chapter five

making it add up – fundraising
When predicting the likelihood of an event’s success, two important questions have to be asked:

1) Is it financially viable?
2) Is it sustainable? (if it’s not a one-off proposition)

Putting aesthetics and the quality of the programme to one side, if an event is not financially viable then its success will be greatly diminished and it will not be sustainable. Therefore, it may be harder to secure future financial support.

In recent years, the cost of staging events has increased and it has become necessary for event organisers to look to a wide range of sources in order to raise the required income. When preparing the Business Plan and the Event Budget, it’s a good approach to draw up a Revenue Plan to help you plan your fundraising.

What is a Revenue Plan?

A Revenue Plan will help you assess all the fundraising options that have potential to raise income for the event. It will give confidence to existing partners and stakeholders that additional finances to meet the budget aspiration will actively be sought. By identifying income sources and deadlines, should the anticipated targets not be met, the identified contingencies should be put into action. A Revenue Plan Template is shown towards the end of this section.

Potential Funding and Income Sources

Fundraising often has to be a particularly inventive process. Depending on the type of event, it is likely that a combination of some or all of the following income streams will be required to realise your funding objective:

- Ticket Sales (i.e. audiences, spectators)
- Participant Entry Fees (i.e. sports events)
Ticket Sales

Make sure you set a realistic ticket pricing structure. Research similar events, look at their pricing structures and be aware of the expectations of your audience. Consider the impact that concessionary pricing and special offers will have on your expected income targets. If you are liable to pay VAT on ticket sales remember to calculate the net price for revenue purposes and also take into account any ticket agency commission if a third party is distributing tickets for you. If appropriate, make sure that you have sensibly negotiated any box-office splits with the venue/artists/others and agreed any guarantees against loss. Of course, not every event has an entrance fee but you may wish to consider charging for certain elements of the event programme. If this is the case make clear on your event literature any ‘pay to enter’ entertainment within an otherwise free event.

Entry Fees

As with setting ticket prices, it is important to ensure that any participant entry fees are set at a realistic level. Research similar events to ensure that your entry fee is in-keeping with the industry norm. Consider the perception that your entry fee will create for your event, i.e. participants should feel they are getting value for money. Where applicable, remember to include any race levy or similar charges in the fee (and ensure this is accounted for in your overall event budget). Whatever entry fee you decide to charge, it is important that you clearly state what it actually includes on all your event information.
Public Funds

Events supported by local authorities are usually prioritised for support by EventScotland. The reason for this is that events supported locally are more likely to be sustainable in the long-term as they fit with local strategies. It is possible that your local authority operates an events fund or that funds may be available through departments such as ‘economic development’, ‘culture and leisure services’ or through sources such as a local ‘common good fund’. Increasingly local authorities are developing events strategies and employing events officers to co-ordinate their involvement and support. When enquiring about the potential of support from your local authority, the best place to start is by asking if there is an events officer or other appropriate (culture or sports) contact that can help route your enquiry. Aside from financial support, the local authority may also be able to provide assistance with aspects of the event organisation by supplying services in-kind, advice, inclusion in ‘What’s On’ guides, etc. The contact details for all Scottish local authorities can be found at www.cosla.gov.uk

As well as your local authority, there are a range of other organisations and funding bodies that may be able to offer financial and/or ‘in-kind’ assistance. These include the Scottish Arts Council, sportscotland, Scottish Enterprise, Arts & Business, VisitScotland, etc. Again, a basic contacts list is provided in the Appendix. It is worth bearing in mind that most of these bodies would encourage applicants to seek partnership funding and are unlikely to be the sole investor in your event. All these funding bodies require that applicants meet specific criteria. Remember, each funder has its own objectives and your event, may or may not necessarily provide a close fit with these. Ask yourself if your event will help meet the objectives that the funding organisation itself has to achieve. After identifying the appropriate funding bodies, find out how your application should be presented and what the deadlines for submission are.

