



Imperial College Union Finance and Risk Committee

18 October 2018

AGENDA ITEM NO.	
TITLE	Sales & Sponsorship Strategy
AUTHOR	Daz Martin – Sales & Sponsorship Manager <i>Submitted – Jarlath O’Hara</i>
EXECUTIVE SUMMARY	This paper sets out the priorities for the new Sales & Sponsorship Manager and the plan for addressing these across the areas of: <ul style="list-style-type: none">• Advertising sales• Careers sales• Sponsorship• Felix• Fairs and Events
PURPOSE	To update the committee of the plans and work being undertaken in this area in order to provide reassurance that the missed income targets from 17/18 have been sufficiently addressed.
DECISION/ACTION REQUIRED	None required.

Overview and Context

Advertising sales has previously been a significant income stream for Imperial College Union (ICU), through the sale of advertising placements on the Union's digital channels and print publications as well as stalls both on campus and at ICU organised Fairs. Whilst this offering remains strong, due to staff turn over the sales function within the union has generally been reactionary and has not functioned in an efficient manner. Consequently, income budgets in recent years have not been met.

In 2018, the new role of Sales and Sponsorship Manager was established in place of the previous Marketing and Sales Coordinator role. This change was made to give the sales role a more strategic and proactive function – looking to re-establish and further develop advertising sales income and develop new income streams through partnerships with external organisations – particularly seeking sponsorship relationships connected, where appropriate, to ICU's programmes, events and activities.

The following document is a brief outline of the planned development of ICU's advertising and sponsorship product offering and its approach to achieve its budget targets from this income source.

Income Targets 2018/19

General		
	Advertising	33,929
	Careers Sales	33,900
	Felix Advertising	7,124
	Sponsorship	11,000
General Subtotal		85,953
Events		
	Freshers Fair	34,430
	New Year Fair	5,550
Events Subtotal		39,980
TOTAL INCOME		125,933

Sales and Sponsorship Priorities

In scoping the work required and to begin moving forward, the following priorities have been developed to shape the initial phase of work over the coming 6 months.

1. Streamline and document the sales pipeline / process
2. Establish a robust and clear Client Management system
3. Diversify ICU's income streams from external partners and organisations
4. Maximise income across the Welcome Period
5. Develop a 'Careers Income' Strategy

The Plan: Meeting Income Targets

(1) Advertising Sales

Current Status

- Even without a dedicated sales resource, this budget line has maintained a base level of income (approx. £25,500).
- ICU's advertising products have a strong value proposition to advertisers and existing rates are competitive.
- ICU currently lacks a mid-price advertising option attractive to local businesses and smaller advertisers; something between a Social Media Post (£50) and Email Ad (£750).

Strategic Approach

- Focus on establishing and increasing sales volume – proactively seeking new clients, re-establishing lost connections and nurturing existing relationships.
- Keep rates static, to be able to more easily roll over existing clients and focus on client acquisition.
- Create multi-channel packages to encourage greater spend per booking.
- Simplify rate card to make it easier to communicate.
- Develop new products and income streams to meet gaps in ICU's offering and diversity income sources.

Existing Products	New/Proposed Products
<ul style="list-style-type: none"> • Promotional Stalls or Flyering • All Student Email Ads • Social Media Posts • Web Banner on ICU Website • Ambient Media • RedBus Screen Agreement 	<ul style="list-style-type: none"> • Student Handbook Ads • Shop Till Screen Ads • Student Deals / Online Classifieds • PaperClip Online Market Place • Associate Marketing Agreements

New Products in Detail

Student Handbook Ads		
<p>Description A previous income stream, we have allowed select external service providers to include ads our student handbook. This is delivered to all commencing students (included in College's welcome pack in Halls of Residence and posted to students not in the halls) and distributed on campus.</p>	<p>Target Advertisers</p> <ul style="list-style-type: none"> • ICL Departments • Local Businesses • Freshers Fair stall holders • General Advertising Clients 	<p>Ad Prices</p> <ul style="list-style-type: none"> • Inside Front/Back Covers £750 • Full Page £550 • Half Page £300 <p><i>Sales in 2018/19 = £1700</i></p>
Shop Till Screens		
Description	Target Advertisers	Proposed Pricing

