each of the four home nations: by Nat-West in both England and Wales, by Ulster Bank in Ireland and by Royal Bank in Scotland.

There are two key elements to RugbyForce.

The first revolves around a pre-season weekend initiative at which the bank works with and offers various types of support to local club members and community volunteers to get the club ready for the new season.

This may range from building work and infrastructure additions, to the more everyday, annual repainting and pitch-marking type tasks.







In practical terms, RugbyForce provides an opportunity for clubs to gather members, supporters, family and friends for a DIY weekend.

It sees clubs provided with rewards, vouchers, online guidance and tools to help them coordinate a community-wide effort to give their facilities a 'make-over'.

The second programme thread sees RBS work with the unions to offer organisational and infrastructure support programmes to clubs in the form of master classes and educational guides.

These are aimed at everything from facilities management and infrastructure investment, cash flow and financial governance, to marketing and attracting corporate partnerships.

As part of this programme RBS supplies its own employees with relevant professional skills to work with, support and guide local rugby clubs through these issues.

Since its 2009 pilot programme, which was first called 'RBS RugbyLink', the scheme has gone from strength-to-strength - with increasing numbers of clubs signing up year-on-year.

Indeed, since the initiative was launched it has helped over 2,000 community rugby clubs by providing them with tools to help coordinate a community-wide effort to give their facilities a 'make over' and financial support.

The programme continues to show impressive expansion. In 2015 it saw more than 600 clubs participate in England (up from 400+ in 2014 and 300+ in 2013), 110 clubs in Scotland and around 90 clubs in Wales.

#### NatWest RugbyForce - England

Last year's NatWest RugbyForce programme was a huge success, with over 500 clubs and 10,000 volunteers across England taking part in the DIY weekend in June.

2015 again saw England coach Stuart Lancaster front the programme in England as the official NatWest RugbyForce figurehead.

The weekend of 27 & 28 June was again a very busy weekend this year as clubs get ready to be the place to watch all of England's very important matches in 2015.

#### RBS RugbyForce - Scotland

2014 saw a record number of Scottish clubs sign up to take part in RBS' RugbyForce weekend.

Some 160+ clubs and and down the country were supported by Royal Bank of Scotland to throw open their doors and stage a community event in August that aims to attract new players, supporters, members, volunteers and sponsors.

#### Ulster Bank RugbyForce - Ireland

Ulster Bank is the official community partner of the Irish Rugby Football Union and runs RugbyForce in Ireland. More than 250 different clubs have benefited since it was launched at the end of 2010.

2015 continued this success as both the union and Ulster Bank continue to dedicate and commit to the future of Irish rugby and in the region the bank is proud to sponsor the Ulster Bank League and the Ulster Bank Junior Cup.

#### NatWest RugbyForce - Wales

NatWest RugbyForce is designed to make rugby clubs healthier businesses by improving and renovating their facilities with the support of volunteers and the community.

2014 reached a record number of clubs which made a big impact to the clubs who got involved.

In 2015 NatWest continues to work closely with local clubs to help them become stronger businesses, and through the weekend of NatWest RugbyForce in August. <

#### MEASUREMENT & METRICS

Over the last 18 months or so RBS has tweaked its approach to its 6 Nations measurement and metrics for several reasons.

One of these is the fact that a company-wide internal restructuring programme resulted in the management of the property switch from Group Communications to Central Marketing.

Thus it was crucial to ensure that the 6 Nations measurement programme dovetailed with the metric used throughout the marketing department as a whole.



