

final score
measuring up
part two

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FINAL SCORE: MEASURING UP PART TWO

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1 Background: the first tool to measure the social value of sponsorship

Businesses use sponsorship to engage with potential customers, raise awareness of their brand and give something back to society. On the whole those businesses that engage in sponsorship are highly skilled at measuring the impact their activity has on their commercial and brand interests. But although much sponsorship activity has explicitly social ambitions, companies are often less adept at measuring the social impact of the money they spend. It is this gap, in part, that has led to such cynicism and disbelief about the social good that sponsorship, done well, can achieve.

Coca-Cola and the London 2012 Olympic and Paralympic Games

No domestic event has attracted more sponsorship – and, at times, more cynicism about the good that sponsorship can do – than the London 2012 Olympic and Paralympic Games. During this hugely successful festival of sport and culture, many of the world's biggest brands came to London and contributed not just to the Games themselves but also to a myriad of initiatives and social innovations in London and across the UK. But many were sceptical about the role of sponsors.

Demos, working with the Olympic Movement's longest continuous sponsor Coca-Cola, attempted to design a new model for the measurement of sponsorship's social value using Coca-Cola's involvement in the Games and related activities to test its usability. The model was built using intelligence from key stakeholders across the charitable sector, local government, public agencies and staff within Coca-Cola. It is the first model for measuring social value that is specifically tailored towards

understanding and quantifying the impact of corporate and commercial sponsorship, and this paper relays the social value score achieved by Coca-Cola for its sponsorship of the London 2012 Olympic and Paralympic Games.

For the sake of brevity, this paper will not explain in great detail how the model works. It should therefore be read in conjunction with *Measuring Up: The social value of sponsorship*, Demos' first report outlining the model for measuring the social value of events sponsorship.¹

The model - in brief

The model Demos developed was specifically designed to measure the social value of event sponsorship. This differs from social value models applied to day-to-day activities of organisations, which tend to begin with the categories of social value being measured and look across the entire organisation's activities. This approach does not reflect the reality of event sponsorship, which in fact is more of a cluster of discrete activities during a set period of time that need to be measured individually and collated after the event. This model:

- *Takes 'inputs' and 'outputs' into account.* Most models only give weight to outcomes as evidence of social value, but we recognise that event sponsorship is often not conducive to the collection of data. We give a higher weighting to outcomes data to incentivise events sponsors to collect them, but also recognise that input and output data have intrinsic value in showing the scale and reach of sponsorship activities.
- *Measures two types of outcome* – short or medium-term outcomes and 'legacy' outcomes, which are longer term. This is to reflect the fact that event sponsorship can often result in capital investment, including the building of infrastructure to make an event happen. This type of investment has a 'legacy' of social value; this needs to be distinguished from other outcomes, which may appear in other social value models.

- *Does not rely on longitudinal measurement.* As event sponsorship can often be a 'one-off' activity, it can be hard to measure success relative to previous years' experience and set annual targets (unless a company sponsors the same event regularly over several years). A realistic, but aspirational, target based on 'total potential success' (TPS) is used in this model to replace evaluations of year on year performance.

In this document we explain the process Demos undertook in partnership with Coca-Cola, but this model can be used to measure the social value of activities associated with event sponsorship in a variety of contexts – for example, the sponsorship of small events, concerts, even local fairs and festivals could be assessed using this model, perhaps just focusing on one area of sponsorship activity and applying just one set of indicators (explained in further detail below). The model can also be readily applied to different types of organisation, and need not require exhaustive and resource intensive data collection (like many models measuring social value) to reap indicative and valuable results. We have developed the model to be accessible to a wide range of organisations, and applicable to as wide a range of types of sponsorship as possible. We have done this by making the indicators and measurement types flexible, so they can be scaled up (for an occasion like the Olympics and as large an organisation as Coca-Cola), and scaled down for more modest sponsorship endeavours.

The stages of social value measurement

These are the five stages of our social value measurement model:

- *Stage 1:* select the indicators most appropriate to the organisation's sponsorship activities across three indicator sets (behaviour, community and infrastructure).

- *Stage 2*: identify the range of evidence needed to measure performance against these indicators, in four categories – ‘input’, ‘output’, ‘outcome’ and ‘legacy’ – and start to collect it.
- *Stage 3*: set targets for each of the four sources of evidence based on TPS.
- *Stage 4*: measure progress towards targets, weighing types of evidence differently, and taking into account attribution and additionality for outcome and legacy evidence.
- *Stage 5*: calculate social value based on progress towards ‘input’, ‘output’, ‘outcome’ and ‘legacy’, combined to create single indicator scores, and averaged within each set of indicator.

2 Methodology

Stage 1 Setting indicators

For this stage, Demos and Coca-Cola worked together to review the entirety of Coca-Cola's Olympics-related activity and discussed what the impacts of each activity might be. Coca-Cola aspired to include the widest and most comprehensive range of indicators, based on the full array of its activities in the run up to and during the Olympics. This resulted in an ambitious amount of data – some existing, some new – being gathered.

