
Part 1 of the *Sponsorship Promotions Bible*

How to Create Big-Time Sponsor Promotions

Every team sells promotions. However, many (most?) of these promotions don't provide a clear, tangible impact for the sponsor that shows the sponsorship is working. So, how do we get there? How do we create promotions that excite?

Let's start on what a sponsor promotion shouldn't be. I'm going to do it like a sculptor would:

The sculptor had a huge block of granite delivered to his studio. The granite block was taller than 15 feet and was as wide as a pick-up truck.

The sculptor started chipping away.

Months and months later the sculptor was finished chipping.

Chipped out of granite was a perfect replica of an elephant. Everything was in astounding detail: trunk, ears, feet, everything.

A journalist looked at the huge granite elephant and asked, "It's so real, what in the world did you use for a model?"

"I didn't use a model," the sculptor said. "I just kept chipping away the pieces that didn't look like an elephant."

So, let's start chipping away the promotions that don't provide a *tangible demonstration* of a successful sponsorship:

1. **Title Sponsorship of a between-innings or half-time shtick.** Many teams sell between-innings or half-time shticks as a standalone sponsorship. If these shticks are sold at a cheap price, then they are nothing more than the sponsor making a charitable donation to the team. Instead of donating a small amount of money for a fence sign, the company donates a small amount for a between-innings shtick. Maybe the sponsor got the between-inning shtick *because* they bought the fence sign. The team may have told them, "It's an extension of your brand awareness." That shtick, however, doesn't provide a clear, tangible impact for the sponsor. It's just part of their charitable donation.

If, however, a company spends *big* on a sponsorship and the promotion for that company is the title sponsorship of a between-innings shtick, you're entering a

danger zone. The team might think it's fun for the fans to watch a spin-the-bat between innings or puck shoot between periods and that the goodwill will somehow rub off on the sponsor. The team might exult about the 'brand awareness' that is generated for the sponsor during the game. Ha! We know that type of promotion does not provide any sort of positive, tangible impact on the sponsor's business. Those types of promotions don't underscore that the sponsorship working.

If the sponsor spends a small amount of money, no problem, fun is fun. If it's a large amount of money, then there's trouble ahead.

2. **Giveaways for walk-up fans.** Most teams do this to try to sell tickets, not to have a tangible impact on the sponsor's business. The team will tell the sponsor that they'll get thousands of impressions when fans wear the hat or t-shirt or wipe their face with the towel the team gave away. When a company sponsors a giveaway, it is basically a charitable contribution to the team. The fortunate thing for the sponsor is that they didn't invest very much money into the giveaway. The team may pass off the logo on the towel as part of a larger sponsorship relationship, but it still doesn't make a *tangible impact* on the sponsor's business.
3. **Lucky sections.** Teams will place this in the category of 'brand awareness.' This is often a throw-in for a sponsor, so this isn't even a charitable contribution. However, even though it's not a charitable contribution, it's still not a promotion that has a tangible impact on the sponsor's business.
4. **On-air identification of a certain action.** This could be like a Title Sponsorship of a pitching change. Yes, it does give the sponsor a little bit more on-air exposure, but it certainly isn't a promotion that is a tangible demonstration of how successful the sponsorship is.

In this exercise of 'chipping away' the promotions that don't provide a *tangible demonstration* of a successful sponsorship, I might have chipped away all (or most of) the promotions you've historically provided for sponsors. That's okay, because I'm going to show you a far better way to create impactful promotions for sponsors—promotions that have real *power*.

3 CHOICES FOR A PROMOTION IDEA AND ONE COULD HURT YOU

You and your staff need to be able to sit down and develop a promotion that can have a tangible impact on the sponsor's business.

You basically have three choices in creating a promotion:

1. **Choosing the promotion that the sponsor recommends.** This may seem like a good alternative. If it's a national company that has a national promotion adapted to your team, it probably is a good idea. But, let's suppose the local sponsor has an idea for a promotion that they feel works best with your team. Also, let's suppose that that idea is awful—a downright stinker. (Truth be told, it often is.)
If you accept that promotion and implement it, you know it will fail in an ugly manner. That happened to me early in my career. Even when we worked our tail off to make a bad promotion less bad, the promotion failed miserably and we got blamed

for it. We didn't get the renewal. I've also seen it happen with other teams. Sponsors *never* blame themselves for bad ideas.

So, when a sponsor presents to you a really bad idea for a promotion, you need to go to Option #2 or Option #3 and come up with a better promotion. Then you have to sell the sponsor why your promotion is better than his/her brainchild.

2. **You and your team can create a promotion from scratch.** To consider this option, you and your team need to fully embrace the principles in *The Sponsorship Promotions Bible*. One word of warning: This option takes patience. A lot of patience.

The patience—and the frustration—is caused by coming up with a promotion that answers five simple questions with an unqualified 'yes.'

The five simple questions are the entirety of *The Promotion Acid Test*. Here are the five questions:

1. Is the promotion targeted to *all* of your fans, even those that rarely attend a game? Yes or no?
2. Is the promotion *free* from purchasing anything from the team, like a ticket? Yes or no?
3. Is the promotion designed to specifically have your fans buy your sponsor's product? Yes or no?
4. Does your promotion create a real bridge between your fans and the sponsor? Yes or no?
5. Can the promotion work without heavily discounting the sponsor's product to the fans? Yes or no?

Where did these questions come from? They came from my early years (circa 1980-81) with the Portland Trail Blazers. We were struggling to consistently come up with ideas for sponsor promotions that would indeed have a tangible impact on the sponsor's business. In those days, everybody did promos where they'd select a fan at the game to do something to perhaps win something, and, heck, what type of impact did those shticks have? Even with exaggerated thinking, we couldn't say it created much impact, if any at all.

So, one fine day, we sat down and came up with five questions that would *seriously* challenge the impact factor of our ideas. Not only did it help us create better ideas, it helped us create those ideas *quicker*.

I've worked with teams where, try as they might, they could get only one 'yes' when they tested their promotion idea with *The Promotion Acid Test*. That's because most of their traditional promotions get *zero* 'yeses.' Zero for five!

It takes a while to reverse the team's thinking to get even one or two 'yeses.' That's where the patience and frustration comes in. But, if you have the patience, creating a solid promotion is a terrific skill for you to have.

Having this skill, you can steal lousy ideas from other teams and turn them into gems for your team. We did that when I was with the Portland Trail Blazers. A minor league baseball team was doing a *Dash for Cash* promotion on the field between innings. The team picked a fan at random from the stands and that fan had 30 seconds to grab from a pile as many one-dollar bills that they could. While

amusing to the spectators, that idea would have received zero ‘yeses’ in *The Promotion Acid Test*. Go ahead, try it.

- Q1: Is the promotion targeted to *all* of your fans, even those that rarely attend a game? **No**. If you didn’t go to the game, you didn’t see the promotion.
- Q2: Is the promotion *free* from purchasing anything from the team, like a ticket? **No**. The fan chosen had to purchase a ticket to even be there. (Hopefully it wasn’t a freebie.)
- Q3: Is the promotion designed to specifically have your fans buy your sponsor’s product? **No**. There was nothing to encourage fans to buy the sponsor’s product.
- Q4: Does your promotion create a real bridge between your fans and the sponsor? **No**, of course not. Bridge? Well, maybe the bridge to nothing.
- Q5: Can the promotion work without heavily discounting the sponsor’s product to the fans? **No**. Had nothing to do with the sponsor’s product, discounted or not.

This *Dash for Cash*—measured by the sponsor *Promotion Acid Test*—was a crap promotion. But, at the Trail Blazers, we ran with it anyway, with a few key changes.

Instead of doing *Dash for Cash* every game, we did it *once a month*. And, instead of choosing a fan from the crowd, we encouraged our fans to enter a *Dash for Cash* Sweepstakes at a Toyota store in Portland. One name would be chosen each month and besides VIP treatment at that *Dash for Cash* game, the winner could grab as many one-dollar bills as they could.

We promoted the registration to win the ‘Toyota *Dash for Cash*’ on our broadcasts and with other media resources we had.

On the entry form, the registrants had to give this information:

- a. Their name.
- b. Their address.
- c. Their phone number (now they would have to give their cell phone number and email address).
- d. Their current make and model vehicle.
- e. The name of their favorite Toyota model.
- f. The name of a salesperson at the Toyota store.

Besides the one winner per month, *every entrant won a second prize* (a special team poster). This second prize gave the Toyota salesperson the opportunity to phone the registrant to come in and pick up their second prize, and by coincidence (heh-heh), the store was having a special sale on the registrant’s favorite Toyota vehicle.

From the tired *Dash for Cash* done at a minor league ballpark, we turned it into a strong promotion for Toyota that they continued to do for more than 15 years.

In case you’re counting, the way we did the ‘Toyota *Dash for Cash*’ received five ‘yeses’ in *The Promotion Acid Test*. Take a look:

- Q1: Is the promotion targeted to *all* of your fans, even those that rarely attend a game? **YES!** All Trail Blazer fans could participate, not just those at the game. Just go to a Toyota dealership and sign up.
- Q2: Is the promotion *free* from purchasing anything from the team, like a ticket? **YES!** The Trail Blazer fans didn't have to purchase anything from the team—or Toyota—to participate.
- Q3: Is the promotion designed to specifically have your fans buy your sponsor's product? **YES!** This is a resounding *yes*. The promotion showed the fan where the Toyota dealership was. It also introduced the fan to a Toyota salesperson. And, the promotion told the salesperson about the fan's car preference.
- Q4: Does your promotion create a real bridge between your fans and the sponsor? **YES!** The bridge is that the promotion got the fan to the Toyota store twice in 30 days, once to register and then to pick up their second prize. That's a rock solid bridge that led to many car sales.
- Q5: Can the promotion work without heavily discounting the sponsor's product to the fans? **YES!** The promotion didn't even mention car prices or even sales for that matter. The Toyota salesperson could, of course, offer a discount, but they always do that.