When filling in application forms, make sure you:

- Fully understand the guidelines and eligibility criteria. If you don’t understand something, don’t be afraid to phone up the fund manager to seek advice.
- Read each question thoroughly and answer it specifically.
- Give yourself enough time to complete your application and to assemble all the required supporting documents. A shoddily presented or incomplete submission will not do you any favours.
Don’t miss anything out that you feel may be of importance, but equally don’t supply irrelevant information – remember someone has to assess your application in detail and will not appreciate excess or repeated information.

Don’t leave any questions blank and always present your application in the format that is requested.

Include some event photographs, a print sample and positive press comments or endorsements in order to provide additional context to your application.

Do not assume that the assessor or assessment panel have any existing knowledge about your event – make sure your application paints a clear picture for them.

Get a friend or colleague to proof read your application – fresh eyes are more likely to spot errors or gaps in information.

Stick to the deadline.

**EventScotland**

EventScotland is Scotland’s national events agency. It was set up to co-ordinate the delivery of the Scottish Executive’s Major Events Strategy 2003–15. The strategy has a vision to make Scotland ‘one of the world’s foremost events destinations by 2015’.

EventScotland runs two funding programmes:

1) The **International Events Programme**: EventScotland’s primary purpose is to create, attract, and grow major ‘international events’ that have the ability to generate significant economic benefits for Scotland. International events are defined for EventScotland’s purposes as those that can attract high levels of visitors or participants to Scotland whilst placing Scotland on the international stage through significant positive media coverage with an international reach.

2) The **Regional Events Programme**: This programme is designed to complement the International Events Programme by showcasing specific towns and regions across the country and driving domestic tourism. Whilst the majority of International Events are likely to take place in our larger metropolitan areas of Glasgow and Edinburgh, the Regional Programme has been created to support cultural and sporting events held outside these areas.

The objectives of the Regional Programme are to develop a portfolio of events that will:

- Generate economic benefits for specific regions of Scotland
• Attract visitors to a region from other parts of the country
• Enhance the profile and appeal of the host region
• Inspire and involve local communities

This is a development programme that provides one-off funding. It is not a traditional grants programme providing long-term or core funding. It is has been created to support additional elements or new activity specifically designed to help the event grow.

For more information on EventScotland’s activity and to review the criteria for the support programmes, visit www.eventscotland.org

Commercial Sponsorship

Put simply, when a company sponsors an event it usually means that it provides cash in exchange for a number of benefits. Trying to raise commercial sponsorship is likely to take up a lot of time. You may elect to keep the process in-house by allocating yourself or a member of the team to raise the sponsorship or you may decide to draft in the services of a freelance sponsorship professional with existing contacts. If employing the latter, expect to pay a retainer fee plus a percentage of the revenue achieved. These outgoings should be negotiated in advance, agreed in writing and included in your budget. However, because the professional will have existing contacts, the process can be more effective than if facilitated in-house. To assist in your quest for sponsorship, we have included a section titled ‘Sponsorship Proposal’ that can be found at the end of this chapter.

Charitable Trusts and Foundations

Trusts and foundations tend to fund projects or initiatives that find it hard to attract mainstream funding. There are thousands of trusts in the UK and many of them do contribute an amount of their budget in the form of grants to cultural and sports projects. Each has strict criteria that are likely to include the funding of charitable organisations and causes only. Check their guidelines thoroughly to see if your project fits with their grant making criteria and objectives.
Concessions & Franchises

Selling concession and franchise rights can be a very good way of raising revenue, particularly at well attended events. Food and beverage rights are the most obvious but you may be able to include other products that fit with the ethics, the programme or the audience profile of your event. If your event is receiving a grant from your local authority or other public sector funds you should check if it is necessary to ‘put to tender’ any such opportunities. This can also be the better way to achieve best price. Invite companies to bid for the opportunities by a set deadline making sure you give realistic information about the event, expected audience and site position, etc. Insist on non-collusion and ask those that tender to set out their proposed product pricing structure to be used for the event. Decide whether you will be using one or more companies and notify them of any product sampling or other companies that may have an impact on their sales. A basic template and further advice on the tendering process is included at the end of this chapter.