Once the activities and the likely impact of these activities were identified, Demos broke them down into their three corresponding baskets: 'behaviour', 'community' and 'infrastructure' (table 1).

Table 1 **The final set of performance indicators for Coca-Cola's Olympics-related activities**

Behaviour	Community	Infrastructure
StreetGames – impact on individuals' self-esteem and continued participation in sports	StreetGames – impact on community cohesion and community capacity	Recycling bins – impact on recycling in the Olympic Park
Future Flames – impact on individuals' self-esteem and employment-related skills	Future Flames – impact on community cohesion and community activity	Biogas trucks – impact on CO2 usage
Work experience – impact on individuals' skills and employability	Special City celebrations – impact on civic pride and community cohesion	Voltaic warehouses – impact on level of CO2 emissions
Guideline daily amounts (GDAs) – impact on health-related choice-making behaviour	Olympic Torch Zones – impact on community pride and regeneration	Lincolnshire recycling plant – impact on economic regeneration and UK recycling capacity
	Staff morale – impact on civic pride and morale	Recycled bottles – impact on recycled material content in packaging
		Zero waste – impact on awareness of and interest in waste reduction

The first challenge was to unpick the impact of activities or schemes which were already in existence, but had been expanded thanks to additional funding from Coca-Cola as part of its Olympic activity. For example, doorstep sports charity StreetGames has been operating since 2007, but Coca-Cola's Olympics-related funding led to an extension of the scheme to involve a further 60,000 people through the development of StreetGames in Scotland, funding of a training academy, and a UK-wide festival programme. In all, Coca-Cola's three-year partnership with StreetGames has allowed the charity to grow its network of projects to bring doorstep sports to an extra 110,000 young people in the most deprived areas of the country.

Similarly, Unified Sports – which brings together people with and without intellectual (learning) disabilities to play sport on the same teams – has been a Special Olympics programme since the early 1990s. Coca-Cola's sponsorship of the Special Olympics included investment in Unified Sports to expand the programme's reach into new settings such as universities and colleges, to forge links with national sports governing bodies, and to diversify into new sports.

For these types of activity, it was important to avoid over-claiming the impact of Coca-Cola's Olympics-related investment. This meant separating out the impact of activities that would have occurred without Coca-Cola's involvement from the impact specifically attributable to Coca-Cola's Olympic investment.

A second challenge was identifying which areas of activity Demos and Coca-Cola would feasibly be able to collect data for. The challenges of data collection are discussed further below, but even at the indicator stage it was recognised that some of the impact of Coca-Cola's Olympics-related activities could simply not be evidenced – for example, Coca-Cola's intention to ensure all of the street furniture, display units and so on in the Olympic Park had a 'second life' (were reused or recycled) could not be realistically evidenced as this would require collecting data from perhaps dozens of different organisations, depending on where the Coca-Cola-owned

equipment ended up. Therefore this activity – while likely to have considerable social value (both environmental and also on the communities benefiting from the reused equipment) – had to be dropped from the final selection of indicators.

Another loss owing to lack of data was Coca-Cola's sponsorship of the Special Olympics, which enabled investment in activities to expand Unified Sports schemes. However, the expansion of Unified Sports is a longer process than the evaluation period – activities to improve take up have been undertaken, but their impact has yet to come to fruition. It is likely that in the longer term it will be possible to measure the outcomes of these activities, but not in this baseline year.

Stage 2 Collecting data

The most challenging stage of this process was to collect and collate data related to the indicators outlined above. While Coca-Cola held some data internally (particularly where it related to ongoing corporate social responsibility (CSR) commitments, such as to reduce carbon emissions), other data were held by Games partners – such as Unified Sports, the Zero Waste Events website (<http://zerowasteevents.org/>) and StreetGames – or by local authorities where activities took place (for example in the case of the Special City celebrations, and the recycling plant in Lincolnshire). Yet other data did not yet exist – for example related to StreetGames' impact on participants' self-esteem, the Future Flames participants' sense of community cohesion, and on volunteering levels among Coca-Cola's staff. They had to be generated by Demos, through carrying out surveys, interviews and site visits. Table 2 lists the generation activities Demos undertook to collect data for this project.

Table 2 Demos data generation activities

Surveys	Interviews	Site visits
StreetGames (behaviour and community key performance indicators (KPIs)) – conducted in person	Special City celebrations – interviews with two local authority event organiser contacts, conducted by phone	StreetGames (behaviour and community KPIs) – visit to scheme in west London
Future Flames (behaviour and community KPIs) – conducted via SurveyMonkey	Olympic Torch Zones – interviews with four local business owners, conducted in person	GDA – visit to Olympic Park to see how GDAs were displayed on site
Staff morale – conducted via SurveyMonkey	Lincolnshire recycling plant – interviews with two economic regeneration leads at East Lindsey District Council and with the managing director of ECO Plastics, conducted by phone	Special Olympics – visit to Unified Sports and Coca-Cola joint venture launch school (Tower Hamlets College)
		Olympic Torch Zones – research visits to Croydon and Carshalton town centres

Case Study **StreetGames work experience**

Coca-Cola Enterprises (CCE) and StreetGames came together to offer a group of young people from disadvantaged backgrounds paid work experience helping to stage the London 2012 Olympic and Paralympic Games. The opportunity was advertised to coaches across the StreetGames network. Of the 150 coaches who applied, 90 were invited away on a selection weekend, where they were also coached in interview techniques and CV writing skills. Finally, the cohort was whittled down to 49 successful apprentices who were placed in Coca-Cola teams such as Venue Operations and Showcasing.