3. **Just click on a pre-written promotion from our website.** Let's just suppose you don't have the patience or the time to create a big-time promotion for a large Anchor sponsor. No worries. Just go to our website www.ultimatetoolkitsponsorships.com. On the Private Content page—available exclusively to *The Ultimate Toolkit - Sponsorships* teams—you'll find a slew of promotions that you can use. The promotions are filed under categories such as:

- Automotive
- Banking and Financial
- Cellular and Communications
- Energy
- Food
- Fast Food Restaurants
- Drink: Water, Soda, Beer
- Hospitals, Healthcare, Dental
- Misc.

These promotions aren't just pie-in-the-sky ideas. Each promotion has a history that dates back to my days with the Portland Trail Blazers or New Jersey Nets or the seven Mandalay Baseball teams.

You can download the write-ups of these promotions and tweak them to fit your needs.

Wow, I wish I would have had this short cut years ago!

WHAT TO DO WHEN YOU CHOOSE OPTION #2

Let's say you choose Option #2 and you're going to create the promotion for your sponsor. These are the steps I recommend:

1. **Choose your team.** When I first started selling sponsorships for the Portland Trail Blazers, I was the sole member of the sponsorship team. It was easy to call a meeting to come up with a promotion idea for a sponsor—I just sat down at my desk and started doodling. You may be in that situation right now. Don't worry, it's not bad, and besides, you have me via *The Ultimate Toolkit - Sponsorships* to help you along the way.

If you do have some more folks in your department, that is terrific. Form an ad-hoc ThinkTank team. Here are some recommendations for that team:

- a. *It shouldn't be too big.* Three or four or five folks is just about right. Seven tops. If it gets much larger than that, it's sometimes difficult to control. If it seemed like *everybody* wanted to be on the ThinkTank team—like ten or more people—I would create *two* ThinkTank teams of five each.
 - b. *Each member has to have read Part 2 of **The Sponsorship Promotions Bible**, *Acing the Promotion Acid Test*.* They have to read Part 2 at least *twice*. Team members should know what they're getting into. Part 2 will give them a pretty good idea.
 - c. *Print the Promotion Acid Test* and tape it to the wall of where you're meeting. Believe me, you'll be referring to this a lot. By the way, don't let a ThinkTank team member rip the *Promotion Acid Test* from the wall and light it on fire. If you fail at that, whip out another printed *Promotion Acid Test* and tape it to the wall.
 - d. *Allow enough time.* This isn't a 15-minute or 30-minute meeting. I often scheduled them for two *hours*, and toward the end of the working day so we could go longer—a lot longer—if necessary. One meeting, we started at 4pm and was scheduled to end at 6pm. We finally ended it at 9:30pm. But, we had a huge idea we were all excited about, and a couple of months later we sold it to a sponsor for the largest local sponsorship in the NBA at the time.
 - e. *Somebody has to be the wrangler with a cattle prod.* I've been in ThinkTank meetings where we get stuck on two or three yeses and we just can't get more. The consensus of the group was that the idea at three yeses was good enough. Nope. That's where the cattle prod comes in. The wrangler can't allow the meeting to end in mediocrity.
2. **Start the meeting by determining what you think the sponsor is trying to achieve and then create the promotion.** You're going to decide this without going on a 'Needs Analysis' meeting. That's right: *You*. Not the prospect. This isn't that difficult. For example, let's use what a car dealer is trying to do. Here is how the question-answer in your ThinkTank meeting could go in trying to determine what a car dealer is trying to do:

- Q. What's a car dealer trying to achieve?
- A. *Sell more cars and trucks.*
- Q. Yep, how do they sell more cars?
- A. *Get more people in their showroom.*
- Q. How can we get *our fans* to visit their showroom?
- A. *Give each fan \$100 to just show up.*
- Q. The dealer could give away \$100 bills without us. What would they need us for?
- A. *We could give \$100 worth of tickets to every person who comes to the showroom.*
- Q. Who's going to pay for the \$100 worth of tickets? The car dealer isn't and we aren't. We've got to do better than just come up with a big cash bribe.
- A. *How about a special edition hat of our team? This wouldn't be a promotional hat which also included the sponsor's logo. It's just the team's hat, with a cool design. That would have a worth of \$25 or so, and it would cost less than \$2.*
- Q. That's still a lot of money just for a person to show up. When they come in to register for *Dash for Cash*, we get them to the store, and get them to give up a lot of personal information and it doesn't cost anything except for the actual *Dash for Cash*, which we would do anyway, and that *Dash for Cash* is just for *one person* a month. Each dealer would get several thousand names with important info like what the fan's favorite Toyota vehicle is. What does the car dealer get for their \$2 cost of a hat?
- A. *How about a test drive? I've heard that if a car dealer can get a person to test drive a car that its chances for a sale is far greater.*
- Q. Not bad. The reward for a test drive isn't so great (like the \$100 bill) that everybody would take a spin just to get the \$100. The special edition hat would attract just our fans. And, getting one of our fans to come to a car dealer, meet a salesperson, and take a test drive seems like a really good investment for that dealer.

As you can see, once you develop what the sponsor is trying to do, it's easier to come up with a promotion.

3. **Write it up.** The write-up for the promotion becomes a segment of the leave-behind piece. Usually the Write-Up succinctly explains the promotion—without hyperbole—and how the team is going to promote the promotion. This should take about two to three pages.
4. **Pitch it and get feedback.** The promotion will be a *segment* of your pitch of an Anchor sponsorship. I've had meetings where the prospect loved the promotion on the spot, and I've had meetings where the prospect *guided* me on how to make the promotion better.

WHAT TO DO WHEN YOU CHOOSE OPTION #3 (to Write It Up)

The procedure for Option #3 is very similar to Option #2 except there are a few short cuts built in.

1. **Choose your creative team.** This process stays the same. You create a ThinkTank team with the same ground rules as in Option #2.
2. **Start the meeting by determining what you think the sponsor is trying to achieve and then *choose* the promotion.** The big difference here is that you don't have to create a promotion from scratch—you get to *choose* one from our website. But, you still need to go through the drill of determining what you think the sponsor is trying to achieve. Once you do that, you go to our website and choose. In the example of a car dealer, you would go immediately to the Automotive section. You could choose one of the promotions that is there, or if it doesn't fit your needs, you can swing over to a different category to look at other promotions that might work.
3. **Download it and tweak it.** Pretty simple, eh? Just download what we have, tweak it and paste it into your leave-behind piece.
4. **Pitch it and get feedback.** Not much different here. Pitch the promotion. The prospect will either like it or tell you how to tweak the promotion to make it work better.

To see how the promotion folds into an Anchor sponsorship pitch, go to the *Making the Sponsorship Sales Pitch Handbook*.

HOW TO START

You don't have to do a cannonball into the icy lake to get started. You can stick your toe in the water. You know, to get a sense of what you're about to do.

You can stick your toe in the water with sponsor promotions right now. You don't even have to choose members for your creative team. You don't even have to go to our website. Here's how to stick your toe in the water right now:

Take one of your current promotions. It might be one that you sell as a standalone. It could be a half-court shot or a puck shot or the spin-the-bat. Go ahead, pick a promotion.

Now that you have picked the promotion, pick a potential sponsor. I'm not talking about a sponsor for the shtick. I'm talking about an Anchor Sponsor who will be paying big bucks for their sponsorship. The promotion that you picked can potentially be a big-time promotion for that Anchor Sponsor. Go ahead, pick a sponsor.

Now, how do you make that promotion work for that sponsor? Be ready to make some serious adjustments as you run the idea through the *Promotion Acid Test*:

1. **You need to target the promotion to *all* of your fans, even those who rarely attend a game.** If your promotion involved the random picking of a fan from the stands, you have to discard that part. Random picking of a fan is out. You can't do that. With the sponsor you've picked, how could a fan register? Car dealer? Gas station mini-mart? Bank? If it's a retailer, they have a place to get registrations.
2. **For the fans to participate they have to be *free* from purchasing anything from the team.** So, what does the fan have to do to participate?
3. **Design the promotion to specifically have your fans buy your sponsor's product.** If you can get your fans to a store or talk to an insurance agent or do something not unreasonable with the sponsor, then you are leading the horse to water. I used the insurance agent as an example because we did an eminently successful promotion with a car insurance company in Dayton, Ohio. The fans could get a free hat by just calling up one of the 40 designated insurance agents in the area. During that phone call, they had to tell the agent the make and model year of their car and how much their current car insurance costs. For doing this, the fan could drive to the insurance agent's office and get the free hat. When the fan found out they could save \$100-\$300 on car insurance, and they were going to be driving to the agent's office anyway, it became a pretty easy decision to switch insurance. Since the 40 agents were paying half the cost of the sponsorship, they had to *feel* results. Even though the company was experiencing budget cuts the following year, the agents *forced* the company to ante up their half.
4. **Have your promotion create a real bridge between your fans and the sponsor.** It is usually pretty difficult to build this bridge, but it's really important. You might have to spend more time on this one. As an example, a real bridge would be the fan driving to the insurance agent's office, meeting the agent, getting the free hat, chatting with the agent. There are more examples of these types of bridges in Part 2: *Acing the Promotion Acid Test*.
5. **You can't heavily discount the sponsor's product to the fans to make the promotion work.** When I was managing teams, it seemed like I was always running into companies that wanted to discount *my* product. It would go like this, "We can help your attendance by discounting *your* tickets." It could involve something like this: Fill up your tank and get two free tickets. Or, buy this and get two discounted tickets. I didn't discount our tickets or give them away. And, I didn't expect sponsors to discount their product or give them away for the sponsorship to work. With the example of the insurance agent, we didn't expect them to discount their rates. They felt their rates were superior; they needed a way to tell people one-on-one.