#### Links >

RBS Website:  
<http://www.rbs.com/>

RBS 6 Nations Website:  
[www.rbs6nations.com](http://www.rbs6nations.com)

RBS 6 Nations YouTube:  
<https://www.youtube.com/user/RBS6Nations>

RBS Player Of The Championship:  
<http://www.rbs6nations.com/en/news/28343.php#yCRkiFLP7kxHToQL.97>

RugbyForce Facebook:  
[www.facebook.com/rbsrugbyforce](http://www.facebook.com/rbsrugbyforce)

RugbyForce YouTube:  
<https://www.youtube.com/user/rbsrugbyforce01>

NatWest RugbyForce - England:  
<http://www.englandrugby.com/governance/club-support/natwest-rugbyforce/>

Royal Bank RugbyForce - Scotland:  
<http://scottishrugby.rbs.co.uk/rugbyforce.html>

Ulster Bank RugbyForce - Ireland:  
<http://group.ulsterbank.com/home.ashx>

NatWest RugbyForce - Wales:  
[http://www.wru.co.uk/eng/club/natwest\\_rugbyforce.php](http://www.wru.co.uk/eng/club/natwest_rugbyforce.php)

Synergy:  
<http://www.synergy-sponsorship.com/>

M&C:  
<http://mcsaatchi.com/>



## Measurement & Metrics >

The Royal Bank of Scotland (RBS) is a major British brand with a new brand strategy supported by a sponsorship programme with rugby at its core.

The RBS 6 Nations Championship, plus the England Rugby Football Union (RFU), the Scottish Rugby Union (SRU) and the Welsh Rugby Union (WRU) all sit within the Bank's portfolio.

With activation plans spanning numerous channels and marketing investments requiring sound justification, a robust sponsorship evaluation programme is essential - now more than ever.

RBS was looking for a meaningful way to quantify its Return On Objectives (ROO) that could help drive real value, rather than a fictitious ROI figure that so many models produce.

They chose PerforMind.

PerforMind is proving to be a valuable tool to RBS - not only for measuring and reporting performance, but also as a catalyst for the strategic conversations that drive clarity and cohesion into a sponsorship strategy.

RBS Sponsorship Manager Martyn Wilson talks about getting started with PerforMind:

"As PerforMind was being applied to the bank's entire rugby sponsorship portfolio, the first step was to identify the sponsorship objectives.

We eventually settled on 7 objective 'concepts' but none of them could be measured by a single metric. The indicators were much more complex than that, and the PerforMind set-up process really helped bring about the clarity we needed."