Participants clearly valued the initiative very highly. One said:

London 2012 has been the best experience of my life, a once in a lifetime opportunity that I can tell my kids and grandkids.

Aside from the excitement of hosting the Games, the initiative provided a boost to the young people's aspirations and employability. Participants numbered teamwork, presentation, networking and leadership among the skills they had gained:

I realised being a team player isn't just within sport, it's in everything you do.

Many found that the apprenticeship furthered their confidence in what they could achieve. Some changed their plans for the future as a result, setting their sights on – for example – a degree and career in sports coaching or events management. For others, the experience was an impetus to work more closely with StreetGames in their local area and improve coaching in specific sports.

The participants were not the only ones to benefit; Coca-Cola itself felt that the initiative 'provided an excellent opportunity for StreetGames to work much wider across the Coca-Cola business and [it] has been a model for future mentoring and work based learning'.

Even bringing together existing data and carrying out new field work, Demos was unable to generate sufficient evidence to measure the impact of all the indicators first identified in stage 1. In some cases, alternative targets had to be considered based on what could be quantified and measured, and in other cases quantitative evidence had to be replaced with qualitative insights supplemented by drawing on existing evidence from other similar or relevant evaluations (table 3).

Table 3 **Some examples of unavailable evidence, with their indicators and contingencies**

Indicator	Unavailable evidence	Contingency
Special City celebrations – impact on civic pride and community cohesion	A survey of attendees was not carried out during the festivals and follow-up contact was not possible because of data protection rules	Demos carried out interviews with local authority organisers in two of the host cities to gauge their opinion of any impact on civic pride or community cohesion
GDA's – impact on health-related choice-making behaviour	There was no survey carried out of Olympics visitors on what they had bought and whether the boards of GDAs had influenced their choice	Demos drew from existing evaluations and surveys of the public's awareness of GDAs and the impact of GDAs on purchasing choices ²
Sponsorship of Special Olympics (investment in Unified Sports)	The expansion of Unified Sports is a longer process than the evaluation period – activities to improve take up have been undertaken, but their impact has yet to come to fruition	Demos and Coca-Cola decided to drop this KPI from the initial selection when it became clear there was as yet no data with which to measure the impact of investment into Unified Sports

Stage 3 Setting targets

Defining total potential success

The Demos model requires the setting of targets based on TPS. This is the maximum possible success that aspirational and realistic targets can have, and need to be set for 'input', 'output', 'outcome' or 'legacy' data, and will vary considerably between them:

- *examples of inputs*: money invested, volunteer hours spent, number of people registering for a course, number of leaflets distributed
- *examples of outputs*: number of people completing a course, number of people reading a leaflet, number of people securing a job placement

- *examples of outcomes*: number of people changing their behaviour and improving their health, number of people gaining long-term employment

As a rule of thumb, it will always be easier to achieve 'inputs'. It gets progressively harder to achieve 'outputs', 'outcomes' and 'legacy' (long-term outcomes). Thus to set stretching – but achievable – targets, one would need to set very demanding input targets, and reduce targets incrementally towards harder to achieve 'legacy' targets.

With this in mind, Demos and Coca-Cola went about setting targets for each of the indicators outlined above (table 4). Some indicators do not have targets in each of the four categories – this very much depends on the indicator in question. For example, a short-term, small-scale activity might not be expected to have a legacy. In Coca-Cola's case, some of the KPIs did not have input targets as the 'input' was, in fact, their sponsorship of the Olympic Games. This sponsorship included financial investment, but could not be quantified easily and was not a ring-fenced sum designed to achieve a specific outcome. Therefore some inputs did not have a target associated with them but were evidenced simply by recognising that sufficient investment was made to achieve the output and outcome targets.

For some indicators, targets already existed and were adopted accordingly – for example, Locog set a target that 70 per cent of all rubbish thrown away in the Olympic Park would be recycled. Where input targets could be set, they were set at 100 per cent wherever feasible, while stretching targets for outputs and outcomes depended on existing evidence but often were set at 80 per cent or 70 per cent. Legacy targets were set at 20 to 50 per cent, reflecting the more challenging nature of achieving these longer term targets. However, as we explain below, these legacy targets are somewhat hypothetical – in many cases, the necessary data were not available to establish whether targets were stretching and realistic, and more accurate targets would need to be set based on longer-term evidence.

