

Penn State Sports Properties

Corporate Partnership Philosophy

In a typical partnership, a team will look to secure a financial commitment from a corporate entity in exchange for media and promotions. Our mission is to foster long-term relationships with the corporate community that creates a positive impact on their bottom lines. By doing so we will help ensure the long-term viability of those relationships and be able to utilize them to help us build our business and create enriching experiences for our student athletes on and off the field of play. This is the corporate partnership philosophy.

The basic premise is to focus on our prospective corporate partners' goals and objectives. If we ask good questions and listen well, we should be able to build a program with our corporate partners that make us an integral part of their marketing plan, rather than an ancillary aspect that is in danger of being discontinued on an annual basis. We need to think of being in the renewal business.

Making the Contact

Before making the first call, you need to find out whom to call. In performing research on a prospective client, your focus should fall on who is the decision-maker and what is the decision making process? Is it strictly a local decision? Regional? National? Ultimately, there may be more than one decision-maker. You can determine who the decision-maker is through the networking process through acquaintances at other local connections, event marketing agencies, radio stations, etc. You can also find out a lot by calling the company directly and asking questions to give you a better insight to the company structure. It is better to start at the top, even at the CEO level, as chances are you will reach the decision-maker more quickly this way. The utilization of Learfield research will be critical. Learfield subscribes to services that provide significant data on brands in the marketplace and on every partnership with our company. Being properly prepared with the appropriate contact information will be expected from all staff.

Always start with the company and not with the agency. Sports are blessed in that in most cases companies will then want to work with the team directly and utilize the agency for evaluation purposes. Once the company is contacted, they can then determine the role that the agency will play. You must remember that in many cases the agency's role and existence with an account can change on a fairly frequent basis. In order to build a long-term relationship it is important to deal with the company itself and NOT solely the agency.

In making your first contact with the decision-maker, your commitment objective is to get an appointment to meet at the decision-maker's place of business. You may be asked to email or send a blind proposal, or told that they have no budget remaining, or that they already work with other sports teams. Your task is to convince them that you would like to spend 30 or 60 minutes of their time to learn more about their business in order to better develop a proposal that is targeted towards their needs. To assist in the process of getting the appointment, an attention getter or a credibility statement can be used. The credibility statement can be used once the decision maker is on the phone or, can be sent via email in advance of your call. **The credibility statement should include the following key points:**

- **Begin with benefits that other organizations are enjoying that relate to your prospect's business. Success Stories Sell!**

- **Give a broad overview of how you, your company, and how your product(s) or service is providing these benefits.**
- **Suggest that similar benefits are possible to your prospect.**
- **Conclude by asking to schedule an appointment face to face.**

When you get them on the phone, you can let them know that we have no cookie cutter, proposals, or gold, silver and bronze packages, but rather each of our corporate partners' programs are truly unique.

You should also indicate your flexibility and willingness to meet with them whenever and wherever the schedule permits. It may be **7 a.m. or 7 p.m.**, but chances are you will have increased your chances in making the appointment if you are flexible to expand your hours of availability.

Sometimes it can be difficult to reach a decision-maker during normal business hours. As is the case with many successful executives, they often tend to work more than a typical 8 a.m. to 5 p.m. day. If you place your call before or after hours, you will find that sometimes the decision-maker will answer the phone themselves, giving you direct access and putting you one step closer to achieving your commitment objectives of making the appointment.

When leaving voice mail is necessary, try the following methods to assist in making the process more effective:

- Leave a compelling message, not just a name and number. Remember to wait to leave your name at the end of the message
- Consider using an attention getting or a brief credibility statement
- When the voice mail system allows you to, review the message you have left

The First Visit

BUILD RAPPORT BY TALKING TO PEOPLE BRIEFLY ABOUT SOMETHING IN WHICH THEY ARE INTERESTED

If you conduct your first visit correctly, it should serve as the roadmap for how to establish the corporate partnership. Often, salespeople will come in and tell people how their product is the best and how it fulfills their needs. The only problem is that they do not know what those needs are yet. (i.e. need to assess first to find the solution)

After scheduling your appointment, you should always confirm the appointment the day before. Your appointment should also know who will be in attendance from our organization, and you should know who will be in attendance from their organization. They should also know the timeframe of the meeting. Ideally, we have 60 minutes to work with. However, shorter timeframes can work, if we know that in advance.