If your promotion idea requires the sponsor to artificially discount their product for the promotion, then start over again.

If you took my recommendation on how to start and spent just 15 minutes restructuring one of your current promotions, I think you'll get a glimpse of how much more powerful your promotions can be. When the promotions are that powerful, they become your 'secret sauce.' Apply that secret sauce to your Anchor Sponsorships and reread Chapter 16: *The Art of Pricing Sponsorships* and do a little doodling with numbers. You'll like what you doodle.

ONCE YOU HAVE THE PROMOTION, WATCH OUT FOR THESE 3 THINGS

After you start creating promotions, there are three things that are sometimes troublesome. If you know what they are, you can guard yourself from doing these three things:

1. **Severely limit any on-field or on-court promotions.** This habit is really tough to break for some teams. After all, for many teams, the promotions for sponsors were always exhibited on the field or on the court. This is the time to remember question number one of the *Promotion Acid Test*: Is the promotion targeted to *all* of your fans, even those who rarely attend a game? Also, remember question number two: Is the promotion *free* from purchasing anything from the team, like a ticket? If the promotion is purely an on-field event with the fan participant chosen from those in attendance, then you'd get a resounding *no* on the *Promotion Acid Test*.

Let's look at the *Dash for Cash* promotion that we swiped from a minor league baseball team. That team ran *Dash for Cash* at *every* home game. It was always placed in the same inning. Here's how we did it differently:

- a. *Once a month.* We weren't looking for exposure of just the fans at the game. We wanted to make it bigger—and more effective—than that. And we definitely didn't want to do the same promotion every home game. Instead of doing *Dash for Cash* every game, we did it *one game per month*. We promoted *Dash for Cash* for a month and then made a big splash.
- b. *We picked a fan who had registered at an auto dealer.* We promoted for a month for fans to go to the auto dealer to register.

The promotion became tremendously effective for Toyota *and* we reduced the *Dash for Cash* from every game to *one game per month*.

Your ThinkTank team might routinely come up with promotions that almost always feature an on-field or on-court presence. That's a crutch that you have to remove. Sure, it's okay to occasionally feature an on-field component in promotion, but it shouldn't be a parade of sponsored events. One way to space it out is like what we did with *Dash for Cash*.

2. **Have realistic goals.** It's vitally important to come up with realistic goals. In our Toolkit booklet *Making the Sponsorship Sales Pitch*, I explain a promotion for Fifth Third Bank in Dayton, Ohio. The bank wanted a promotion to deliver \$15,000 home equity loans.

I then asked the magic question, "How many of these loans would you like to get."

The bank said, "Thirty."

That was the number they felt would make the promotion successful. In fact, they said that if they got that number, the promotion would be “*highly successful*.”

The 30 goal didn’t seem to be out of the question to me. After all, we had over 5,000 ticket accounts, which included our 18-game buyers. What it boiled down to was: could we motivate 30 of our 5,000 accounts to take out a \$15,000 home equity loan? We felt we could.

But, what if the bank would have said they wanted the promotion to deliver 1,000 \$15,000 homeowner loans?

We would have had to ask some questions like, “In past promotions for homeowner loans, what are the best results you’ve had?”

If they answer ‘20,’ then a discussion has to take place as to why 1,000 was considered a realistic number.

Let’s say you accept the 1,000 goal from the bank, and let’s say their best homeowner loan promotion in the past produced 20 loans. And, let’s say your promotion delivers 40 homeowner loans. That’s twice as many as the bank’s best promotion ever, but woefully short of the goal. Because you fell so far short of the goal, you could lose a major sponsorship where you actually excelled.

3. **Don’t let your salesperson or your sponsor screw up your/their promotion.** Hey, I’m not trying to whack your salespeople or a beloved sponsor. I’m speaking from personal experience. Let’s look at the salespeople first.

When I first started with the Portland Trail Blazers in 1979, the salesperson serviced whatever they sold. That was the standard in the industry and that’s what I used. Since I was the sole sponsorship salesperson at the time, I, and my recently-hired assistant, serviced everything. Then in 1981, I hired a sponsorship salesperson, thus doubling the sales staff. I hired that person because I was too busy servicing the stuff that *I* had sold and I had very little time to go after new sales. The salesperson I hired did terrific job getting more new business, and lo and behold, in short order he was spending all of *his* time servicing the accounts he had sold. No more new business sales calls. To compound things, that salesperson could face the Wrath of Khan with aplomb, but could quickly become a nervous wreck handling the details of the promotion.

So, I was taking two terrific salespeople (me and the guy I hired) and was turning them into mediocre service people. Crazy, eh?

Having the salespeople implement the promotion created another problem. I found that the salesperson and I could indeed handle (most of) the details of a promotion, but there was always one detail that often slipped through the cracks. That one detail then, alas, became the most important detail.

For example, one promotion we had was with a group of 12 Toyota store owners. We did this promotion the year before we did *Dash for Cash*. A fan could get a collector’s item special team poster by going to a Toyota store and test driving a car. We printed the posters and delivered them to the Toyota regional office for our area and explained all the details to the owners at their meeting. You guessed it, the posters never made it from the Toyota regional office to the stores, and nobody at those stores knew anything about the promotion when fans started to come in and ask for the poster. The salespeople on the floor didn’t know, the sales manager didn’t

know, the owner didn't remember. We promoted the heck out of getting your FREE team poster for a test drive, but there were no posters to be had.

We could blame, I guess, the Toyota regional office for not distributing the posters to their dealers. We also could blame the owners of the Toyota stores for not informing their general managers and staff about the promotion. But, that wouldn't get us a renewal. This snafu was totally on us.

It was a miracle we didn't lose the account. The next year we made two major changes:

- a. *We changed the promotion to Dash for Cash.*
- b. *We created a Sponsor Services Department.* No longer were the salespeople (me included) responsible for the success of the promotion or the sponsorship. I hired people that were very detail oriented and they planned the promotion like they were invading a country. Here's how they handled *Dash for Cash*:
 - Explained the promotion at the dealer meeting at the Toyota regional office.
 - Explained the promotion to the general manager, sales manager and ops manager at each of the 12 participating Toyota stores.
 - Explained the promotion to the sales staff at each of the 12 Toyota stores. One large Toyota store had three shifts of salespeople. We went out there three times to meet with each shift and explain the promotion.
 - Taped up promo posters onto the display windows at each of the 12 Toyota stores.
 - Distributed the entry forms to the salespeople at each of the 12 Toyota stores.
 - Picked up entries each week from the 12 Toyota stores.
 - Provided a printout of each entrant, sorted by the name of the salesperson on the entry form.
 - Distributed the printouts to each sales manager at each Toyota store.

We implemented *every* detail of the promotion and made it pretty close to impossible for any Toyota dealer to screw it up. I think that it was this attention to detail from the Sponsor Services Department that got Toyota to renew every year, long after I had moved on.

After reading this Part 1 of *The Sponsorship Promotions Bible*, you probably have a lot more questions. Be patient—I think we'll answer all those questions in Part 2 and Part 3 of *The Sponsorship Promotions Bible*.

So, proceed on.

A SIMPLE TEST YOU CAN TAKE

1. (*Choose one.*) Which is the most dangerous way of creating a promotion?
 - a. Blithely accepting a promotion that the sponsor recommends.
 - b. Forming a creative team and creating your own promotions from scratch.
 - c. Take promotions from our website and tweak them to fit your needs.

2. (*Fill in the sentences.*) Write the five *Acid Test* questions for promotion.

Q1. _____

Q2. _____

Q3. _____

Q4. _____

Q5. _____

ANSWERS

1. *a.* I've seen teams come up with some pretty awful promotion ideas, but the really awful ones are usually created by the sponsors. It's not easy walking a sponsor away from the edge of the cliff. You have to do it by creating a better promotion using *The Promotion Acid Test*. When I've done that before, I present the new and better idea in the format of *The Promotion Acid Test*. I talk about the number of yeses. I don't make reference to the sponsor's truly dumb idea or the zero number of yeses that their promotion earned. Every time, the sponsor realized the stupidity of their idea—never admitting it, of course—and said that our promotion was the one to go with.
2. *The Promotion Acid Test* is something you have to know. Here it is:
 - Q1. Is the promotion targeted to *all* of your fans, even those who rarely attend a game?
 - Q2. Is the promotion *free* from purchasing anything from the team, like a ticket?
 - Q3. Is the promotion designed to specifically have your fans buy your sponsor's product, *recycling your fans to become your sponsor's customers*?
 - Q4. Does your promotion create a real bridge between your fans and the sponsor?
 - Q5. Can the promotion work without heavily discounting the sponsor's product to the fans?

Part 2 of the *Sponsorship Promotions Bible*

Acing the Promotion Acid Test

When I acted as the sculptor and ‘chipped away’ the promotions that don’t provide a *tangible demonstration* of a successful sponsorship, I might have chipped away all (or most of) the promotions you have provided for your sponsors. That’s okay, because you’re going to be learning a terrific new way to create powerful promotions for sponsors. You and your staff will be able to do this *on demand*.