Table 4 Targets for KPIs

Indicator	Input	Output	Outcome	Legacy
Behaviour				
StreetGames - impact on individuals	Expansion to reach a further 60,000 people attributable to Coke investment	Coke-funded festival activities provide a 20 percentage point increase over average retention rates	80% of participants report increased self-esteem and increased activity levels as a result of involvement with StreetGames	20% of participants report increased self-esteem and increased activity levels owing to StreetGames involvement after 4 years
Future Flames - impact on self-esteem, aspirations, continuation of work which led to nomination	100% nominee mail-shot or contact and recontacted to confirm whether successful	100% maintained in contact and engaged; 75% participate in Facebook group	80% of 1,300 experienced positive outcomes attributed to their participation in the scheme	20% of 1,300 experienced positive outcomes attributed to their participation in the scheme
Work Experience - impact on self-esteem, skills and employability	25% of applicants are successful in securing place on assessment day	70% of those assessed given work opportunity	80% of successful applicants surveyed report improved employability or skills outcomes	50% of successful applicants surveyed report improved employability or skills outcomes
GDA's - impact on health-related choice-making behaviour	GDA's on 100% of applicable vending and menu boards	80% of visitors to Olympic venues look at GDA's displayed	70% of visitors to Olympic venues use GDA's to make a healthier choice	n/a
Community				
StreetGames - improved community cohesion and community capacity	Number of courses invested in - 1 per 100 coaches	Number of attendances to courses - 2 per coach	80% of those completing experience, acting as coaches or engaging in scheme report new social networks and sense of community cohesion; 80% of coaches report lasting usable skills thanks to StreetGames	20% of those reporting positive outcomes (from outcome target) continue to report positive effects in 4 years' time
Future Flames - impact on community	One 'cheer kit' distributed for each Future Flame	80% of cheer kits used to engage with Future Flames participating in Olympic torch relay	90% of Future Flames whose families used cheer kits report positive outcomes on community cohesion measures (continued community activity and community pride in their endeavours)	20% of those reporting positive outcomes (from outcome target) continue to report positive effects in 4 years' time
Special City celebrations - impact on cohesion	Achieve 100% venue capacity	5-point increase on civic pride or cohesion during the event	3-point increase on civic pride or cohesion 6 months after the event	2-point increase on civic pride or cohesion 1 year after the event
Olympic Torch Zones - impact on community cohesion, civic pride and regeneration	80% of Olympic torch route towns, including all Olympic London boroughs, receive Olympic Torch Zone investment	100% of people surveyed in area agree that visual appearance improved during Olympics; 80% attribute this to Coca-Cola Olympic Torch Zone activity	50% of those surveyed demonstrate improved perception and pride in Olympic Torch Zone after improved signage; 30% of shop owners report positive outcomes (increased visitors or feedback from customers)	Positive outcomes reported by 10% surveyed in Olympic Torch Zones in 2016

Indicator	Input	Output
Community		
Staff morale – impact on Coke staff engagement, civic pride and morale of Olympics sponsorship	n/a – sponsorship of the Olympics	20% of people surveyed report increase in Olympics-related volunteering relative to previous years
Infrastructure		
Recycling bins	n/a – enough investment to cover Olympic parks and outside venues with sufficient number of bins	Meet 70% Locog target for waste recycled
Biogas trucks	n/a – sufficient investment to achieve delivery to London Olympic venues (vehicles used to deliver to other venues were powered by liquid natural gas – a lower emissions alternative to diesel)	Carbon reduction target of 50% per delivery by biogas vehicles
Voltaic warehouses – impact on CO2 reduction	n/a – sufficient warehouse space rented to store 90% of products needed for Games (for the remaining 10%, existing warehouses nearer to the venue were used, saving on transport-related emissions)	90% of products for London 2012 stored in Voltaic warehouse
Lincolnshire recycling plant – impact on economic regeneration and community capacity	n/a – sufficient investment in Continuum joint venture with ECO Plastics to achieve 25% recycled plastic in each bottle	75% of new employees are from local area
Recycled bottles	n/a – sufficient investment to achieve 6-week time frame and percentage of recycled materials in bottles	100% of plastic waste placed in recycling bins recycled within 6-week time frame
Zero Waste Events – impact of website	Average of 250 downloads of 5-step protocol per month	Average of 25 new members of LinkedIn group (through website registration) per month

Outcome	Legacy
Community	
15% of those surveyed report increased pride in working for company	Half of those surveyed reporting positive increase still report increased pride in 2016
Infrastructure	
n/a	n/a
30% lower CO2 across entire Olympics-related Coke deliveries	Total saved emissions over 6-year lifetime of each truck
10% CO2 reduction through use of Voltaic warehouse	Total saved emissions over lifetime of lease of warehouse
100% increase in tonnage of polyethylene terephthalate (rPET) recycling from national baseline	Future growth of Lincolnshire inward investment; number of bottles recycled in 4 years
25% of each bottle made from recycled material by London 2012 (against a 10% 2009 baseline)	n/a
Average of 2.5 new discussions held in LinkedIn group forum per month	Monthly average maintained over 4 years

A note on 'legacy'

As can be seen in table 4, the 'legacy' targets associated with these KPIs are based on long time horizons. In some cases, there is an obvious horizon we might use (for example, the six-year life span of a biogas truck makes for an obvious time frame within which to measure their impact). However, where this is not an obvious future cut-off point, Demos selected four years as the default time horizon. This is based on the fact that the Olympic Games are held every four years (and Coca-Cola sponsors every Olympic Games), so new data could be gathered at Rio 2016 to compare directly on inputs, outputs and outcomes with this 2012 baseline, and to assess 2012's 'legacy' performance.