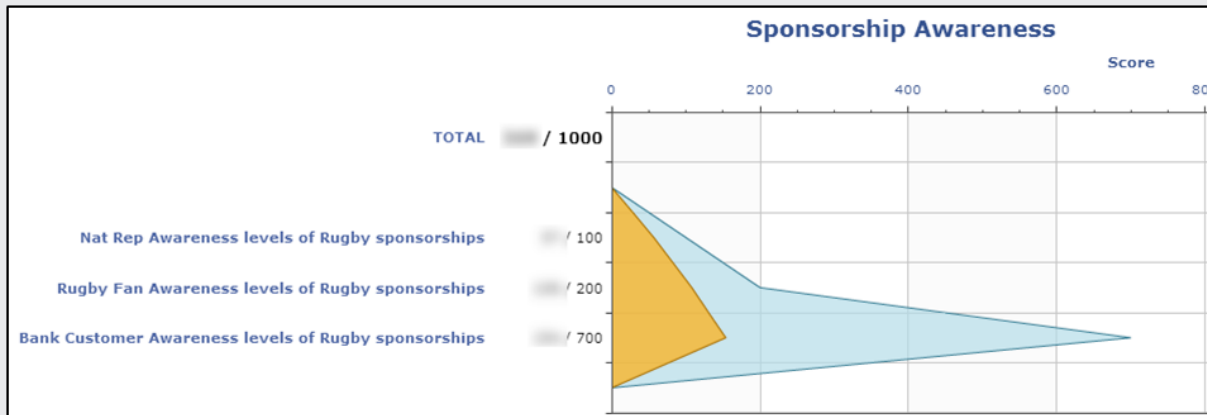
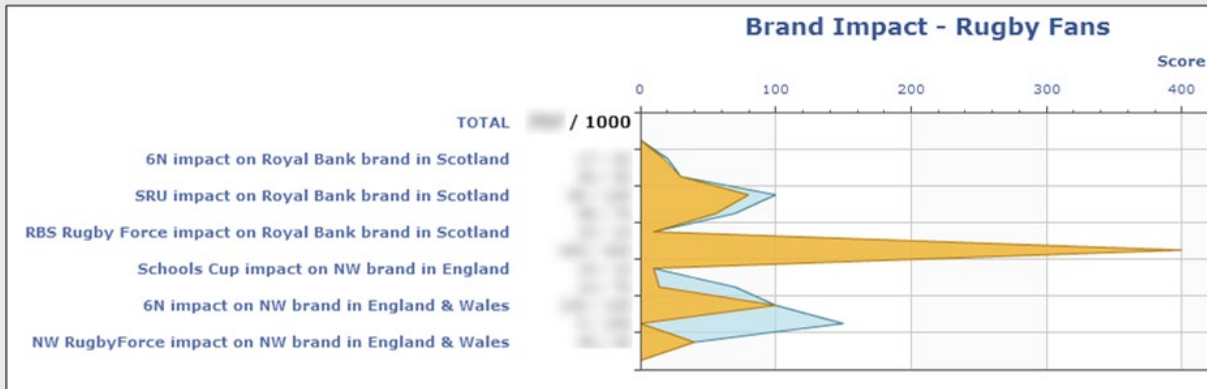
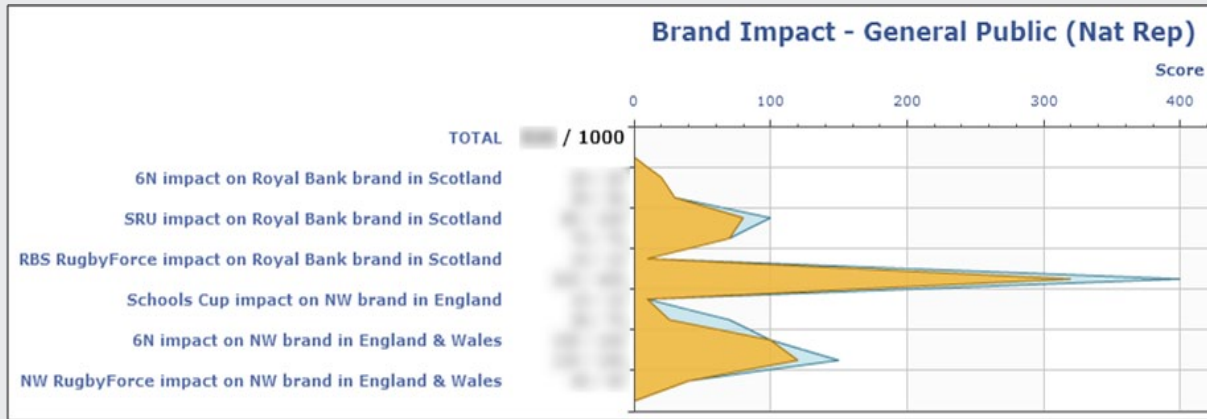
Because the PerforMind system requires 1000 'points' to be distributed amongst the objectives, this factor drove key strategic discussions on how RBS could best focus their activation plan and allocate their limited resources.

It soon became clear that while sponsorship awareness, brand impact, customer rewards, digital engagement and employee engagement were all desirable, brand impact (specifically amongst cur-

*"In the past we've struggled with data from a variety of sources: a research company delivering awareness and brand tracking, an activation agency providing digital data, the rights holder supplying media figures, our hospitality team measuring client satisfaction and our digital team measuring staff engagement... . Reconciling this into a single meaningful evaluation has previously proved complex. PerforMind has changed that."*

**Lee Bailey, RBS Sport Sponsorships Manager**





rent customers) was the most important.