This terrific new way comes in a tool for you to use. I introduced you to the tool in Part 1, the *Promotion Acid Test*. Here, I’m going to show you how to wield that tool.

When you wield that tool properly, you and your staff will be able to sit down and create a promotion from scratch that can have a tangible impact on the sponsor’s business.

YOU’VE GOT A ROLE TO PLAY

We’re going to demo this tool for you, and we need for you to do some role playing.

You’re going to play the role of a Big Shot. You get to choose your role from those listed below:

- a. **The owner** of the largest car dealership in your area. You’re also President of the local dealer group.
- b. **The General Manager** of the local beer distributor.
- c. **The President** of a large bank with plenty of branches.
- d. **The Regional Manager** of a chain of general merchandise stores like Walmart.
- e. **The GM** of a chain of tire stores.

Now that you’ve chosen your role, I’ll choose mine.

I’m going to be the VP-Sponsorships for the local team, the Big City Kangaroos.

I’m a good enough salesperson to have talked my way past your gatekeeper (your assistant) and am now sitting in front of you to make my pitch about you buying a sponsorship. We’ll join our conversation in progress.

Here goes:

ME: “...when you put your company’s name on this cup (see me hold up this 16 ounce plastic cup and see me hand it to you). We’ll have our logo on one side of the cup and your logo will be on the other side. This cup is like a billboard—every time the person tips that cup back to drink something, they’ll see your logo and they’ll be reminded of your company.”¹



“We’ll give out one of these cups to the first 15,000 people that come to the game. Fans love these cups. They use ‘em all the time. So, you’ll have 15,000 slurping billboards being used *three times a day, every day of the year.*”

“The average person will tilt back a cup four times while drinking. Thus, your logo will be seen four times. That doesn’t even count the times your logo is seen when the cup is just sitting there between drinks. Let’s see how many exposures that is for a year:

AD EXPOSURE MATH

Description	Math
Cups	15,000
Uses per day	3
Total uses per day	45,000
Days per year	365
Ad exposures per year	16,425,000

“16,425,000 ad exposures per year! All you have to do to get that type of exposure is just pay for the cups. The cost-per-thousand on that is a *fraction of one-hundredth of a penny,*” I say, tossing a penny onto your desk. “*Fraction of one-hundredth of a penny.*”

Let’s remember our roles. I’m the sales guy selling sponsorships; you’re an executive that markets either: a) cars; b) beer; c) loans; d) stuff; or e) tires. Since you want to sell your product, you ask me:

YOU: “How many _____ (cars, beer, loans, stuff or tires, depending on the role you chose to play) did those cups help me sell?”

That question you asked is totally *unfair*.

You see, I was talking *ad impressions* and *cost-per-thousand* and you were talking *sales of your products*. Totally unfair!

Truth be told, I wasn’t concerned with what effect the cup giveaway had on *your* sales. Sure, it would be nice if your sales increased because we gave away plastic cups with your logo on them, but *my marching orders* were to get the cup premium sponsored.

You, however, were totally selfish, wanting to know how those cups would increase your sales.

You didn't understand *my* dilemma. My management felt that a plastic cup premium would somehow motivate fans into buying tickets. So, we needed *somebody* to pay for those cups and I chose you. Your company would be getting sixteen million four hundred and twenty five thousand impressions from our cup for a really modest cost!

So, alas, here was the stand-off between you and me:

STAND-OFF BETWEEN YOU AND ME

You	Me
You want to sell some product	I want to sell some <i>plastic cups</i>

Well, this chapter is NOT about selling plastic cups. In fact, the entire chapter is about *how to sell a sponsor's product* using the marketing strength of your team.

After all, the *number one* motivation for companies to buy a sponsorship is: *Have a positive impact on their bottom line, usually through increasing sales.*

STEPPING OVER A \$100 BILL TO PICK UP A NICKEL

When you go to a game and receive a premium, the premium is usually sponsored. In many cases, getting those premiums sponsored is a top marketing priority for the team. Because of this focus to get somebody to sponsor the premiums, we often lose sight of what the sponsor wants to do. When we do that, we impose limits on what we can charge for sponsorships. In other words, we're selling the small sponsorships and missing out on the huge sponsorships. That's called stepping over a \$100 bill to pick up a nickel syndrome.

The first step in changing that syndrome is placing the sponsor's needs first, second and last. If you are able to do that, you'll be able get far more money for your sponsorships. The difference will be so great that your team could actually just *buy, unsponsored*, all the plastic cups the team would ever need. Wild thought, eh?

ROLE PLAY #2

Now, let's role play again, with a different scenario. Choose which role from the slightly different list below.

- a. **The CEO** of a large industrial company in town.
- b. **The VP of Sales** for a large commercial printer.
- c. **The President** of a large local hospital with 8,000 employees.

Again, I'll be the VP-Sponsorships for the Big City Kangaroos. Let's join this conversation in progress:

ME: "...when you purchase this large sign in our arena that our fans can see from any seat, people will think positively about your company. We average 17,000 people a game over our 41-game season. Each person in the arena will look at the sign at least five times during each game so that means you'll have:

AD EXPOSURE MATH

Description	Math
Average attendance	17,000
Number of games	41
Times/game a fan will look at the sign	5
Ad exposures per season	3,485,000

That’s almost three and a half million ad exposures!”

YOU: “How did that help me _____?” (From the choices below, you pick the answer that fits your needs depending on the role you’re playing.)

CHOOSE ONE

<input type="checkbox"/>	Impact the community positively
<input type="checkbox"/>	Develop new commercial accounts
<input type="checkbox"/>	Reward or recognize my employees
<input type="checkbox"/>	Some other reason that isn’t sales oriented

Again, damn it, we’re at a stand-off. You were totally unfair again!

My marching orders were to get all the signage in the building sold out. I guess your marching orders, if you were a CEO of a hospital, didn’t include using your sign in the arena to encourage people to get hurt so they get to go to your hospital and increase your revenue. Your business goal would most likely have been one of the other choices above.

Well, this chapter is not about selling plastic cups nor is it about selling signs. This chapter is about how to use sponsor promotions to help your sponsor accomplish their business goals. When you do that, you’ll find that Anchor Sponsorships of any kind—radio, TV, signage, etc.—will be easier to sell and a higher price.

This chapter is about how to use sponsor promotions to help your sponsor accomplish their goals and make a clear, tangible impact on their business.

With that resolved, let’s take a look at you and me in that scenario that started the chapter:

THE FOCUS THAT LEADS TO SPONSORSHIP SUCCESS

You	Me
You want to sell your product	I want to sell your product

I’ll rephrase the above:

The focus that leads to sponsorship success:

1. Your sponsor wants to sell their products using a sponsorship of your team.
2. *You* want to help sell your sponsors’ products.

Once we have fully accepted that the sponsor's promotion is an important tool to make a clear, tangible impact for the sponsor, then we can go on to *create* a knock-your-socks-off whiz-bang promotion.

I NEEDED A GUIDE TO HELP US THROUGH THE WILDERNESS

Okay, once you agree that you and your sponsor both have the same goal—to create a promotion that would help the sponsor accomplish their business goals, what then?

Simple: create a great promotion that would help the sponsor accomplish their business goals. That's what *The Promotion Acid Test* is for.

It's not that your team isn't creative. Your team probably is, but not in a disciplined way of developing a promotion that has a positive impact on the sponsor's business.

Your sponsor may be creative, but most likely doesn't have the know-how to come up with a promotion for a sports team that would be highly effective. Sponsors know their business, not necessarily the sports business.

So, we created *The Promotion Acid Test* over 30 years ago when I was GM of the Portland Trail Blazers, and I carried it with me at every stop along the way. *The Promotion Acid Test* can be a great tool for you to unleash your team's creativity in a targeted manner. This tool would help teams through the wilderness to come up with a terrific promotion for a sponsor, time after time after time.

I recommend that you take this simple *Promotion Acid Test* every time you need to come up with a promotion for a sponsor.

Let's try it here, right now.

Okay, first you have to come up with a promotion idea. If you don't have one handy, just pick a promotion that you already do for a sponsor. Apply that promotion or idea to the following five questions in *The Promotion Acid Test*. Go!

PROMOTION ACID TEST

- 1. Is the promotion targeted to *all* of your fans, even those who rarely attend a game?** (This means the promotion has to reach fans outside of your building.)
Yes or No
- 2. Is the promotion *free* from purchasing anything from the team, like a ticket?** (This further emphasizes that the promotion reaches both fans who attend your games and those who don't.) Yes or No
- 3. Is the promotion designed to specifically have your fans buy your sponsor's product, *recycling your fans to become your sponsor's customers*?** (At the very least, the promotion should be designed to get the fan to do something that's not unreasonable, such as go to their place of business, visit their website or engage with the sponsor in some way.) Yes or No
- 4. Does your promotion create a real bridge between your fans and the sponsor?** (A real bridge means that the promotion has the fan do something on a semi-regular basis with the sponsor.) Yes or No
- 5. Can the promotion work without heavily discounting the sponsor's product to the fans?** (We're not in the business of discounting a sponsor's product. The

sponsor can do that without our help. We want to recycle our fans into becoming the sponsor's customer.) Yes or No

HOW MANY YESES?

How many yeses did you get for your promotion?

Five yeses? Probably not, since this was the first time you took the test.

How about 2-3 yeses?

Did you get *any* yeses? Don't be embarrassed if you didn't get any yeses. You'll get lots of yeses shortly after you learn this stuff.