Other events sponsors might opt for a different default time frame, of course – from one year to ten years and beyond. This may depend on the activities undertaken, or the length of the organisation's commitment, for example, investment in infrastructure – such as the building of conference centres, roads and stadiums, might have a social impact, which can be measured for years to come. Other activities might have a shorter expected impact.

We developed a series of legacy targets in collaboration with Coca-Cola, looking ahead to what we would expect the last impact of their activities to be. However, it is important to remember that these targets are currently only indicative and may well change as data are gathered over the coming years. This is because it is often impossible to set ambitious yet reasonable targets based on very limited data on how schemes that are currently in their infancy or have not yet started might perform in years to come. This evaluation began shortly after the Olympics came to an end, and was completed within three months.

For this model, Coca-Cola has not received legacy points because we are carrying out the assessment directly after the Olympics. In some cases we were able to predict and model longer-term impacts, but actual evidence on legacy will not be gathered for at least four years.

Case Study

An example of legacy we have been unable to measure: Coca-Cola and ECO Plastics

CCE has an ongoing commitment to reducing its carbon footprint through innovations in waste, packaging and transport. In 2011 Coca-Cola set out with a vision that every product it handed out at the London 2012 Olympic and Paralympic Games would be made of 25 per cent recycled materials – a goal exceeding UK food-grade recycling capabilities at the time.

The solution was for CCE to embark on a joint venture with leading waste reprocessor ECO Plastics, together investing £15 million in the Continuum facility at Hemswell Cliff, Lincolnshire. The largest and most sophisticated plastic recycling facility in the world, Continuum is now capable of processing 150,000 tonnes of mixed plastic annually, in effect more than doubling the UK's capability for recycling food-grade PET from 35,000 to 75,000 tonnes of plastic bottles per year.

The Coca-Cola contract at the plant created 30 jobs, all of which went to people living in a 30 kilometre radius. Vacancies were advertised exclusively by word of mouth and advertisements on local buses. Both ECO Plastics and the local council have high hopes for what the local community stands to gain in the future. The presence of large companies like Coca-Cola in an area builds confidence in the local economy and encourages further investment from outside. In addition, Jonathan Short, Managing Director of ECO Plastics, reported that the Coca-Cola contract had helped to generate a large amount of media interest and many international visitors. This has bolstered the planned expansion of the business, which has the potential to create dozens more local jobs, and to secure a reputation for Hemswell Cliff as a centre of green industry.

Stage 4 Measuring progress

Once the relevant data had been gathered on each of the indicators, and the targets had been set, Demos embarked on an assessment phase to establish whether Coca-Cola had met these targets (table 5).

Table 5 Demos' assessment of whether Coca-Cola had met targets

	Input	Result	Output	Result	Outcome	Result
Behaviour				Behaviour		
StreetGames	Expansion to reach a further 60,000 people attributable to Coke investment	60,000 people	Coke-funded festival activities provide a 20-percentage-point increase over average retention rates (currently 65%)	76% of festival participants said they intend to attend weekly StreetGames sessions after the event ³ . Additional information: 83% said that they would like to attend another festival; festival attendees are a wider, less sporty audience than StreetGames participants; StreetGames has identified recording and monitoring of scheme retention as area for improvement.	80% of participants report increased self-esteem and increased activity levels as a result of involvement with StreetGames	87.5% of participants (14 of 16, exc coaches and volunteers) reported increased confidence; 87.5% of participants reported increased participation in sport compared with before joining StreetGames; 75% of participants (12 of 16) reported wanting to increase participation in sports in future; ⁴ average score = 83.3%
Future Flames	100% nominee mailshot or contact and recontacted to confirm whether successful	100% contacted	100% maintained in contact and engaged; ⁵ 75% participate in Facebook group ⁶	100% maintained; 56% participate (n=734/1,300)	80% of 1,300 experienced positive outcomes attributed to their participation in the scheme	89.8% report increased confidence; 79.5% report having gained skills useful for a job in future ⁷
Work experience	25% of applicants are successful in securing place on assessment day	33% (49 of 150 applicants); exceeded original plan for 30 places ⁸	70% of those assessed were given work opportunity	54% (90 taken on selection weekend, 49 successful) ⁹	80% of successful applicants surveyed report improved employability or skills outcomes	100% report improved skills ¹⁰
GDA's	GDAs on 100% of applicable vending and menu boards	100% (1,380 free-standing or queue barrier boards in total; 444 in Olympic Park)	80% of visitors to Olympic venues look at GDAs displayed	83% recognise GDA labels themselves ¹¹	70% of visitors to Olympic venues use GDAs to make a healthier choice	63% of public agree GDAs help them make healthier choices ¹²