<p>New tills installed in The Shop and Shop Extra have customer facing screens with the ability to display advertising. These will be activated to communicate key Union messaging and campaigns but included with this we can offer inclusion to advertisers.</p>	<ul style="list-style-type: none"> • ICL Departments • Shop / Shop Extra Suppliers • General advertising clients 	<ul style="list-style-type: none"> • £200 per ad, per week
<p>PaperClip Online Market Place</p>		
<p>Description Started by Imperial Alumni, PaperClip is an online buy, sell and exchange platform. This is offered as a 'white paper' platform to Student Unions to offer a Union branded marketplace exclusive to their student community. PaperClip manages and maintains the platform on ICU's behalf.</p>	<p>How Income is Generated PaperClip generates income through 3 main streams</p> <ul style="list-style-type: none"> • Advertising sales (e.g. banner ads) • Payment transaction fees • Premium memberships. 	<p>Estimated Income The Union is entitled to 50% of all income attributed to ICU's Market Place.</p> <p><i>Estimated income = £10,000 per year</i></p>
<p>Student Deals / Online Classifieds</p>		
<p>Description ICU currently lacks a mid-priced advertising option for smaller advertisers (e.g. Local businesses) to fill the space between purchasing a Facebook Post (£50) and an Email Ad (£750). To fill this gap, we plan to establish a 'Classifieds' style page on the ICU website, where we can list deals, jobs and opportunities. Students will be regularly directed to the page to check out what's listed there. New listings will get a small inclusion in the weekly newsletter.</p>	<p>Target Advertisers</p> <ul style="list-style-type: none"> • Local Businesses • Employers • Charities 	<p>Proposed Pricing</p> <ul style="list-style-type: none"> • Basic listing (text only) £100 per term • Featured Listing (Logo inclusion, top of page) £150 per term
<p>Associate Marketing Agreements</p>		
<p>Associate Marketing is becoming an increasingly common income stream for membership-based organisations or individuals/organisations with a significant online following. This opportunity involves the Associate (e.g. ICU) promoting services or products and</p>	<p>Types of Partners</p> <ul style="list-style-type: none"> • Telcos • Internet Service Providers • National Retailers • Grocery Stores • Travel Companies • Banks and Financial Services 	<p>Potential Income This varies dependant on each provider and the level of uptake from membership. e.g. GiffGaff could offer £5 per student who orders a SIM Card from our referral code.</p>

earning a per purchase commission or fee.		
--	--	--

(2) **Careers Sales**

Current Status

- In 2017/18, Careers / Graduate Recruitment was identified as a key target for sponsorship and advertising sales.
- This source previously represented a significant income stream (through the Careers Fair).
- Since Careers Fair was discontinued there has been no Careers focused product from the Union.
- Some previous contacts from Careers Fair have diverted into booking for Freshers Fair, or general Promo Stalls, however engagement levels and income from this source has largely been lost.
- Existing records are largely unclear and/or out of date as contacts within organisations have changed roles or left the company.

Strategic Approach

- Target Careers / Graduate Recruiters as key income source.
- Engage with Imperial College Careers Service with view of developing a strategic partnership that includes the sharing of revenue.
- Re-establish relationships with previous contact, and update contact database to reflect staffing changes.
- Use the process of re-establishing contact to conduct market research and find out potential client needs and current issues and discuss how we can help solve these.
- Aim to develop annualised advertising agreements with recruiters.

(3) **Felix Advertising**

Current Status

- Advertising in Felix has shown significant decline in recent years.
- 2017/18 was the first year Felix Advertising had its own separate income budget line. This appears to have been set at the level required to cover all of Felix's costs; but was out of line with previous sales and was not met.
- 2018/19 income budget has been set at a level consistent with past sales.
- Advertising rates for Felix are highly stratified with three separate rate cards divided by client type. These are (1) Businesses, (2) Small/Local Business & College, (3) Union, i.e. CU/CSPs
- Variance between rates is extreme, with businesses booking at top tier rates being charged double that of the tier below, giving the perception they are being 'ripped off'.
- Income from Felix advertising is not covering its printing costs.
- There seems to be a general perception that readership of Felix has been in decline – this may be somewhat true of the printed edition, however online readership is high, with approximately 5000 readers accessing the online edition each week.

Strategic Approach

- Include online readership stats in marketing material to more accurately portray potential reach of advertising placements.
- Remove Business Rates to make single rate for all external organisations at price point in line with current 'College/Local Business Rates'
- Target ICL Departments, local businesses and larger CSPs as advertisers.
- Include Felix in advertising packages, or as an add-on to
- Actively promote Felix readership through ICU channels to increase readership – particularly online.

(4) **Sponsorships**

Current Status

- Sponsorships for the union itself is not currently an active channel.
- Previous sponsorship packages for events (e.g. Summer Ball) no longer reflect best practice within the sponsorship market.
- There is no strategic framework to sponsor acquisition within the Union, or in relation to CSPs seeking sponsorship directly.
- ICU Activities currently provides basic training and support to CSP's for their sponsorship approaches and ICU's Deputy President of Finance and Services must approve all contracts before they are signed.