Let's try *The Promotion Acid Test* again. This time we'll use the plastic cup promotion as an example. Remember, this is where I sold a sponsor promotion where the sponsor paid the team for the cost of the plastic cup and got to slap their logo on the side of each cup. The team gave these cups out at the game.

How many yeses would the plastic cup promotion get?

Q1. Is the promotion targeted to *all* of your fans, even those who rarely attend a game?

NO! The plastic cup would be distributed to only the fans in attendance at that specific game. What about the thousands or tens of thousands of fans listening on radio or watching on TV? They're out of luck; they can't participate. Thus, I was severely limiting the sponsor's impact of the promotion.

Q2. Is the promotion *free* from purchasing anything from the team, like a ticket? **NO!**

The fans have to *buy a ticket* to get the "free" plastic cup. What if the game was sold out? Tough luck for the fan. Again, this qualification severely limits the impact.

Q3. Is the promotion designed to specifically have your fans buy your sponsor's product, *recycling your fans to become your sponsor's customers*? **NO!**

What real motivation is there for the fan to buy the sponsor's product? Would it be a heightened sense of *gratitude* for receiving such a fine plastic cup for free? Hardly.

Somebody might suggest that if there was a coupon in the cup for a free Coke fill-up when the cup was brought into the store that this would be a recycling of our fans to the store. However, *what if the sponsor was not a fast food franchise?* The coupon idea might work for a fast food outlet, but what if the sponsor was a furniture store or a hardware chain? Sure, they could put a coupon in the cup for a discounted soda, but heck, they could just as easily put that coupon in the newspaper.

Or, if the sponsor was a furniture store, they could put in a coupon for 10% off of a recliner. Really? There would be a lot of coupons littering the floor.

Q4. Does your promotion create a real bridge between your fans and the sponsor? **NO!**

Was there a real bridge in the case of the plastic cup? None. There is no connection between the sponsor's business and the fan.

Q5. Can the promotion work without heavily discounting the sponsor's product to the fans? **NO!** This gets a 'no' because there isn't anything to do with the fans buying the sponsor's product at regular prices or at a discount with the free plastic cup.

If you're tallying up the yeses and no's, it would look like this: Zero Yeses, Five No's. A pretty lousy promotion, eh?

USING THAT PLASTIC CUP TO SELL THE SPONSOR'S PRODUCT

Still using that plastic cup as an example, let's say you chose to be a Big Shot for a fast food franchise instead of one of the other choices. How can we get a *YES* answer to each one of the five questions? Here's how:

- **Available to all fans, even those who rarely attend a game.** First off, we will up the ante. Instead of just one plastic cup, we're going to promote a *series* of six plastic cups featuring our team, the Big City Kangaroos. The promotion would last six weeks with a different cup featured each week. The Kangaroos plastic cups would be available sequentially at each store of the fast food sponsor. So the answer is **YES**.
- **Free from purchasing anything from the team.** This is not a *ticket* promotion; it's a *sponsor* promotion. All fans can get the cup, whether they attend Kangaroos games or not. Our fans can get the plastic cup for \$.29 when they purchase a special Kangaroos meal, which includes a double cheeseburger, fries and a Coke at the fast food chain. Another **YES**.
- **Recycling Kangaroos fans to become regular customers of your fast food restaurants.** Buying action is a major part of the promotion. In fact, the promotion encourages the fan to buy a Kangaroos meal for *six straight weeks* to get the complete cup series! Another **YES** answer to the *Promotion Acid Test*.
- **Create a real bridge between Kangaroos fans and your fast food restaurants.** Six straight weeks of buying could be considered a wonderful bridge. We'd be building regular, repeat buying customers for your stores. Our fans would have to purchase a meal to buy the cup. To get the entire collection, our fans would have to return and buy for six straight weeks. This is one heckuva bridge that we're building between our fans and the fast food chain. A resounding **YES**.
- **No heavy discounting of the sponsor's product.** There's no discounting at all. The special Kangaroos meal isn't discounted; it's just a combo meal that the fast food chain wanted to promote. What increases the sales of this meal package is the plastic cup series, not a discount. An enthusiastic **YES**.

Finally, let's do something good for you, the sponsor, and the Kangaroos.

To jump start the promotion, we recommend that we give away the first cup in the series to all fans attending one game. We'd give out 17,000 of the first cup of the series. We'd promote like crazy that this was a series of cups. Now that these fans have the first cup of this valued collector's item, you just know that a sizable portion will want to get the rest of the series (our Kangaroos fans are fanatics).

How would you—the owner of the fast food restaurants—like over 10,000 of our fans that were at the game to go to your restaurants to *buy* a Kangaroos meal the following week?

And, how would you like another 10,000 fans, who were not at the game, but are avid fans—come and get a Kangaroos meal to get the first cup?

As the owner of the fast food restaurant, you have two choices on the cups that cost \$.29 each:

1. **Absorb the cost.** There would be no discount on the Kangaroos meal, but you would be including the cup for free.
2. **Self-liquidate it.** You would charge the buyer \$.29 additional with their Kangaroos Meal to get the commemorative cup.

ANOTHER PROMOTION FACING THE PROMOTION ACID TEST

Let's try another promotion.

The concept is simple. It's not original; we stole it from some other team. I used this as an example in *Part 1: How to Create Big-Time Sponsor Promotions*, but I'll add some more details.

In our role playing you are now the owner of a large Toyota dealership. You bought a large sponsorship with the Kangaroos (thank you!).

At one game a month, the Kangaroos host the Toyota "*Dash for Cash*." We place \$10,000 in Kangaroos Cash on the floor or field during half-time (or the seventh-inning stretch). A wheel barrow is placed about 20 feet away from the pile of cash. A fan gets to keep all the cash that he (or she) can shovel into the barrel in a 30-second time frame. We provide the fan a big snow shovel, no puny shovel here.

This promotion is, of course, very common. After all, the fans in the stands seem to always enjoy watching the frantic, scrambling efforts of the *Dash for Cash* Fan.

Many teams usually randomly draw a name from scans upon entering that game or just pick someone on the concourse.

If we did it that way—the random selection of a fan from the stands—let's see how *Dash for Cash* does facing the *Promotion Acid Test*.

1. **All of your fans:** Obviously, this promotion is not targeted to all of the Kangaroos fans. It's "targeted" to only one fan that went to the game. The answer in the *Promotion Acid Test* is a resounding **NO!**
2. **Free participation:** Obviously **NO!** The fan had to buy a ticket to get in the random drawing.
3. **Recycling your fans:** I don't know how this promotion would recycle our fans into going to your Toyota store and buying a car.
4. **Create a real bridge:** I don't see any bridge developed, not even a bridge to nowhere. Sure, your Toyota store would get logo identification during the stunt, but does *logo identification* inspire or motivate a fan to go to the showroom?

5. **No discount to make the promotion work:** Like the plastic cup promotion, there isn't any push to sell your cars and trucks at any price. The answer here is a shrug.

HOW TO MAKE 'DASH FOR CASH' WORK LIKE A MIRACLE

We're going to dynamically change *Dash for Cash* when we change *one thing*. That one thing is how the fan is chosen. Instead of picking a random fan from the stands, we're going to encourage *all Kangaroos fans* to sign up for the *chance* for *Dash for Cash* at your Toyota store.

Why would fans sign up for *Dash for Cash*? Why do people sign up for any sweepstakes? For the *money*.

And, in this case, for the perks.

Besides the chance to win money, the *Dash for Cash* winner would get:

- **Best seats.** These people are *Kangaroos* fans. Which one doesn't want the best seats? The winner gets the very best seats in the house for that game.
- **VIP parking.** The fan is also issued a VIP parking lot pass.
- **Free VIP dinner.** The winner gets complimentary dinner in the club restaurant before the game.
- **Meet the Head Coach.** A photo of the fan and the coach will be posted on the Kangaroos website.
- **Get an autographed game ball.**

The entry form for the fans is very simple. The fan would write down their:

1. Name, address and email address.
2. Cell phone number.
3. The make and year of their current car.
4. Favorite Toyota model.
5. The name of *any* salesperson at the sponsor's store. (This forces the fan to actually interact with a salesperson at the dealership.)

The entry form becomes three things:

- a) The entry form.
- b) A simple research snapshot of a potential customer.
- c) A potential ice breaker between salesperson and fan.

All of the entries are gathered at the end of the month by the Big City Kangaroos. The Kangaroos do two things with the entries:

1. **Pick a winner.** The Kangaroos randomly pick a winner, notifies the winner and make all the arrangements.

2. **Collect data.** The Kangaroos input all of the entry information into a computer. They do this for two reasons:
 - a. *For ticket use.* The fans that register for *Dash for Cash* are potential ticket buyers, particularly mini-plans (See *The Ultimate Toolkit—Tickets* at www.theultimatetoolkit.com).
 - b. *To sell cars.* The team takes the list back to the car dealer. The computer has organized the list by salesperson.

SAMPLE PRINTOUT OF ENTRIES

Salesperson	Fan name	Address	Cell Phone	Current Car	Favorite Toyota
Watson	Smith, Joe	123 Main	555-4456	2009 Chevy	Rav4
Watson	Piper, Bill	445 2nd Ave	555-4400	2011 Dodge	Camry
Watson	Billoni, Bob	222 King	555-8900	2009 Nissan	4-Runner
Watson	Carson, Jim	444 5 th	555-4545	2004 Volvo	Camry

The list of *Dash for Cash* entries would go to the sales manager at your Toyota store. The sales manager would distribute the entries to the appropriate salespeople. Now, the Toyota salesperson can swing into action, calling the fan and saying something like this:

SALESPERSON'S SCRIPT

“Mr. Jones, this is Ralph Watson at (Your name) Toyota. You entered *Dash for Cash* last month, and while you didn’t win the grand prize, you did win the *second prize*.”