	Input	Result	Output
Community			
StreetGames	Number of courses invested in – 1 per 100 coaches	1,070 courses per 1,400 coaches	Number of attendances to courses – 2 per coach
Future Flames	One 'cheer kit' distributed for each Future Flame	1,300 cheer kits distributed; one for each Future Flame	80% of cheer kits used to engage with Future Flames participating in Olympic Torch relay
Special City celebrations	Achieve 100% venue capacity	69% (range from 50% to 92.5% across 5 venues)	5-point increase on civic pride or cohesion during the event
Olympic Torch Zones	80% of Olympic route towns, including all Olympic London boroughs, receive Olympic Torch Zone investment	100% of Olympic route towns, including all Olympic London boroughs, covered by investment	100% of people surveyed in area agree that visual appearance improved during Olympics; 80% attribute this to Coca-Cola Olympic Torch Zone activity

Result	Outcome	Result
Community		
2,182 attendances for 1,400 coaches	80% of those completing experience, acting as coaches or engaging in scheme report new social networks and sense of community cohesion; 80% of coaches report lasting usable skills thanks to StreetGames	84% of participants (21 of 25) report that StreetGames has brought them into contact with people who are different from them; 76% of participants report that StreetGames has changed how they feel about their local community – average of 80%; 100% of coaches (4 of 4) and 100% of volunteers and coaches (9 of 9) report StreetGames has given them new skills that might be useful in the future, eg communication skills, assertiveness, team-working
93.5% of survey respondents reported that family, friends and neighbours had used a cheer kit ¹³	90% of Future Flames whose families used cheer kits report positive outcomes on community cohesion measures (continued community activity and community pride in their endeavours)	98% cheer kit users reported continued community activity; 91.8% cheer kit users reported community felt proud of them vs 91.6% of total sample ¹⁴
Average 2-point increase	3-point increase on civic pride or cohesion 6 months after the event	Average 1.5-point increase
Average of 37.5% across both components	50% of those surveyed demonstrate improved perception and pride in Olympic Torch Zone after improved signage; 30% of shop owners report positive outcomes (increased visitors or feedback from customers)	Average of 25% across both components

	Input	Result	Output
Infrastructure			
Staff morale	n/a – sponsorship of the Olympics	100% pre-existing benefit; investment in staff morale would have been made regardless of 2012 sponsorship	20% of people surveyed report increase in Olympic related volunteering relative to previous years
Recycling bins	n/a – enough investment to cover Olympic parks and outside venues with sufficient number of bins	Met	Meet 70% Locog target for waste recycled
Biogas trucks	n/a – sufficient investment to achieve delivery to London Olympic venues (vehicles used to deliver to other venues were powered by liquid natural gas – a lower emissions alternative to diesel)	Met; 14 trucks commissioned	Carbon reduction target of 50% per delivery by biogas vehicles
Voltaic warehouses	n/a – sufficient warehouse space rented to store 90% of products needed for Games (for the remaining 10%, existing warehouses nearer to the venue were used, saving on transport-related emissions)	Met	90% of products for London 2012 stored in Voltaic warehouse
Lincolnshire recycling plant	n/a – sufficient investment in Continuum joint venture with ECO Plastics to achieve 25% recycled plastic in each bottle	Met	75% of new employees are from local area
Recycled bottles	n/a – sufficient investment to achieve 6-week time frame and percentage of recycled materials in bottles	Met	100% of plastic waste placed in recycling bins recycled within 6-week time frame
Zero waste	Average of 250 downloads of 5-step protocol per month	2000 protocol downloads between 18 Jan and 3 Oct 2012 ²³	Average of 25 new members of LinkedIn group (through website registration) per month

Result	Outcome	Result
Infrastructure		
41.4% report increase ¹⁵	15% of those surveyed report increased pride in working for company	74.7% report increased pride ¹⁶
76% of plastic bottles sold were recycled ¹⁷	n/a	
50% CO2 emissions saved across biogas deliveries (compared with conventional diesel vehicles) ¹⁸	30% lower CO2 across entire Olympics-related Coke deliveries	21% lower emissions than reference case
90% of products stored in Voltaic warehouse	10% CO2 reduction through use of Voltaic warehouse	8.1% reduction compared with reference case; will save 322 tonnes CO2 emissions over 5-year lease
100% of 30 jobs were advertised on local buses or by word of mouth and went to people living within 30km of facility ¹⁹	100% increase in tonnage of polyethylene terephthalate (rPET) recycling from national baseline	100% increase in national rPET tonnage recycling ²⁰
100% (13 million bottles) recycled from Olympic materials and rPET material integrated back into CCE supply chain within 6-week target period ²¹	25% of each bottle made from recycled material by London 2012 (against a 10% 2009 baseline)	25% recycled in each bottle ²²
340 members joined between 18 Jan 2012 and 1 Nov 2012 – mean of 34 per month, range of 6-104 ²⁴	Average of 2.5 new discussions held in LinkedIn group forum per month	Average of 2.7 discussions over 9 months (6 Feb to 29 Oct 2012) ²⁵

