



PROJECT: »BALERIA – Social Inclusion Programme for Educators, School Kids and Parents«
PROGRAMME: Erasmus+ Sport Collaborative Partnerships
GRANT AGREEMENT NO: 2017-2802/001-001
DURATION: 1.1.2018 - 31.12.2019

BALERIA COMERCIAL PACKAGE AND SUSTAINABILITY APPROACH

Activity: IO4 – BALERIA COMERCIAL PACKAGE
Partner: IEBA (PT)
Presenter: CARLOS LEITE



Deutsche
Sporthochschule Köln
German Sport University Cologne



IEBA
CENTRO DE INICIATIVAS EMPRESARIAIS E SOCIAIS



Co-funded by the
Erasmus+ Programme
of the European Union

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



TABLE OF CONTENTS

TABLE OF CONTENTS

CHAPTER I – COMERCIAL AND SUSTAINABILITY PHILOSOPHY

CHAPTER II – COMMUNICATION PLAN

CHAPTER III – NON PARTNERS COUNTRIES

CHAPTER IV – BALERIA COMMERCIAL PACKAGE

CHAPTER V – BEST COMMERCIAL PRACTICES BY BALERIA PARTNERS



CHAPTER I - COMERCIAL AND SUSTAINABILITY PHILOSOPHY

A Commercial Strategies and sustainability is defined as an organization's (formal or not formal) ability to:

- ❑ Maximize impact by providing quality services and products;
- ❑ Improve institutional capacity to continue its activities among target populations over an extended period of time;
- ❑ Minimize financial vulnerability; and
- ❑ Develop diversified sources of institutional and financial support.

In other words, sustainability consists of an organization ability define a relevant mission, follow sound management practices and to develop diversified sources of income that assure continuity of quality activities and services and coverage of target populations.

Sustainability is a process, not an end. An organization does not “become” sustainable and then rest on its success. It's continuous.



Three Pillares of Sustainability

Organizations must be able to operate efficiently over time and they must function in an autonomous manner. A successful and sustainable Organization has a flexible and responsive structure, an independent board of leaders, and a motivated, qualified and properly staff. We have here different types of sustainability:

- ▶ **Organizational Sustainability:** Institutional development, is the ability of the organization to secure and manage sufficient resources to enable it to fulfill its mission effectively and consistently over time
- ▶ **Sustainability of Activities:** deliver quality, means that the activities provided, and/ or the impact made, continue long after the original or primary donor funding is withdrawn
- ▶ **Financial Sustainability:** solid financial base, can be gauged by an organization's net income, liquidity, and solvency



BALERIA Organizational Sustainability

▶ FOCUS 1 – Environmental

In all countries involved in Baleria activities, this is an area that has always been present. Being very significant for young people participating in schools. Focusing on reducing their carbon footprints, packaging waste, water usage and their overall effect on the environment. That have a beneficial impact on the planet can also have a positive financial impact. Zero-waste initiatives, packaging to be sourced from recycled or reused materials.

▶ FOCUS 2 - Social

This theme characterizes the way of working essentially with volunteers and families. The approaches to securing and maintaining this support are various, but it comes down to treating volunteers/families fairly and being a good neighbor and community member, both locally and globally. The strategy involves motivation and good planning.

▶ FOCUS 3 – Economic

The Baleria project is based on a non-profit activity. Which means that its costs are paid for by private and public contributions. Still, activities with some economic return are planned. How are donations and contributions made? But activities that fit under the economic include compliance, proper governance and risk management.



BALERIA Sustainability of Activities

Taking the quality of activities in a multi-professional way is a sustainability factor of this project. Its necessary to have a integration process (ecosystem activities) with:

- ▶ Goals
- ▶ Physical ressources
- ▶ Human ressources
- ▶ Ambitions
- ▶ Concerns
- ▶ Evaluation

The most effective leaders and managers developed a programme of services gradually to suit the particular needs of their community, building on what had been successful. Experienced settings recognised that sustainability was not just about grants, but about maintaining interest, encouraging involvement, and anticipating and adapting to change. Such routes included partnership working, improved networking or moving the management of projects to an outside agency Baleria partner.



BALERIA Financial Sustainability

If they don't learn the basics of financial sustainability they will have a harder time discerning which non-profit is using its resources most effectively.

- ▶ Strong leadership and management skills. Lideres of Baleria activities are persons with experiences in each country.
- ▶ Diversification of funding. Baleria needs particular donations and public support.
- ▶ Seed Fund
- ▶ Crownd funding
- ▶ Fundrising
- ▶ Cross subsidy
- ▶ Building strategic partnerships with the corporate sector with key know-how and involve key stackholders
- ▶ Reciprocity and local support
- ▶ Membership fees
- ▶ In Kind donations

We begin by calling attention to the importance of INTERNAL communication, which is often not spoken, due to the fact that communication is only thought of as an instrument for the sustainability of activities.