If you plan to have a funfair at your event, consult with The Showmen’s Guild in the first instance. The Showmen’s Guild is the representative body for showmen and is a good reference point for Guild rules. It will be able to provide a list of companies who offer funfair and amusement rides for events. If there is no history of a funfair at your event, put this element out to tender but remember that the successful operator may have the rights to operate the funfair at the event in the future and may not need to offer you a greater fee than that which was offered in year one. More info at www.showmensguild.com

Merchandising

For certain events, the sale of event-specific merchandise such as branded clothing and gifts can have revenue raising potential. However, merchandising is not appropriate for all events and, if it is not planned properly, it can be a major draw on resources. You may also end up with a lot of leftover stock that you cannot sell. Thorough assessment of the potential is therefore required. You may decide to approach a professional merchandising company in the first instance. They will immediately see any merchandising potential, tell you what service they think they can provide and work out the revenue potential. Speak to more than one company for reassurance. If you decide to use one of them you could license the merchandising rights for the
event for a fixed fee or a percentage of profits. Make sure you have a detailed contract with the merchandising company that includes clear details about the agreed product range, the expected quality, where and when the merchandise can be sold, how the brand and any logos are to be used/portrayed, the length of time your agreement runs and an agreed system for monitoring sales. Insist on full approval of all items. If you decide to produce and sell merchandise independently don’t leave yourself financially exposed by over ordering. If possible, test the market with limited stock one year and build from that experience.

Showcase, Demonstration and Information Stands

Some companies like to sample their products direct to the target consumer at events. Others, who have no product, but are promoting services or causes sometimes take information stands at events. Be careful to ensure that any product/service on offer is in line with the event’s ethics and target market profile. As a general rule, the higher the profile of the event and the larger the audience, the more you can charge. Before targeting appropriate companies, make sure you clearly understand what you have to offer and how much you will charge for it. Be careful that competing brands do not clash and any demonstrating companies do not end up getting more exposure at the event than your main sponsor (who is likely to have paid considerably more to be involved). If a company is sampling, make it clear where their physical boundary is at the event and insist that the area they occupy is kept clean and rubbish is taken away at the end of the day to save on refuse collection charges. In order to maximise success, locate traders in a visible spot that is close to the main event without compromising on safety or aesthetics.

TOP TIPS

If agreement is made with any trader on a ‘fixed fee’ basis, ensure that fees are paid in full before the traders have entered the venue/site and before the event commences. Do not allow any trader to leave the site until they have paid.

Advertising

If your event has a printed programme, advertising space could be offered to local or relevant companies, or to those who have showed an interest during the sponsorship
drive, etc. Other advertising opportunities could include the sale of banner positions
at the event and/or on the event website. If you have sponsors, ensure that no competing
companies are advertising in your publications unless you have the agreement of your
sponsor. If you have a commercial sponsor, it may also have sister brands that may be
interested in taking advertising with you.

**In-Kind Sponsorship**

Although no money changes hands with ‘in-kind’ sponsorship, don’t underestimate its
value. An in-kind sponsor provides products or services in exchange for tangible benefits
(such as product awareness opportunities, event tickets, future contract guarantees, etc).
Often media sponsorship is an in-kind agreement. As with Cash Sponsorship, make sure
you have a written agreement as a sudden withdrawal of in-kind help may have a major
impact on the event budget.

**Licensing & Broadcasting Rights**

Your event may be attractive to media broadcasters (TV, radio), particularly if it features
high profile acts or is a unique sporting event. If you do manage to attract this kind of
interest it is likely that assistance will be in-kind by way of broadcast value. In general
it’s rare to be able to attract fees for broadcasting rights or licensing for events.

**Other Activities**

This is where you have to be particularly inventive. Whatever the activity – attracting
private benefactors or patrons, running ‘friends’ schemes’, raffles, fundraising dinners,
etc – make sure it is in keeping with the nature of the overall event and the activity
doesn’t end up costing you money.