Stage 5 Calculating social value calculation

As can be seen in table 5, Coca-Cola met many targets, but in some areas fell short. In some instances, this was because Coca-Cola was unable to collect the relevant data to create adequate evidence on its performance. A clear future objective for Coca-Cola (as indeed for many organisations attempting to measure social value) is to collect baseline and outcomes evidence systematically for the sponsorship activities of events.

The next stage is to use the social value equation in this model to evaluate performance across all KPIs. Figure 1 provides a formula for calculating social value.

Figure 1 Formula for calculating social value

(attributed progress towards TPS target,
minus pre-existing benefit) x weighting

or:

$(AP - PB) \times W$

We attributed a weighting to each of the four forms of evidence, to recognise the added value of 'outcomes' and legacy impact relative to easier to achieve and measure inputs and outputs: 'inputs' (0.5), 'outputs' (0.7), 'outcomes' (0.8) and 'legacy' (1).

The total score for each KPI is out of 300 points, as 100 per cent performance multiplied by the weightings for inputs, outputs, outcomes and legacy will lead to $50 + 70 + 80 + 100$, or 300.

So the total success for each indicator will be expressed as $x/300$.

An example:

- *TPS for GDA board outcome = 70 per cent of people report purchases influenced by GDA boards.*
- *Output achieved = 63 per cent of people report GDA affects their purchase.*
- *Calculation: $63/70 \times 100 \times 0.8$ (outcome weighting) = 72 (out of a possible 80 outcome points).*

However, where targets are over-achieved, scores can be higher than 100 per cent.

For example:

- *TPS for recycling materials = 70 per cent of waste (set by Locog).*
- *Output achieved = 76 per cent of plastics recycled by Coca-Cola.*
- *Calculation: $76/70 \times 100 \times 0.8$ (outcome weighting) = 86 (out of a possible 80 outcome points).*

Once we have a total for input, output, outcome and legacy score for each KPI, we give each a mark. We assume that anything over 80 per cent (240/300) rates 'A' in achieving progress towards an indicator, 60 per cent rates 'B' and 40 per cent rates 'C'.

We then average these across each basket (behaviour, community and infrastructure) and, finally, average this into a single score and mark (table 6, overleaf).

Table 6 Calculation of social value for behaviour, community and infrastructure

KPI	Input	Output	Outcome	Total	Mark
Behaviour					
StreetGames	50	39	83	171.5	57%
Future Flames	50	61	130	240	80%
Work experience	66	54	100	220	73%
GDA's	50	73	72	194	64%
Community					
StreetGames	38	55	80	173	58%
Future flames	50	82	128	259	87%
Music and city celebrations	35	28	40	103	34%
Olympic Torch Zones	63	0	80	143	48%
Staff morale	50	144	398	593	198%
Infrastructure					
Recycling bins	50	84	80	214	71%
Biogas trucks	50	70	56	176	59%
Voltaic warehouses	50	70	65	185	62%
Lincolnshire plant	50	93	80	223	74%
Recycled bottles	50	70	80	200	67%
Zero Waste Events website	44	95	86	226	75%

The totals below are calculated using the weighting methodology outlined above in order to favour longer-term impacts.

Total for behaviour = B (69%)

Total for community = B (65%)

Total for infrastructure = A (81%)

Overall mark = A (72%)

3 Conclusion

Coca-Cola is to be commended for its foresight and courage in undertaking to be the first corporate sponsor of a major public event to be tested using this model. The score – arrived at independently by Demos and published here – is something to be proud of and to learn from. It shows that Coca-Cola's sponsorship activity around the London 2012 Olympic and Paralympic Games genuinely achieved positive social impact on behaviour change, community resilience and driving forward green industry. But it also contains lessons for all companies looking to achieve genuine social impact through sponsorship.

First and foremost, this process has highlighted the need for commercial sponsors to collect and collate data on the social value of their sponsorship. In some areas of Coca-Cola's activities it is not the lack of achievement that has delivered the company a slightly lower score than might have been hoped, but rather the lack of quantifiable data. Companies looking to prove the worth of the social impact elements of their sponsorship – as all sponsor companies should attempt to do – will generate better understanding and a more complete assessment if they engage seriously with data collection from the very start. In many cases this will mean being tough and clear with partner organisations and charitable beneficiaries about the need to record their successes meaningfully. This may seem overbearing to some in business, but on the contrary it is useful to understanding impact not just for sponsors but also for their partners – increasingly important in an age of restricted resources. No company would invest in a large-scale marketing activity without identifying how they will measure success; the wisdom of that approach should be applied to social value.