- ▶ Internal communication is focus in: Organizational buy-in, Vision and growth, Relationships, Data, Investment etc. In BALERIA we do that in internal meeting, skype conferences and support documents.
- ▶ External communication is focus in: Target audience Differentiation, Strength of message, Consistency, Tools, etc. In BALERIA all the supports and strategies are important for the dissemination in the non-partner countries



Creating a Communication Plan

This show your activities's impact, and attract funders. And how to do it? Ask yourself and as a team the following five simple questions

- ▶ 1. What goals are you trying to achieve in each Baleria activity?
- ▶ 2. Who is your audience(s)? Children, families, teachers or others.
- ▶ 3. What messages do you want to convey to your audiences?
- ▶ 4. What communications tools should you leverage to best reach key audiences: flyer, letter, blogging, traditional or social media, newsletters or videos? Baleria videos it's an important way.
- ▶ 5. How can we measure the results? Did your communications effort reach the target audience?

You need to identified one person in the team for this communications.



Message

Why an effective, clear and concise messaging is important?

1-Helps you communicate better with partners and donors.

2-Conveys your activity goals and objectives.

▶ HOW you can do that?

1.Select the top 10 words that describe your activity and values.

2.What do you want your audience to understand about your issue?
When people talk about your issue, what do you want them to say?

3.What do you want your target audience to know about your issue?

4.What actions do you want your audience to take? Be specific.



Channels for Communication

The messages should be incorporated in your website, social media, blogs, publications, speeches, videos and other channels of communications.

- ▶ WEBSITE - Should be visually appealing and feature strong messaging that will resonate with your target audience.
- ▶ E-NEWSLETTER-Are a cost effective way to keep supporters updated and highlight your success. They go right into your subscriber's inbox and can help generate buzz and fundraising opportunities.
- ▶ BLOGS-Are an effective communications tool to promote news and information about your activities. Blogs can help add new content to your website and social media and shape what your supporters read.
- ▶ FACEBOOK, TWITTER, LINKEDIN AND ONLINE VIDEOS - Use social media platforms to promote your website, newsletter and blog.
- ▶ OTHERS DOCUMENTS- Press-releases, One-pagers, Pitch slide decks, Annual reports etc.



Evaluation

Throughout your communications effort, you should set measurable benchmarks to evaluate whether you are achieving your goals. Evaluating your communications strategies and tactics will improve the effectiveness of your communications and ensure that your organization is connecting with your key audiences.

How to do it?

1. List three achievable goals to assess whether your communications effort made an impact.
2. Did you gain a set number of media placements?
3. Did you achieve a high number of “likes” blog and social media?
4. Did your communications effort help you reach your funding goals?
5. Prepare satisfaction questionnaires, of those involved in the activities, children, staff and family members present.

Review your communications plan and prioritize the specific communications objectives where your organization would like to measure the result.



CHAPTER III – NON PARTNERS COUNTRIES

BALERIA project design a simple scheme for non-partners countries based in three pillars

1. Communication
2. Cooperation with other organizations
3. Capacity - operational capacity, materials, technical, financial capacity
4. Control in each country of what will come out as a sustainability

- ▶ **GENERAL STRATEGY** for the citizens (final target group) with this 4 pillars through the organizers of events (organizations, schools etc.).
- ▶ **NATIONAL STRATEGY** - partners develop it, after project in each country specifies, it is not published, but the good solutions can be included in the general strategy.

- ▶ Visual Communication develop in all partners

The power of images in communication is a fact that has been constantly researched and proven as an effective media to put messages out to audiences. In the current social media era, this impact of visuals is even more impressive. We will always communicate our messages and content in a creative and compelling way, paying careful attention to the visuals of the project

- ▶ Visual Language.
- ▶ Visual Identity
- ▶ Printed Materials
- ▶ E-Newsletter
- ▶ Website
- ▶ Social Media Posting (Facebook, Linkdin)
- ▶ Videos (Sustainability vídeo and others)
- ▶ Declarations (3 types: the long one either for signing or as an annex, the short one is one based on FIFA rules - this one is intended for sport organisations, and one on Baleria values for educational sector)

▶ DECLARATIONS (3 models)

1. FOOTBALL ORIENTED SHORT version. Focus in UEFA values. For dissemination through sports groups and partners.

2. GENERAL BALERIA SHORT version, with the focus on Baleria values as in the Tutorial . External visibility (in the wall) in the school's partners

3. LONG VERSION, a formal sign and is for the partner documentation history.

SIGNED DECLARATIONS will be uploaded , at least 3 signed declarations per partner shall be uploaded. DECLARATIONS OUTSIDE THE PARTNERSHIP - partners are stimulated to gather declarations from their international contacts from non-partner countries.