**How Long Does the Fundraising Process Take?**

Very few events are lucky enough to identify and achieve funds in a short space of time
and so you should leave as much time as you possibly can. Commercial companies usually
set their sponsorship and marketing budgets once a year and not necessarily at the
start of the financial year in April. These budgets are often allocated very quickly and so
timing is important. Raising funds from the public sector can also take some time as
deadlines for funding applications are often fixed and available perhaps only once or
twice a year. After the application has been submitted, the assessment period may be a number of weeks. Additional supporting information may be required and this can cause further delays. Creating a revenue plan should help focus your fundraising activity.

**REVENUE PLAN TEMPLATE**
Create a template with the following headings.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>Potential Amount</th>
<th>Action</th>
<th>Deadline(s)</th>
<th>Fundraiser</th>
<th>Status</th>
<th>Contingency/What if…</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Funding Source** – who you intend to target? Note, if you are applying to one body for different funds, detail each fund separately
- **Potential Amount** – how much you hope to achieve?
- **Action** – detail what you need to do in order to apply, e.g. complete application/proposal writing, provide evidence of support, etc
- **Deadline(s)** – when the application has to be submitted, when it will be considered, when decisions will be made
- **Fundraiser** – the person responsible for approaching funders/application writing/presenting, etc.
- **Status** – if the funding is confirmed or unconfirmed
- **Contingency/What if…** – what happens if funding is not achieved from that source, what action has to be taken?

**RAISING COMMERCIAL SPONSORSHIP**

In the instance an event is ‘sponsored’, a transaction takes place whereby a company ‘buys into’ the event with cash or in-kind support in exchange for particular benefits that will assist the sponsoring company in meeting certain objectives. A company will assess a proposal based on the target audience (profile and number), the content and quality of the event, the benefits to the company and cost. Before you identify companies to target, decide what you can offer potential sponsors. Ask yourself:
Is there enough time to instigate a commercial sponsorship drive?
Can sponsors be adequately serviced and supported?
What is appealing about the event programme?
What is the audience profile?
Which products and services might the audience use?
Which companies supply these products and services?
Could more than one element of the event be sponsored by different companies – local, regional and national basis?
What time period can the sponsorship(s) be offered for (e.g. a one, two or three year period)?
What benefits could be offered?
How will you cost the sponsorship?
Does this represent value for money?
Are there any ethical considerations?
Are there any conflicts with other funding parties or stakeholders?
Is it worth it to you?

In answering all of these questions fully and truthfully you will have formulated what you have to offer a sponsor. This understanding will help you focus on who you want to target, what you can offer and what you may potentially gain. Supporting a sponsor takes time, dedication, patience and attention to detail – it’s not a question of taking the money and sticking their logo on your publicity material. Before you start approaching companies be certain that you will be able to fully commit to a sponsor in terms of time, benefits, expectations and assurances.

What Do Sponsors Look For?

Companies enter into sponsorship agreements for many reasons. These may include:
- Direct access to specific markets
- Brand/product/service awareness
- Image creation
- Product introduction
- Identification with specific lifestyles or socio-economic groups
- Product sales
- Community relations
You will be closer to achieving your sponsorship aims if: you share target audiences; are able to provide benefits that meet the potential sponsor’s objectives; and the proposal is value for money. Your potential sponsor will want to see a package of available benefits. These may include:

- **Title Sponsorship** – naming rights to the event (i.e. Baxters Loch Ness Marathon & Festival of Running).
- **Exclusivity** – a guarantee that they will be the sole sponsor or the only sponsor from their particular market sector.
- **Brand Exposure** – presence on all event literature, signage, merchandising, website, etc.
- **Branding** – banners, signage and display boards, etc at the event. Remember that the creation of branding materials can be expensive. Your sponsor may be willing to pay for this element or they may already have existing materials. At the start, set out what you are prepared to pay for and what the sponsor has the opportunity to provide, and present it all in an agreed branding plan or schedule. For televised events, the opportunity for exposure is a major benefit.
- **Media Exposure** – opportunity to host/comment at press launch, placement of specific articles in press (a media sponsor may be able to guarantee coverage for other sponsors), mention in all press releases, etc.
- **Advertising** – logos/mentions on paid-for advertising, advertising in event programme/publications, etc.
- **Merchandising Rights** – opportunity to sell their product.
- **Sampling Opportunities** – opportunity to give away samples of their product.
- **Tickets and Merchandise** – agree the level of complimentary (or discounted) tickets and merchandise available. It is likely that sponsors will want to invite staff and clients.
- **Networking Opportunities** – at the event and at any pre or post event business or hospitality opportunities.
- **Long-term Relations** – the opportunity to secure a 3–5 year relationship.
- **Hospitality Opportunities** – exclusive sponsor’s party or corporate box/pavilion for their clients, staff, etc.
- **Product Creation** – the opportunity to provide a branded product, gimmick, toy, etc exclusively for the event.
- **Additional literature** – the opportunity to distribute additional event or company literature.

If you have more than one sponsor, ensure that the key sponsor – generally the one investing the most money – receives the most benefits.
Working out a Value

This is often a haphazard guessing exercise which can result in the price starting too high to attract interest. If you take this route, you risk devaluing the product if later you have to reduce the price. An opportunity is only worth what someone is willing to pay, but you should do your homework and research similar sponsorships and their value. Seek advice from Arts & Business, speak to fundraising professionals, keep abreast of the daily financial pages, etc. Also, list all the direct costs associated with the delivery of the benefits and the support on offer. This will help you avoid costing the sponsorship package too low. Some of your related costs may include:

- Fundraiser fees/wages/commission
- Sponsor’s ticket and merchandise value
- Hospitality costs – food, drink, venue/marquee hire, etc
- Printing and design costs of any additional literature
- Production of sponsor’s signage and banners
- Erection/installation charges for signage and banners
- Additional advertising costs
- Administration expenses
- Additional staff time to support the sponsor – marketing, production, financial manager, etc
- Legal costs (i.e. if you need advice with regards to the contract)
- Additional press clippings/media monitoring services
- Any other direct costs

After you have undertaken this exercise, ask yourself what the net benefit will be to the project i.e. ‘is it worth it?’

Approaching Sponsors

In developing your Sponsorship Plan, you will have undertaken an amount of research. You will have identified compatible sponsors – i.e. those companies whose products or services best suit the event and appeal to the event audience. You may wish to categorise these companies into appropriate sectors such as: Food and Drink, Health & Fitness, Legal & Accounting, Media, Manufacturing, IT, etc and target one sector at a time or one company from each sector before moving on to the next. Regardless,
before you approach anyone you will need to understand what benefits they may require and what their expectations might be – each company will be different. Look at company websites and literature, the financial press, etc to gain some insight. Some companies have specific criteria for sponsorship seekers and they will happily send this information out if you ask.

You should tailor your proposal to each company based on your research. If you don’t know already, try to identify the right person to whom the proposal should be sent. Some companies have specific Sponsorship Managers, others facilitate it via their Marketing Departments, Brand Managers or through an agency working on their behalf. Make contact with the Manager, preferably by phone in the first instance, and forward the Sponsorship Proposal by post or email if interest is shown. Follow this up with a polite phone call a week or so later if you haven’t heard back. By now you should have an idea whether the company is interested or not. It is a good idea to keep a database of all the people you contact and their state of interest. This will provide a resource for future years and future events.

The Sponsorship Proposal

This document should be well written with no spelling mistakes or typos. It should be laid out in a professional manner using a clear font with good spacing. Keep it concise, easy to read and no more than five pages in length. It is one of the first impressions that your company and your event will be judged on so make it a good one. Below is a guide for a Proposal to start you off. Adapt this for your particular event and each individual company that you target. Some companies may have specific guidelines to follow. If this is the case, go with their required format when writing the proposal.
SPONSORSHIP PROPOSAL GUIDE

Cover Page
- Prepare an eye catching cover page with your event logo/visuals, your contact details and a short summary of the key benefits on offer to the sponsor.