This lesson is not only important as a way of setting clear criteria for success at the initiation of a sponsorship arrangement but also when it comes to measuring success over time. This model of measurement is built to respond to the relatively short-term relationships that sponsorship of particular events can generate. But it is important that companies continue to monitor their long-term positive impact. Working with a group of young people can produce instant impact but it is also important to measure the long-term impact that companies may have had on those young people's lives; measuring the legacy of sponsorship can help to show the holistic social impact that has been achieved.

None of that, however, should distract from the successes that are quantified and measured here. This project has demonstrated how companies might seek to ensure that the social value of their sponsorship activity with every bit as much rigour as they already do the commercial and brand value of their engagement. The findings above show that Coca-Cola, having decided to allow independent measurement of that value, has much to be proud of. It also shows how Coca-Cola and other sponsors might use better and more ingrained measurement of sponsorship's social value to improve the value they add for the money they spend. This is important because in a world where there is cynicism and scepticism about CSR and the value added by business, it is no longer the case that social value is simply an add-on to the brand-building, commercially valuable aspects of sponsorship. Instead it is a key component of any successful sponsorship. Businesses that are clear, open and transparent about their social value aspirations and achievements will benefit from greater consumer trust. Those who fail to live up to our new era of transparency run the risk of being punished by increasingly savvy consumers. Coca-Cola has led the way in exposing themselves to independent evaluation, and other companies must now follow suit.

Notes

- 1 M Wind-Cowie and C Wood, *Measuring Up: The social value of sponsorship*, London: Demos, 2012.
- 2 This included FDF, *Improving the Food Literacy of Consumers*, Food and Drink Federation, 2010, www.fdf.org.uk/publicgeneral/GDA_Labelling_Apr2010.pdf (accessed 17 Dec 2012), and Harris Interactive, 'The impact of labelling on consumer choice', 2011, www.fdf.org.uk/speeches/bccc11_gerardine_padbury.pdf (accessed 27 Nov 2012).
- 3 StreetGames Festival Survey (Oct 2012).
- 4 Demos paper survey of 25 StreetGames participants at London Sports Trust, West London and Salaam Peace, East London.
- 5 Defined as receiving a personalised mailshot of photographs from Coca-Cola after the event.
- 6 Group statistics available at www.facebook.com/groups/cocolafutureflames/?fref=ts (accessed 27 Nov 2012).
- 7 Demos online survey – sample of 157 undertaken 11 Sep 2012 to 22 Oct 2012.
- 8 Coca-Cola, *London 2012: Our sustainability legacy*, 2012, p 42, www.coca-cola.co.uk/.../london-2012-legacy-brochure.pdf (accessed 27 Nov 2012).
- 9 Ibid, p 42.

- 10 Demos analysis of Coca-Cola qualitative questionnaires.
- 11 FDF, 'Seven voices: GDA labels making a real difference, a review of their impact', Food and Drink Federation, 2009, www.fdf.org.uk/corporate_pubs/sevenvoices.pdf (accessed on 27 Nov 2012).
- 12 Harris Interactive, 'The impact of labelling on consumer choice'.
- 13 Demos online survey – sample of 157 undertaken 11–22 Oct 2012.
- 14 Ibid.
- 15 Demos online survey – sample of 95 undertaken 15–26 Oct 12.
- 16 Ibid.
- 17 P McGuirk, CCE (personal communication, 17 Oct 2012).
- 18 Coca-Cola, *London 2012*, p 28; S Carroll, *The Coca Cola Enterprises Biomethane Trial Report*, 2012, www.cenex.co.uk/LinkClick.aspx?fileticket...tabid=916 (accessed 27 Nov 2012).
- 19 P McGuirk, CCE (personal communication, 17 Sep 2012).
- 20 Coca-Cola, *London 2012*.
- 21 Ibid, p 32.
- 22 Ibid, p 34.
- 23 LinkedIn, 'Zero Waste Events', statistics, 2012, www.linkedin.com/groups?groupDashboard=&gid=4258941&trk=anet_ug_anlytx (accessed 27 Nov 2012).
- 24 Ibid.
- 25 Ibid.

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In the current economic and political climate, businesses are expected to go 'above and beyond' in delivering benefits to communities, as well as to meet rigorous standards of accountability. Corporate social responsibility (CSR) is no longer peripheral; it has become a core business activity. Demos' publication *Measuring Up* outlined a new tool – the first to be specifically geared towards measuring the social value of corporate sponsorship. It is designed to help the corporate sector to understand, demonstrate and improve the social value of its engagement with events, communities and charities.

London 2012 provided an ideal opportunity to test the application of our social value model to sponsorship on a large scale. Demos worked with Coca-Cola, the longest continuous sponsor of the Olympic Movement, to measure the social impact of the company's Olympic-related investment on communities and individuals. This follow-up report details the process and the outcome of this pilot. Its findings will contribute to making the *Measuring Up* model sustainable as way of measuring and demonstrating the good businesses can do.

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