Strategic Approach

- Potential sponsorship arrangements will be approached on a case-by-case basis
- Income possibilities will come from a twofold approach
 - Identifying opportunities within the Union, and approaching relevant sponsors to take these opportunities
 - Identifying potential sponsors needs and pairing them with an existing programme or event.
- Focus for Sponsorship budget line will be specifically relating to connecting brands with Social Events / Activities.
- Sponsorship of 'Achievement-based events/activities' (i.e. Awards, Student Development etc.) will be targeted to Graduate Recruiters, and as such be funnelled through the 'Careers Sales' income line.
- Commence consultation and strategic planning with a view to establishing an operating framework around the management and support of CSP sponsor relationships.

(5) **Freshers' Fair**

Current Status

- Freshers Fair remains a popular option for advertisers. Even without a fully dedicated staff resource in 2017/18, the fair only came short of projected income levels by approx. £3000.
- Current tiered pricing system works well, but narrative of stall tiers doesn't necessarily seem to align with physically available stall spaces.

Strategic Approach

- For this year, focus is cementing relationships with previous attendees and existing clients
- Create a premium price point for brand activations requiring larger outdoor sites (e.g. Spotify in 2017).
- Incentivise marketing agencies to book more national advertisers / include Imperial in national student campaigns, particularly in the new category above.
- Maintain active communication with previous stall bookers to encourage return bookings.
- Actively seek new clients, including potential cold-calling if required.

(6) **New Year Fair**

Current Status

- New Year Fair was not run in January 2018 due to a lack of staff resource at this time.

Strategic Approach

- Reinstate New Year Fair in January 2019 (Date TBC)
- Review format and venue to increase quality of product to potential clients
- Focus sales on return customers from Freshers Fair, ICL Departments and Graduate Recruiters

The Plan: Sales and Sponsorship Priorities

Priority	Current Status / Challenges	Work in progress / future plans
1. Streamline and document the sales pipeline / process	<ul style="list-style-type: none"> • Sales process is not defined or documented • Different channels have different booking procedures • Booking process is unclear from a client perspective. • Bookings rely on completing paper forms and manual processing. • Booking forms don't necessarily capture all required information. • Very admin / time heavy 	<ul style="list-style-type: none"> • Create a single booking system for all channels • Digitise booking system • Reduce need to replicate data entry • Ensure all required details are captured • Create a Sales Process Guide <p>Long Term</p> <ul style="list-style-type: none"> • Establish online/up-front payment option
2. Establish a robust and clear Client Management system	<ul style="list-style-type: none"> • No defined client management system exists. • No central database of contacts or record of client details. • Details spread over multiple sources, not easily cross referenced or comparable. • No year on year comparisons • Historic contact data not qualified. • Heavily reliant on printed forms / sources to validate data. • A HubSpot account was created in 2017 and partially enacted, however records are not consistent, and information is incomplete. 	<ul style="list-style-type: none"> • Create central system to track client details and bookings <ul style="list-style-type: none"> ○ Potential to share resource with Events / Venues • One-stop overview to see what each client has booked and compare year-to-year. • Fully integrate use of digital system (e.g. HubSpot or similar) • Establish working protocol with Finance to ensure payments are being made and clients managed accordingly • Create a regular (monthly) email to advertising clients to encourage repeat bookings.
3. Diversify ICU's income streams from external partners and organisations	<ul style="list-style-type: none"> • In general, a strong offering. • Pricing heavily tiered across channels • Pricing tiers assume booking a single channel. 	<ul style="list-style-type: none"> • Develop package options <ul style="list-style-type: none"> ○ Encourage higher spend ○ More effective reach • New product offering • Develop external partnerships with ICU Programmes • Develop opportunities for union to earn associate / commission income. (e.g. PaperClip)

Priority	Current Status / Challenges	Work in progress / future plans
4. Maximise income across the Welcome Period	<ul style="list-style-type: none"> Tiered stall structure for Freshers Fair is only current offering 	<ul style="list-style-type: none"> Establish/Re-establish alternate income streams (e.g. Handbook Ads) Introduce new premium booking category for national advertisers with larger engagements (e.g. Spotify) Up-sell opportunities to Freshers Fair Stall holders (e.g. Facebook / Felix advertising).
5. Develop a 'Careers Income' Strategy	<ul style="list-style-type: none"> Careers Fair discontinued as of 2016, with no replacements. And handful of companies who previously attended have diverted into Freshers Fair Contacts in this area have gone quiet 	<ul style="list-style-type: none"> Target for Staff Resource Create Careers-specific advertising packages Focus on careers stalls for New Year Fair. <p>Long-term:</p> <ul style="list-style-type: none"> Develop working relationship with College Careers Service