“Second prize is the Kangaroos limited edition baseball cap. It is a \$30 value. You can pick it up this week, and oh, by the way, *we have a special deal this week on Rav4’s* (the brand that Mr. Jones wrote down as his preferred Toyota).”

Now, what has the *Dash for Cash* promotion done for your Toyota store that sponsored the Big City Kangaroos? Let’s look:

1. **An in-arena promotion.** The car dealer and the team still have an in-arena (in-stadium) promotion.
2. **Clearly identified where your Toyota showroom is.** The fans had to go there to register. Now they know exactly how to get there, where to park and they actually met a salesperson.
3. **Two visits in a month.** The promotion has delivered a potential buyer into your showroom *two times within a month*. That’s remarkable. Besides being at your store, the fan has been introduced to the salesperson. The salesperson knows the current make and model of the fan’s existing car and which car the fan would most like to buy if they were going to buy a car. Getting the fan back into the showroom the second time can clearly lead to selling a car in the near future.

DASH FOR CASH AND THE PROMOTION ACID TEST

Let's see how this promotion passes the *PROMOTION ACID TEST*:

1. **All of the Kangaroos fans?** Yes! This promotion is targeted to all of our fans since anyone going to the car dealership can participate.
2. **Free from buying something from the team?** Yes! The fan just has to go your Toyota showroom and fill out the entry blank.
3. **Recycling your fans?** Yes! We're taking the Kangaroos fans and sending them to your Toyota store, many of them twice in a month.
4. **Create a real bridge?** Yes! We're sending our fans to the car dealer *twice in a month*. That happens to be a terrific bridge for the car salesperson.
5. **No discount to make the promotion work?** Yes! The salesperson mentioned a special deal on Rav4's, but that could be a factory promotion that is available to all. It wouldn't be necessary to give a discount beyond what anybody else could get for this promotion to work.

HOW I'M GETTING MY FANS TO SIGN UP FOR YOUR 'DASH FOR CASH'

We're still role playing here. Remember, you own a big Toyota store. I'm the salesperson for the Big City Kangaroos.

You ask me, "How're you going to get your fans to come to my store to register? Do I have to spend even more money to promote the promotion?"

I say, "You don't have to spend a nickel more. The Kangaroos are going to promote the promotion."

"Yeah," you say, "how're you going to do that?"

"Simple," I say, "I'm just going to tell our fans about *Dash for Cash*."

"Tell?"

"Yep, *tell*," I say. "Here's how."

1. **TV spots in game telecasts during select times during the promotion.** Since Toyota was an Anchor TV Sponsor, I wouldn't run into any exclusivity problems with other autos. The Kangaroos would create a 30-second promo spot telling our fans what they could win and where to register. We would also do TV drop-ins during the actual broadcast where our announcers would talk about the *Dash for Cash* promotion and how to register.
2. **TV spots on other dayparts.** I negotiated a deal with the TV station which included a bunch of bonus spots on other programming. The only restriction was that I couldn't sell those bonus spots. However, I could use them to promote the team's promotions. *Dash for Cash* fits that criteria.
3. **Promotion on the video board in the stadium.** We would run this at select games to goose registering at the Toyota store. We wouldn't run this *every* game, but we'd

- run at the beginning of the month and then about a week before the *Dash for Cash* event.
4. **Radio spots on other dayparts on our flagship station.** We also negotiated a ton of promo spots on our flagship radio station. We'd use some of those free promos to goose *Dash for Cash* registration. We would not be able to run these spots on our radio broadcasts of games because we had a competing auto as an Anchor radio sponsor, but we could run the spots in other dayparts on the station.
 5. **Newspaper ad.** To try to reach all of our fans in different ways, we'd even run a newspaper ad featuring *Dash for Cash*—what it's all about and where to register.
 6. **PlayBall feature story.** If there wasn't a competing auto as an Anchor Sponsor of our game program, I'd run a feature story about the promotion. If we had a good photo of a previous *Dash for Cash*, I would probably put it on the cover of *PlayBall* for one game.
 7. **Website.** We'd run a feature story about *Dash for Cash* on our website. We'd post video of the last *Dash for Cash* winner running back and forth on the court scooping up money.
 8. **Banner Ads.** We'd also place banner ads on our website promoting the promotion. Fans that click on the banner ad would be directed to a page that explained the specifics of the promotion. We'd also re-target those fans with additional banner ads on other websites to continue to promote the promotion. (By the way, this form of banner advertising is a much more effective message than just branding.)
 9. **Facebook, Twitter and other social media channels.** While Facebook and Twitter have been hopeless failures in helping to sell season tickets, they are excellent vehicles for us to tell our fans about *Dash for Cash*. We would have a link to our website showing the video of the last *Dash for Cash* winner.

You'd ask me, "Wow, you'd do all that to promote the promotion?"

I'd say, "Yep, it's our job to promote the promotion. It's our job to help make this promotion work. It's your job to sell lots and lots of new cars."

You can read more details about promoting the promotion in *Part 3: The Sponsorship Promotions Bible*.

THE PROMOTIONS SIDE BENEFIT

Each salesperson at your Toyota store would have a pad of *Dash for Cash* entry forms. These entry forms can be an ice breaker for the folks that didn't even know about the promotion.

Many times, when a prospective car buyer walks on the car lot they'll say they are 'just looking' and don't want to talk to a salesperson at all. *Dash for Cash* gives salespeople an opportunity to start a conversation without scaring off the prospect and get their name in a non-threatening manner. The ice breaker would go something like this:

SALESPERSON: "Hi, my name's Jim. Thanks for coming down today. Have you heard about our *Dash for Cash* promotion with the Big City Kangaroos?"

CAR BUYING PROSPECT: "No, what is it?"

SALESPERSON: (explains promotion and how much money someone can win)

CAR BUYING PROSPECT: “Sure I’ll sign up. Sounds great.”

Presto, the salesperson has started a friendly dialogue with the prospect AND collected valuable contact information from them in a non-threatening way.

LET’S TRY ANOTHER

Many teams already do a *Dash for Cash* promotion as merely a between-innings or half-time stunt. They usually have a sponsor—a low-dollar one.

Teams will also do a Lucky Section or Lucky Row Giveaway and call it a sponsor promotion because they got some company to pay for it. The Lucky Section giveaway wouldn’t create any more yeses on the *Promotion Acid Test* than the normal *Dash for Cash* promo.

Here’s how The Lucky Section promotion usually works. Sometime during the game, a section is announced as The Lucky Section. Somebody usually has to do something—like make a free-throw or find an autograph on a certain page in the program—to designate the winning section. For example, if the chosen fan makes the free-throw then the fan, and everybody seated in the fan’s section wins something from a sponsor.

Because a section can have 200-400 seats, the sponsor typically doesn’t give away too big of a prize. It might even be a coupon to redeem at the store for a free oil change or bag of candy. After all, if a sponsor is giving away 400 of something, they can’t give away a TV to everybody in the section! The sponsor isn’t Oprah!

Let’s see if the Lucky Section can get any ‘Yes’ answers from *The Promotion Acid Test*.

1. **Available to all fans, even those who rarely attend a game?** Nope. Fans at home are left out.
2. **Free from purchasing anything from the team?** Nope, they had to buy a game ticket and hopefully be lucky enough to be in the Lucky Section.
3. **Recycling your fans to become customers of the sponsor?** Not really. Those fans in the Lucky Section might go to the customer’s business to redeem their prize if the prize were big enough.
4. **Create a real bridge between the team’s fans and the sponsor?** Not really. Some of those fans in that one section might go once but there is no bridge at all between other fans and the sponsor.
5. **No heavy discounting of the sponsor’s product?** No again. We’ve asked the sponsor to give something away for free in hopes of getting a few fans to come in to their business.

The Lucky Section promotion by itself fails all five questions of *The Promotion Acid Test*.

You can run the test on other so-called sponsored promotions such as video board features like KissCam or Celebrity Look-A-Like. These are fun for the fans, but shouldn’t be considered sponsor promotions. However, using *The Promotion Acid Test*, you can probably tweak these promotions to get five yeses.

A TON OF MATERIAL

We've covered a ton of material in *Acing the Promotion Acid Test*. This should get you started in creating sponsor promotions that are terrific and wonderful.

After you and your team have created a bunch of those terrific and wonderful sponsor promotions, you'll be saying, "Effective promotions that help a sponsor accomplish their business goals is the most important part of any sponsorship. More important than a TV spot, sign on the outfield wall or wacky in-game activity."

I believe creating effective promotions is hugely critical to increasing sponsorship revenue. We've written the three-part *The Sponsorship Promotions Bible* to help you along the way.

There is one common denominator in developing truly effective promotions. We find that *effective* promotions take a lot work. *Is it worth it?* The answer is a resounding, laughing *YES!* It's *YES!* because:

- The sponsors will love you for it.
- They'll pay a fortune for their sponsorship.
- The owner of the team will love you for getting a fortune for the sponsorship.
- You'll love the sponsors for letting you let them have a smashing sponsorship.
- You'll get a huge raise.

So, after finishing Part 2, read it again, have key staff members read it, and then start creating great promotions for your Anchor Sponsors.

A SIMPLE TEST YOU CAN TAKE

1. (Fill in the blanks.) **The correct focus that leads to sponsorship success is:**

Sponsor focus: _____.