Similarly, exposure of the Championship and simple awareness of the sponsorship were less critical as pure business drivers.

Once this weighting was clear, the RBS Sponsorship team could then move on to the task of identifying measurable metrics for each of the 7 objective areas.

Some had 10 or 15 metrics feeding into the overall score while others had only 2 or 3.

Without PerformMind, this situation could easily have led to misleading assessment of the sponsorship performance.

However, the initial weightings meant that no single metric was over or under valued.

Each provides the opportunity to earn an appropriate point score while metric targets and minimum thresholds set the scoring parameters.

Lee Bailey, RBS Manager of Sport Sponsorships, commented on the challenge and the PerformMind solution:

“In the past, we’ve also struggled with the fact that measurement data comes from a variety of internal and external sources.

We had a research company delivering awareness and brand tracking data, an activation agency provided data on our digital content, the rights holder supplied the media figures, our hospitality team measured client satisfaction, and our own internal digital team measured staff engagement of our intranet content... just to name a few.

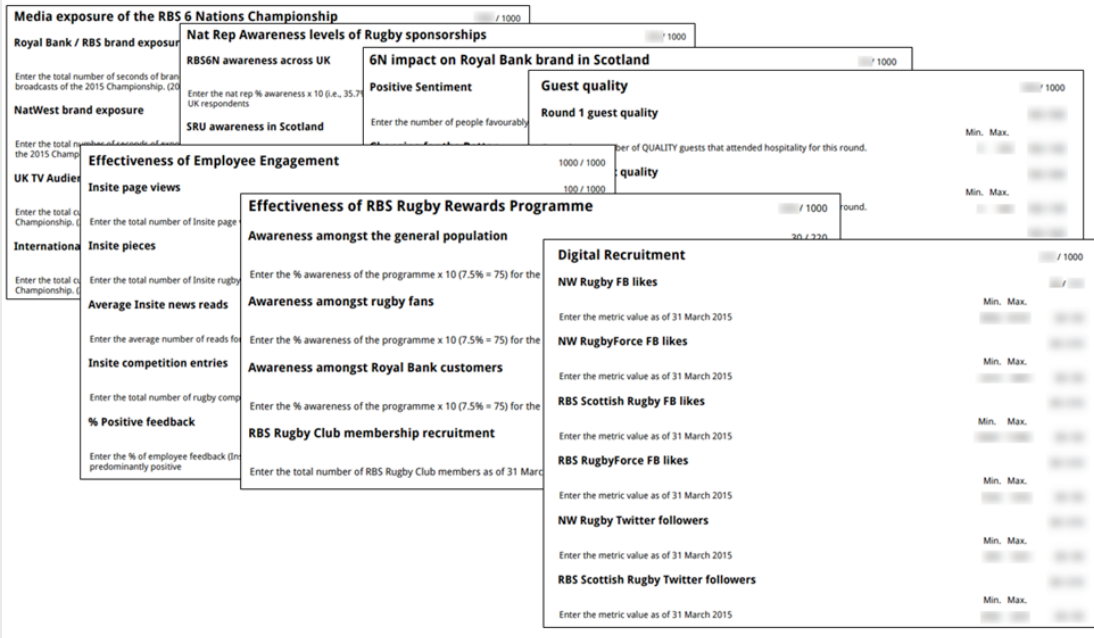
Reconciling all of this into a single meaningful evaluation and report has previously proved to be a complex and uncertain exercise. The PerformMind solution has now changed all of that.”

With a web questionnaire established for each of the objective areas, PerformMind allowed Lee to simply e-mail a questionnaire link to the data provider - whether internal or external.

By simply entering the figures requested and clicking ‘Submit’, the performance data was instantly pulled into the PerformMind system where the criteria and weightings were applied.

With all questionnaires distributed and complet-





ed, the fun begins.