The Plan: Timeline for Implementation (next 6 months)

August	<ul style="list-style-type: none"> Rate Cards, Media Packs and Website updated with new information Sales pipeline defined and documents Online Booking Form Active Advertising Hub live on website Targets sales of Welcome Week / Freshers Fair Classifieds page live on website
September	<ul style="list-style-type: none"> Targeted sales of Welcome Week / Freshers Fair Target local businesses for student deals Target annualised partnerships Go live of PaperClip partnership
October	<ul style="list-style-type: none"> Delivery of Welcome Week / Freshers Fair Target Careers offerings and annualised partnerships Identify and approach event/activity sponsors Begin targeting new leads for advertising
November	<ul style="list-style-type: none"> Targeted Careers offerings and sponsorships
December	<ul style="list-style-type: none"> Target sales of New Year Fair
January	<ul style="list-style-type: none"> Delivery of New Year Fair Partnerships with Student Development Programmes go live

Appendix 1 - Comparison of Past and Future Advertising Products

Proposed 2018/19 Media Pack		
Channel		Cost
Live on Campus		
Brand Activation	1 Day	650
Promo Stall	1 Day	500
Roaming	1 Day	300
Ambient Media		
Stair Branding	Full Stair /2 Weeks	800
	Half Stair /2 Weeks	550
Till Screens	1 Weeks	150
Digital Screens (Local Businesses Only)	1 Week	150
Digital		
All Student Email	Per inclusion	750
Web Banner	1 Week	200
Featured Classified	Up to 1 Year	250
Standard Classified	Up to 1 Year	120
Social Media	1 Post	50
Fairs		
Freshers Fair	Activation Site	950
	Premium Plus	800
	Premium	700
	Standard	500
	Charity	350
New Year Fair	Premium	600
	Standard	400
	Charity	150

Overview of 2017/18 Media Pack		
Channel		Cost
On Campus		
Face to Face Stalls	1 Day	500
	2 Days	950
	5 Days	2250
Flyering	1 Day	250
Stair Branding	Full Stair / 2 Weeks	700
	Half Stair / 2 Weeks	480
Hanging Banner	1 Week	100
Digital		
Web Banner Advert	1 Day	60
	7 Days	200
	28 Days	500
Social Media	1 Post/ 1 Channel	50
	2 Posts / 1 Channel	100
	5 Posts / 1 Channel	200
	1 Post / 2 Channels	80

	2 Posts / 2 Channels	160
	5 Posts / 2 Channels	200
All-Student Email Ads	1	750
	2	1400
	3	2000
Fairs		
Freshers Fair	Premium Plus	800
	Premium	700
	Standard	500
	Charity	350
New Year Fair	Double	600
	Standard	400
	Local/Start-Up	250
	Charity	150

- Prices listed represent prices for single bookings of single products.
- Packages will be developed to give the opportunity for clients to receive a discounted per item cost in return for block or repeat bookings.
- A standard 10% discount will be made available to registered charities.

Appendix 2 - Felix Rate Card Development

2017 Felix Rate Card

Product	National Business	College / Local Business	Union / CSP
Full Back Page	2250		
Premium Full Page	2000	900	130
Standard Full Page	1550	700	100
Half Page	775	350	50
Banner	550	250	30
Half Height, 3 Columns	400	175	25
Half Height, 2 Columns	300	150	20
1/3 rd Height, 3 Columns	300	150	20
1/3 rd Height 2 Columns	220	100	15

Issues:

- National Business Rate Card pricing is significantly out of line with other products.
 - e.g. Premium Back page is 3 x more expensive than an Email Ad. Distribution of email reaches approximately 9 x more people.
- Offering a different rate card for local businesses that is less than half national business makes it appear to national businesses that we are ripping them off just because we know they have larger budgets.

2018 Felix Rate Card

Product	External*	Union / CSP
Full (Back Page)	750	
Full (Premium)	650	200
Full	590	120
Half (Horizontal)	300	65
Half (Vertical)	300	65
Square (1/3)	225	45
Large Banner (3rd Hori)	225	45
Side Bar (3rd Vert)	225	45
Quarter (Vert)	175	35
Small Banner	175	35
Classified Listings	To be confirmed	To be confirmed

* 10% Discount available for local businesses.