Your focus: _____.

2. **List the five *Promotion Acid Test* questions:**

1. _____

2. _____

3. _____

4. _____

5. _____

3. (True or False.) ***Dash for Cash* is an effective promotion when you just pull the participant out of the crowd.**

True

False

ANSWERS

1. *Sponsor focus: The sponsor wants to accomplish the company's business goals.
Your focus: You want to accomplish his business goals.*
2. Here are the five *acid test* questions for promotions:

PROMOTION ACID TEST

- | | |
|--|------------------------------|
| 1. Is the promotion targeted to <i>all</i> of your fans, even those who rarely attend a game?
<input type="checkbox"/> Yes <input type="checkbox"/> No | |
| 2. Is the promotion <i>free</i> from purchasing anything from the team, like a ticket?
<input type="checkbox"/> No | <input type="checkbox"/> Yes |
| 3. Is the promotion designed to specifically have your fans buy your sponsor's product, <i>recycling your fans to become your sponsor's customers</i> ? <input type="checkbox"/> Yes <input type="checkbox"/> No | |
| 4. Does your promotion create a real bridge between your fans and the sponsor?
<input type="checkbox"/> No | <input type="checkbox"/> Yes |
| 5. Can the promotion work without heavily discounting the sponsor's product to the fans?
<input type="checkbox"/> Yes <input type="checkbox"/> No | |

3. *False*. Shame on you. If you missed this one, go back and re-read this chapter in its entirety.

Part 3 of the *Sponsorship Promotions Bible*

Promoting the Promotion

There's a sure-fire hidden way that sponsors could screw up a great promotion: Depend on the sponsor to promote the promotion.

It's the team's responsibility—not the sponsor's—to promote the promotion. Let me repeat that:

It's the team's responsibility—not the sponsor's—to promote the promotion.

Phrased a different way: It's the team's *job*—not the sponsor's—to promote the promotion.

It's essential that the team plan how to promote the promotion without any help from the sponsor.

THREE POWER TOOLS THAT NOBODY ELSE HAS

Think about it for a moment. Your team has some real Power Tools that nobody else has.

Your Power Tool #1 is your fans who attend games.

Your Power Tool #2 is your fans who never attend your games, but follow the team on radio, TV, the newspaper or online.

Your Power Tool #3 is your arena/stadium, your radio broadcasts, TV/Cable telecasts, your website, your game program and anything else your fans frequent.

You need to use these Power Tools to get your fans to participate in a sponsor's promotion. How do you implement these Power Tools? Easy, just *talk* to your fans. I'll give you some examples.

1. **In-Stadium Showcase.** This is the quickest way to get your fans to participate in a sponsor's promotion, but it is highly limited. For instance, you can't just print up a flyer of the promotion and hand it out as fans are entering the building. Those flyers would quickly cover the floor.

The Stadium Showcase could include a handout, but that handout has to be something the fan would *buy*. (Fans don't buy flyers.)

With the Portland Trail Blazers, we created a player trading card set of 10 cards. Each week, a different card would be inserted in a loaf of Franz White Bread. To let our fans immediately know about this promotion, we handed out the first card of the set at two straight home games. The maximum attendance in those days was 12,666,

and over 80% of our season ticket holders shared season tickets. So, we handed out over 20,000 of card #1 over two games. The results? Our fans were so loyal, that in week two of the promotion, Franz Bread sold out of their white bread at Oregon supermarkets for three straight days.

We essentially got our fans hooked by giving them card #1.

We did this with another promotion that involved collecting. With this promotion, we didn't hand out anything. We just used our arena as...well...an art gallery of sorts.

The promotion was for Burgerville, a local fast food burger chain. State law dictated that fast food restaurants had to have a paper placemat for each order that would be eaten inside the restaurant. (This was long before the popularity of the drive-through windows.) Instead of just having a paper placemat featuring their own food, Burgerville's placemat featured a Blazer player *handprint*. Those handprints filled up the placemat with just enough room for a mug shot of the player and a short bio. Go ahead, name the person who wouldn't want to place their hand on the Blazer player handprint and measure up. The chain would produce a different handprint for ten weeks.

We didn't hand out the placemat at our games like we did with the trading cards. We just taped the first handprint placemat (yep, using good old Scotch tape) to the walls in a lot of places on the concourse. Did our fans try to measure up? Of course they did. And, they learned that they could *collect* the placemats by getting a different one at Burgerville each week.

2. **Radio/TV/Cable Promo.** Teams I have been with have usually controlled the radio/TV/cable broadcasts. When we did control the broadcasts, we would promote our promotions within the play-by-play. There were two principles that I tried to follow:
 - a. *No canned rip-and-reads.* When teams control their broadcasts, they often freely throw in 'drop-ins' for their sponsors. I know one team that had the radio play-by-play announcer read 80 sponsor drop-ins per game! Here's an example of what the announcer might say, "*Jones' first free-throw is good, and they have a terrific deal this week on Toyota Camry's at your local Toyota store, so go to your Toyota store today, and Jones made his second free-throw.*" I'm not being facetious about that. I think this carpet bombing of advertising and drop-ins hurt their listenership. We felt that a radio broadcast should be entertainment, not a marathon of commercial messages. We never threw in any sponsor drop-ins into any of our sponsorship packages. Zero. Nada. Never. However, we did indeed use drop-ins to promote the sponsor's promotion. There is a difference.

Our fans *liked* to know about our promotions. After all, our fans were fans of the team and they liked to participate in promotions. Our drop-ins then became informational about the *promotion*, not the sponsor's *product*. And, we liked the promotion to be briefly *discussed*, not a rip-and-read by the play-by-play announcer. The drop-in may sound like this:

Play-by-play announcer: "Next week the trading card of Clyde Drexler will be in Franz White Bread."

Color commentator: “My son has the first six in the series and he’ll definitely want to get Clyde. That’ll probably go fast.”

Play-by-play announcer: “Sure will, so go early in the week to wherever Franz bread is sold and get the Clyde Drexler trading card.”

Was this canned and scripted? Of course it was. Was it great copy? Of course it wasn’t. But, we worked with our announcers to *discuss* the drop-in as if a Blazers fan was standing right there.

I think a key point is that the only drop-ins in our broadcasts were for our own products (like tickets) or the sponsor promotions. We didn’t clutter up our broadcasts with a lot of annoying drop-ins about sponsor products that the team salespeople just blithely tossed into the deal.

- b. *Anchor sponsors’ rule.* When I was with the Blazers, Toyota was an Anchor Sponsor for our televised games. They received exclusivity in our telecasts. We could do drop-ins on TV, but we couldn’t do those drop-ins on our radio broadcasts, where Chevrolet was the Anchor Sponsor. One sure way to get a sponsor fired up is to promote a competing brand in their Anchor Sponsorship element. Radio sponsors received radio drop-ins in our broadcasts. TV sponsors received TV drop-ins.
3. **Promo spots from your media partners.** The one thing that your media partners in radio, TV and cable have too much of is spots. They’ll tell you differently, of course, but it’s not difficult to negotiate a minimum of (500) 30-second promo spots from each of your radio, TV and cable companies. You can read more about this in Chapter 9: *Bringing Radio In-House* and Chapter 10: *Clearing a TV or Cable Station*.

While stations don’t bleed giving you 500 to 1,500 promo spots annually, they absolutely will make you bleed profusely if you try to *sell* those promo spots or include those spots in any sponsorship package. The stations want you to use those spots to *promote* something like ticket sales or a team’s promotion.

When I negotiate those spots, I tell the station that almost 100% of those spots will be used to promote our promotions. I also explain that almost every one of our promotions include a sponsor. However, the copy in the spots is all about the *team promotion* with the sponsor, not a sponsor spot extolling their products.

So, let’s take the case of promoting the Toyota *Dash for Cash*. As an Anchor TV Sponsor, we definitely would promote that promotion on our game telecasts. But, we would not be able to promote it on our radio broadcasts because Chevy was the Anchor Sponsor. However, we would probably designate (50) 60-second radio spots on other dayparts like morning drive or evening drive on our station for promoting Toyota’s *Dash for Cash*. (Since we had 1,000 60-second spots, we would be using 5% of our inventory.) We’d run five spots a day for 10 days to help get the word out about Toyota’s *Dash for Cash*.

We’d also take 50 spots from our inventory, on other dayparts, from our TV station and 50 spots from our cable inventory.

We would write and produce these spots. We didn’t need to get sponsor approval of the copy. We did not put in sponsor info that was blatantly commercial. Our sole purpose was to *tell* our fans about the promotion.

One word of caution: Once ad agencies figured out that we were using a lot of spots to promote the promotion, they wanted to pin us down on how many spots their client would get. They would want us to *guarantee* the number of promo spots. We didn't do that. Our mantra was: we're doing what we think is necessary to promote the promotion and make it successful. Our Sponsor Services Department was responsible for figuring all that out. We use the tools at our disposal. Our objective is to make the promotion successful, not to start counting bonus spots.

A second word of caution: Ad agencies would request that *they* write the drop-in for their client. No way. It was our spot—the team's spot—and it was our responsibility to write our own spots.

4. **P.A./Video Board Announcement.** Like our radio/TV/cable broadcasts where we didn't clutter up our broadcasts with senseless drop-ins, we had the same policy with Public Address and the video board. I know teams that sell their video board like it was a TV station. We didn't do that. There were no paid commercials. The only announcements that we made to fans on the P.A./video board were informational about the team and its promotions. We didn't have a problem telling our fans about a sponsor promotion they might be interested in.