Contents
- Create a contents page to ensure the proposal is easy to navigate

1. The Event
   - **The Event** – give an overview of the event and its background. Include a couple of good press quotes and images if you have them
   - **The Audience** – state the audience profile and predicted attendance levels

2. The Organisers & The Partners
   - **The Organisers** – tell them a bit about you and your experience
   - **The Partners** – tell them about any funding partners that are on board such as the local council, national agencies, etc

3. The Opportunity
   - **Introduction** – detail the opportunity or opportunities that are available to them
   - **Value** – tell them how much it will cost
   - **Usage** – say how the sponsorship funds will be used

4. The Benefits & Entitlements
   - **Benefits** – outline the package of benefits they will receive in return for their support including the amounts and types of marketing materials (it may be a good idea to include an overview of the event’s Marketing Plan and tools)
   - **Entitlements** – state clearly what they will be entitled to do in support of the sponsorship
   - **Additional Benefits** – list any additional benefits that they could take advantage of for a further price

5. Contact Details
   - Make sure your details are on the final page of the document as well as the cover page

Follow-up

If a sponsor is interested in your initial proposal, be prepared to go to meet them to talk about the opportunity in more detail. Take along support material (perhaps a laptop slideshow or promotional film) that illustrates your vision and strengthens your pitch – pictures can often speak louder than words when trying to describe and communicate the event experience and opportunities.
Confirmation

When sponsorship – whether cash or in-kind – has been offered, prepare a written agreement for both parties to sign. Include what you expect to receive, when you expect to receive it, what the sponsor will receive in return and when they will receive it. Confirm which logos or brand identity will be used in any marketing materials and how/where they will be used. Make sure you build time into your print schedule to facilitate the sponsor’s approval of their logo placement and any other acknowledgement on the various marketing materials.

On-going Relations

Your relationship with your sponsor may be one of the most demanding that you will be involved in when it comes to the event. A good working relationship will help both parties maximise their benefits. This will be based on trust and performance. Be truthful with your sponsor at all times and if a situation arises where you cannot provide a particular benefit, make sure to let them know and, if appropriate, invite them to help you work out a solution which could result in you providing an alternative benefit.
A monitoring system with regular reports and meetings will help keep them involved at all stages, assist with mutual trust and hopefully maintain their future interest.
Remember; provide a single point of contact to liaise with the sponsor and to ensure smooth communication.

Maximising the Benefits

When your sponsorship is agreed, remember to keep switched on to any potential additional benefits the relationship may bring to the event. For example, your sponsor may have a large staff or client base and may communicate with them via publications, e-bulletins, press events, etc. It’s worth discussing with your sponsor mutually beneficial ways to reach this audience (i.e. special ticket offers, competitions, etc).

Branding Plan

For larger events with a wide range of branding options, it’s a good approach to produce a ‘branding plan’. This is basically a plan that shows the locations and specifications of all your sponsor’s branding. Sponsors generally want to be very visible at the event and
prior agreement of branding designs, positioning and sizes is essential if you want to keep your sponsor on board. Ensure you clarify what opportunities are provided as part of the sponsorship package and who is paying for what (never spring an unexpected branding production or erection bill on your sponsor). It’s good practice to arrange a ‘site walk’ with your sponsor(s) prior to the event opening – this will ensure that they are happy with their branding and allow any last minute adjustments before the event begins.

**Evaluation**

It is important to prepare a comprehensive report for your sponsors after the event. If you have or are looking to achieve an on-going commitment with them it will help to strengthen ties for the future. It will also benefit both parties when preparing further reports on marketing and sponsorship activity. The report should include:

- A letter of thanks and appreciation
- A review of the event’s success and the attendance
- How the sponsorship contributed to this success
- A report against agreed outcomes/targets
- A reminder of the benefits that the sponsor received
- Key press cuttings and other publicity that mention the sponsor
- Copies of all event literature that featured the sponsor’s name and logo
- Photographs of the event, particularly those that show sponsors’ branding in-situ

**The Tendering Process**

In order to ensure best price and best value, you may wish (or be required) to ‘put to tender’ some elements of the event that need to be supplied by third parties. These may include:

- Catering, funfair or other concessions (where a company pays the event in order to be part of it)
- Production supplies, e.g. generators, sanitary facilities, etc (where you pay a supplier for goods or services)

Either way, the tendering process is much the same.
Step 1
You may wish to issue an Invitation to Tender (ITT). This sets out what you require to be supplied. Give details of the event such as dates, times, scope, etc and a description of the amount and type of goods or services you require. Send this to relevant companies and invite them to reply to you by a certain date stating whether they wish to be sent a Tender Document. This is called an Expression of Interest (EOI). Receiving EOIs is useful as it lets you know in advance the number of tenders you are likely to receive. Note – if you have had personal contact with a number of companies or do not have time to undertake Step 1, go straight to Step 2.

Step 2
Send the Tender Document to those who have returned an expression of interest. This is a detailed document with all relevant information on which the supplier will base their tender. You should include:

- **Timescale and Return Details** – state clearly by which date and time the tender must be returned, in which format, number of copies (if more than one evaluator) and the return address and contact details.

- **Project Description** – details on the event, date, timings, nature, audience profile, etc.

- **Statement of Requirements** – specify what it is you are looking for. If you are not sure exactly what will be required and are asking for companies to professionally advise you on what you will need, provide all relevant data upon which they can base their recommendations. The more information you can give at this stage, the more time you may save answering questions later.

- **Evaluation Criteria** – you may wish to evaluate submissions based on a number of factors and not just the bid/cost amount. In this case, weight these elements in order of importance. For instance, the criteria you use may be:
  - Bid/Cost 50%
  - Approach & Equipment 20%
  - History & Credentials 20%
  - Added Value 10%
Terms & Conditions – include all Terms & Conditions you require the supplier to adhere to such as provision of services, delivery dates, non-collusion (it is important that each company agrees that they will not collude with any other company taking part in the tendering process), confidentiality, data protection, liability, indemnity & insurance, termination details, VAT liability, etc. Ask for their agreement to the Terms & Conditions by signing the appropriate box on the return submission.

Tenderer’s Submission Document – provide a document (ideally electronically) for each supplier to fill out and return in response to your tender document. Base your template on the Evaluation Criteria you previously set out. For the above criteria, your Tender Submission Document may look something like this:

<table>
<thead>
<tr>
<th>Tender Submission Document Template</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>For Supply of XXXX to XXXXX</strong></td>
</tr>
<tr>
<td><strong>Name of Tenderer</strong></td>
</tr>
</tbody>
</table>

**Key Contact**
- Address:
  - Tel:  
  - Fax:  
  - Email:  
  - www:  

**Contact Name** (one name only)

**History & Credentials**
Briefly state your company history and provide evidence of previous work similar to that set out in the Project Description and Statement of Requirements:

**Approach & Equipment**
Provide a methodology for the provision of services set out in the Statement of Requirements and give details of the equipment/service you are offering:

**Added Value**
State how you can add value to services/goods you are providing, e.g. additional services, flexibility, etc.
Bid/Cost

(Provide your own notes for the tenderer here – lay this section out depending on what you are asking. If you are asking for multiple goods or services, provide a breakdown for the supplier to fill in. If you are VAT registered, ask for the bid/cost exclusive of VAT and, if not, ask for it inclusive of VAT. State any financial requirements in the Terms & Conditions)

Agreement to Terms & Conditions

I [insert name] agree to all Terms & Conditions set out within the tender document

Name ____________________________________        Signature ____________________________________

Date _____________________________________

Step 3

The next step in the process is to **Evaluate**. The fairest and most impartial way of evaluating is to create a scoring system based on the Evaluation Criteria you have already set out. Show the scores on an easy-to-read table. Your table might look something like this:

![Tender Evaluation Table Template](image)

By using this system, the highest score would win the contract as, in theory, it provides best value.

Step 4

The final step is to notify all tenderers of your decision and to issue a contract to the successful supplier based on the Terms & Conditions set out in the Tender Document.