The PerformMind assessment first provides a score. It's a bit like getting exam results, and with a score of 865/1000 (or 86.5%) RBS knew it had done quite well.

More importantly, the output graph offered a visual representation of their strengths and weaknesses.

The chart told them that while the overall score was strong, two areas left room for improvement.

These were areas where the scores were not bad, but the objective weightings were significant enough to create a gap between the optimal performance and the actual delivery.

PerformMind showed that addressing these areas was more important than pouring extra effort into another area where the weighting was much lower.

Martyn talks here about how they used the tool to further shape their strategic priorities:

“Because of the metric weighting we did at the beginning, and the live interactive nature of PerformMind reporting, a single click on each of the ‘short-fall’ areas in the graphical output provided an instant breakdown on each objective.

As it turns out, the data says that our activity is effective, but we're not creating enough awareness of what we're doing.

Further interrogation (a.k.a. ‘clicking’) of the PerformMind report told us that we over-delivered on some other awareness objectives, so one option is to shift some of our investment from one area to another.”

According to RBS itself, its implementation of the comprehensive functionality of PerformMind led to one of their most effective campaigns in years.

Links >

RBS Website:  
<http://www.rbs.com>

RBS Sponsorship Website:  
<http://www.rbs.com/about/sponsorship.html>

6 Nations Website:  
<http://www.rbs6nations.com/>

PerformMind Website:  
<http://www.sponsor.com/performind-cities/>

Sponsorium Website:  
<http://www.sponsor.com/>

Sponsorium Twitter:  
<https://twitter.com/Sponsorium>

Sponsorium LinkedIn:  
<https://www.linkedin.com/company/sponsorium>

Sponsorium YouTube:  
<https://www.youtube.com/user/PerformMind/videos>





**About Us** > The activation of sponsorship rights and partnership marketing is more creatively and strategically complex than ever – but the potential rewards are greater too.

Activative provides unique intelligence and insights that keep our clients - rights owners, brands, agencies and professional services - at the forefront of this evolving landscape.

The old sponsorship model, based on one directional brand-biased claims, vanilla hospitality, logo badging, eyeball 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 environment as brands seek symbiotic passionate platforms around which to build consumer conversations.

Activative explores this landscape's emerging strategies, tactics and trends, champions original thinking and innovation and showcases future facing media and new technologies across the sponsorship community - from sports, music, arts and culture, to education, ecology and cause.

Our role is to explore, filter, analyse and advise - we stimulate marketers across the entire space: from traditional sponsorships and to brand tie-ins, to strategic collaborations and commercial partnerships.

A key aspect of the value in our work lies in linking standout sponsorship activation to contemporary socio-cultural, economic and technology trends and in making connections, finding fresh and daring ideas and identifying breakthrough thinking.

We work with some of the world's most forward thinking brands from right across the partnership space - including property owners, brands, agencies, media businesses and other sponsorship professional services companies.

Activative is independent and objective. We are not a mouth-piece for the profession and we have no ties or bias to any agency, rights owner or brand.

Our independent research and objective analysis combine to form directional insights and actionable recommendations.

Our subscribers receive trends' insights, creative stimulus, idea generation, competitor/sector/property analysis and strategic planning intelligence.

Activative's subscription service is based on 3 core pillars:

- > Source: world's no.1 sponsorship activation case study resource
- > Insight: monthly analytical trend/property briefing service
- > Platform: live curated activation online magazine

In addition, for those with a specific challenge or in need of a deeper dive, Activative's research and consulting division offers a range of bespoke services.

From property activation reviews and brand/industry reports, to stimulus showcases, strategy/trend presentations, briefings and workshops, plus responding to specific client project briefs ,our bespoke services are priced according to brief and budget. <

**Subscribe To Activative** > To subscribe to Activative's tripartite - Source, Insight & Platform - subscription service simply fill out the form below:

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Then Activative will be in touch to activate your service.

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