Cooperation

Cooperation with cross-border countries is the project strategie, based in the capacity of each partner. This cooperation needs some formalities and sign documents

- ▶ Protocol for cooperation. Established with invited country, inviting country and project coordinator.
- ▶ Declarations. For other local partners and facilitators
- ▶ Preview plan with anual events and the tasks for each partner

All the new partners need to confirm the capacities and the real interest in this project activities. **TASK:** partners choose one of the priorities for their strategies or add their own, and focus it in the national strategy.

- ▶ operational capacity needs a focus either to:
 - ▶ (1) environment, recycling and biodiversity,
 - ▶ (2) charity, campaign, ride,
 - ▶ (3) equality,
 - ▶ (4) peace,
 - ▶ (5) disability children, senior people.
- ▶ financial sustainability, and develop a plan for financial sustainability
 - ▶ specific examples of how to do it to be included in the strategy, corporate social responsibility (CRS)
 - ▶ how to do it, international funding, local funding, engage value chain members, income diversification
income generation + financial options
 - ▶ how to implement the campuses/exercices

Reporting has to be done in English, can be done by one of the partners involved. Is focus in documents but also in other contributions: photos, videos and internal and external communication supports.

1. Certificate the activities - participants get the certificates, with Baleria models.
2. Reporting and communication - currently focus. An annual activities report and also examples of the support communication



CHAPTER IV–BALERIA COMMERCIAL PACKAGE

Commercial strategies and relationships should be developed in conjunction with community

It isn't possible to develop a communications plan without having identified the target audiences and key messaging in the marketing plan. Yet without a communications and marketing proposition, it is impossible to find commercial partners to support the programmes. All plans should be aligned with and dependent on the overall strategic plan for the activities.

GUIDELINES FOR DEVELOPING A COMMERCIAL STRATEGY/PLAN

1. have a clear idea of your target market.
2. have a clear idea of your value activity.
3. ensure you have enough human (volunteers also) and financial resource to execute the plan.
4. develop the assets to ensure they have value (website, flyers, social media, etc).
5. develop a prudent budget with best-case and worst-case scenarios.
6. use credible valuation methodology.
7. develop close long-term partnership relationships.
8. benchmark against similar programmes.



BALERIA COMMERCIAL PACKAGE

This BALERIA COMMERCIAL PLAN is divided into two components.

ONE PART is the existing commercial plan, that is developed for the activities that took place during the financed period of the project. And this plan is aggregated with the Communication and Sustainability Plan, describe in the last pages.

OTHER PART, it is a post-project plan, for the period after public financing.

BALERIA COMMERCIAL PACKAGE post-project will consist of several useful features to keep Baleria sustainable:

1. INTERNATIONAL BALERIA DAY was agreed by all partners to organise a memorial thing every year (a post on website, social media, ...). The International Baleria Day Declaration will be prepared and signed by all partners.
2. A ANNUAL FLYER with a short presentation of the project to present it to potential partner will be prepared on the bases of the project presentation flyer.
3. LINKEDIN BALERIA PAGE and promote Baleria Commercial Package through it.

A set of COMMERCIAL ACTIVITIES was proposed and to be included in the Commercial Package :

1. Sponsorship material with a guide,
2. Main financial supporter - an umbrella supporter for all the partners to either finance one event for all the partners, so the partnership stays connected,
3. Mobility for teachers > when partners decide to apply with mobility programme, other partners support the partner by promoting the training,
4. Local merchandising,
5. Local strategies - training courses certification on the event day,
6. New european projects,
7. Crowdfunding > video promotion,
8. Plan for funding with sponsorship manual.



CHAPTER V – BEST COMMERCIAL PRACTICES BY BALERIA PARTNERS

This chapter is intended to be a space for contributing to the future of the project, with a space reserved for updates to this Plan.

Each partner implement the commercial strategy based on its local conditions. This results in different and concrete approaches and practices.

This information, on good practices and solutions for resolving practical situations, is very important for the project and for all partners.

This document will be complemented by everyone's contribution. Focusing on the following aspects.



CHAPTER V – BEST COMMERCIAL PRACTICES BY BALERIA PARTNERS

COMMERCIAL BEST PRACTICES REPORT

1. Name of the partner
2. Short name of the activity
3. Local and data
4. Description of the activity
5. Description of commercial/sustainability goals
6. Approaches and tools implemented
7. Evaluation and results



BALERIA Social inclusion programme for
educators, school kids and parents

Thank you for your attention!

MEDIASPORT



Deutsche
Sporthochschule Köln
German Sport University Cologne



IEBA
CENTRO DE INICIATIVAS EMPRESARIALES E SOCIAIS



Co-funded by the
Erasmus+ Programme
of the European Union

The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.