A sponsorship salesperson at one of our Mandalay baseball teams melted under the pressure and tossed in two 30-second commercials to be run on the video board each game. This was for a sponsorship of over \$100,000. I disallowed the sale, of course, and instructed the salesperson to go to that sponsor and tell them we couldn't do the video board part. As I expected, the sponsor then cancelled the deal. Poof goes \$100k! However, if we had run those 30-second commercials, every other sponsor would have demanded the same. But, we kept our integrity. And, within a week, we had resold that sponsorship and it didn't include video board spots.

5. **PlayBall Story.** At most places I've been, we did *PlayBall*. (See Chapter 8: *Maximizing Revenue from the Game Program*.) Because we printed a new *PlayBall* frequently, we could easily add stories. With our major sponsor promotions, we would feature their promotion three ways:
 - a. *One feature story.* This story would last for two weeks or so of games. Sometimes we'd have three or four feature stories in *PlayBall* about sponsor promotions. That's okay. Each story was not very long. Each story was about the sponsor's promotion, not about the sponsor. A little juggling was sometimes required in that we didn't want to feature promotions from two auto Anchor Sponsors in the same issue of *PlayBall*.
 - b. *Promotion Digest in every PlayBall, all season long.* 1-2 pages of the editorial would have brief descriptions of each major sponsor promotion going on at that particular time of the season.

- c. *Cover Photo.* Depending on the promotion, we might feature the promotion on the cover of *PlayBall* for one game. For instance, if there was a fun photo of *Dash for Cash*, it would have been easy to run that photo on the cover.

These stories would be written as human interest stories, not corny public relations releases.

6. **Paid Ads in the newspaper.** Remember, our job is to promote the promotion. We can do a very good job promoting the promotion within our building and by using the media that we control. However, we like to reach *beyond* our Power Tools. We do that by using 30-second spots on other dayparts with our radio/TV/cable partners. Newspapers are a different story. For one thing, while newspapers may cover our games, they don't air every detail of our games. Thus, there are no free ads that we could negotiate like we did with our radio/TV/cable partners. That doesn't stop me. I'll *buy* ads to promote the promotion. The ads that we would run are fun and informational. We'd usually buy one ad for a major sponsor promotion, sometimes two. These days, I'd also negotiate with the newspaper to run some digital drop-down ads on their website when fans click on the sports page.

We would write, produce and place the ads.

Bless those ad agencies—they often would want us to let them write the ad and get us to commit to a number of insertions. Hah! But, these ads weren't their client's ads. They were *our ads* doing our job of promoting the promotions.

7. **Website Story.** This wouldn't be a banner ad; this would be a feature story that is interesting to read. The story would tell what the promotion is and how your fans can participate.
8. **Website Banner Ads.** If we had control of our website, we'd place banner ads promoting our promotions. Banner ads by themselves are proven not to work to increase business; however, a banner ad that promotes an interesting promotion that's *associated* with a sponsor will absolutely get clicks and activity.
9. **Facebook, Twitter and other Social Media.** Social media outlets were perfect vehicles to promote the promotions.

WHO PAYS FOR ALL OF THIS, ANYWAY?

Yeah, who pays for all this service, anyway? If you guessed the sponsor, you're right.

Let's take a closer look—we'll use the free cap promotion that we did for Home Depot with Mandalay's Frisco RoughRiders team:

- **What the client was trying to do.** Home Depot was an Anchor Sponsor in our *PlayBall* game program. Home Depot had a tool rental center at some stores. You could rent various tools ranging from a hammer to a backhoe. Those stores were busy during the week with contractors renting the various tools. However, the home do-it-yourselfers weren't renting those tools on the weekend. Home Depot wanted our fans to rent a tool on the weekend. Home Depot would be delighted if our fans rented 1,000 tools over a six-week period.

- **The promotion concept.** We would tell our fans that if they rented a tool at Home Depot, they would get a special collector's item Frisco RoughRiders hat for free. When they rented the tool, the fan would receive a coupon for their hat which could be redeemed at the Frisco RoughRiders team shop. This was the logo on the hat:



Teddy Roosevelt recruited many Texans—particularly those who had served with the Texas Rangers—to become RoughRiders. As the Frisco RoughRiders, we tried to capture that bit of history and have fun at the same time.

The hat cost \$2.00 to produce from our supplier in Taiwan. Who paid for the hat? We ordered 1,000 and Home Depot paid the \$2.00 per hat.

- **How the RoughRiders promoted the promotion.** The question then became:

Can we influence a *fraction* of our fans to do something that is *not unreasonable* with one of our sponsors?

We thought we definitely could. The actual promotion started on a Friday. The RoughRiders had games on Friday, Saturday and Sunday. All sellouts. Average attendance was about 10,000. Here's how we told our fans about the Teddy hat:

- ✓ *PlayBall cover story.* Think artwork of Teddy Roosevelt on a baseball cap lured people to read the story inside *PlayBall*? Of course it did.
- ✓ *All ushers were wearing the Teddy hat.* They also had a big button pinned to their shirt saying, "Ask me how to get a Teddy hat for free." Of course, we had a brief meeting with the ushers before the game and explained the promotion. And, of course, they got to keep the hat. (We purchased 200 of those hats at \$2 each for our purposes.)
- ✓ *Promo on the video board.* We showed the hat and we showed a video of a lot of tools at Home Depot. Rent a tool, get the hat. This wasn't a

commercial for Home Depot. It was us producing a video about how our fans could get the hat.

- ✓ *Team shop.* We built a pyramid of Teddy hats from floor to ceiling. All the hats had a price tag of \$25. A sign was on the hat pyramid: “The coolest hat you can’t buy. Rent a tool and get the hat for free.” Attached was a list of 1,000+ tools you could rent from Home Depot and the location of nearby stores.
 - ✓ *Promo on our radio broadcast of the game.* All of the RoughRiders games were on radio. We did a :30-second commercial of how to get the hat and had planned to run it twice on each game broadcast for about two weeks.
 - ✓ *Radio drop-ins.* Our two announcers had fun describing the hat and what tools they would need over the weekend.
 - ✓ *Radio commercials on other dayparts.* We had a ton of commercials on our flagship radio station and we used a portion of those to promote the promotion.
 - ✓ *Newspaper ad.* We ran a four column by nine inch ad featuring just the promotion in the Dallas Morning News. Cost was about \$2,000. Since this was our ad—not Home Depot—we paid for the ad. Once the ad ran, we sent the entire section the ad ran in, folded open to the ad page, to our key contact at Home Depot.
- **The results.** Remember, we had established with Home Depot that their target was to rent 1,000 tools over a six-week period to RoughRiders fans. And, it had to be traceable. After all, Home Depot wasn’t in the business of just giving out hats. When a fan came to our team shop with the special Teddy coupon they received when they rented a tool, we gave them a hat.
In three days, all the hats were gone to fans who had rented tools. The promotion was amazingly successful.

What was our out-of-pocket expenses on the Home Depot promotion?

OUT-OF-POCKET COSTS

Item	Team Cost	Notes
<i>PlayBall</i> Cover & Story	\$0	<i>PlayBall</i> was going to be printed anyway
Ushers wearing hat	\$120	60 hats given to ushers at \$2 each
Promo on video board	\$0	We did video in-house
Team shop	\$0	Pyramid of hats is what fans redeemed with coupon
Radio promos	\$0	We controlled our radio broadcasts
Radio drop-ins	\$0	We controlled our radio broadcasts
Radio spots on other dayparts	\$0	Used some of our free inventory
Newspaper ad (one insertion)	\$2,000	
TOTALS	\$2,120	Total Out-of-Pocket from promotion

THE COST OF MAKING A PROMOTION WORK

The Home Depot sponsorship was for \$110,000. They had to spend an additional \$2,000 to buy the Teddy hats. To execute the highly successful promotion, we spent about 2% of the revenue we received from the sponsorship.

This expenditure was in the range that we had established for promoting a promotion. On the average, we would spend about 4% of the revenue from our sponsorships to make the promotions work. Mind you, this wasn't a strict 4% for *each* sponsor—it was an *average*.

As you can see, we did a terrific job for Home Depot using just 2%. With another sponsor, it might take 6%. Our goal wasn't to distribute 4% equally to each sponsor, but to make the promotions work.

A SIMPLE TEST YOU CAN TAKE

1. (*True or False.*) You should allow your sponsor to handle all the promoting of your promotion.
2. List three Power Tools you have to promote promotions outside of your arena or stadium.
 - a. _____
 - b. _____
 - c. _____
3. Who pays for promoting the promotion?
 - a. The team
 - b. The sponsor
 - c. Both

ANSWERS

1. *False.* Allowing your sponsor to do all the work to promote the promotion is a sure-fire way for the promotion to fail. Even worse, the team will get blamed for the promotion failing, even though the sponsor took responsibility for promoting the promotion. It's much better; no, it's crucial, that the team takes full responsibility for promoting the promotion.
2. There could be a number of answers to this question:
 - a. Radio drop-ins on your game broadcasts
 - b. Radio spots run on other dayparts of your flagship radio station
 - c. TV drop-ins on your game broadcasts
 - d. Feature stories on your team website
 - e. Paid newspaper ads in the local paper

A team should take whatever steps are necessary to promote the promotion and ensure its success.

3. *This answer depends.* The team controls the inventory to promote the promotion. That inventory shouldn't cost the team much, if anything. Also, because you're promoting the promotion, not running ads for the sponsor, the team should control the copy and content of the promotion ads. The only time a sponsor would typically have to pay for something is if there is a premium giveaway included as part of the promotion.