Your appearance should be professional. You should wear a suit and tie. A jacket and tie can be acceptable on Fridays during the summer when organizations tend to have a more casual dress code. At the bare minimum, you should always have a portfolio to take notes, and a briefcase if necessary for carrying any additional information.

After arriving at the company and alerting the receptionist of whom you are meeting, try to strike up a conversation with the receptionist about the company. You will be surprised as to what you can learn concerning the pulse of what the company is like from the trenches. Also, this is one

additional individual who can help you avoid the “gate-keeper” syndrome, which is the layer of people surrounding the decision-maker who protect them from outside contact. Get to know them better and the better your chances are to be allowed to make contact in the future with the decision maker. If they don’t like you, why will they help you when there are many other people calling just like you. Stand out.

Upon meeting the client, try to open with some lighter conversation as you make your way to the meeting room or their office. Often you can uncover some interests or hobbies that may give you common ground. It tends to make the call a more pleasant experience for everyone, and creates a more positive atmosphere. If you are meeting in their office and notice pictures of their family, you should always ask about their kids. See a diploma framed on the wall, ask about the college that they went to. There is no a better and easier subjects to get a potential client to open up.

Attached is the needs analysis outline. It is used as a guideline for questioning a client, not a verbatim checklist. The flow of their answers will determine the appropriate line of questions. But before the questions start, you will need to reestablish the premise of the meeting.

After thanking the client for the opportunity to meet, you can then outline how you would like to proceed with the meeting. You should provide the client with an “Agenda Statement”. Example is also attached. The Agenda Statement should provide a benefit of the meeting, a review of the agenda for your meeting and a transition that discussed out next steps. It should also include the following more specific information:

- A specific buyer benefit related directly to the meeting. This establishes why the buyer should invest time talking with you.
- An overview (agenda) of the meeting itself. This can be done verbally or may involved a written agenda that is presented to the buyer.
- Transition to the first point on the agenda

You can outline that our goal is to create a program that is built around their goals and objectives. You can review our philosophy, which is built around our three pillars:

QUALITY + CUSTOMER SERVICE = LONG-TERM RELATIONSHIPS

We feel if we build programs that positively impact the bottom line of our clients, we truly have created corporate partnerships. In that sense, it wouldn’t be fair to them to present them with a proposal before we truly had a better understanding of their business and how they market themselves.

Before starting the line of questioning, you should follow your description of our philosophy with some brief background information on our organization.

At this point, you should launch into the needs analysis (Fact Find). When going through the line of questioning, if you should become sidetracked, you should make sure you always come back to your questions. It is imperative to get as much information as possible to prepare you for your proposal. It is important to take good, accurate notes. A proper first meeting will have a multiple pages of notes. Do not rely on your memory. Write it down. With the number of sales calls and presentations you will be making, it becomes difficult to remember all aspects of the call/meeting.

After completing the needs analysis and if you are sure that you understand that the individual(s) you have met with is the decision-maker, you should schedule your presentation time at the

meeting. Your goal is to schedule a presentation within the week or two weeks maximum from this meeting date, inviting the client to come to State College/Beaver Stadium. You always want to conduct the presentation as much as possible on your turf, where you can control the environment. If that is not possible, of course it is permissible to meet them back at their offices, but should not be what is suggested first.

Upon completing the meeting, you should thank the client once again for their time. Before the next day's business, you should have drafted and send a letter or email to the client, thanking them for their time once again and confirming the next steps. This letter or email should also include customized information from the first meeting outlining your knowledge/understanding of their business objectives from your line of questioning.

GENERATE INTEREST BY FINDING OUT WHAT SOLUTIONS WILL DO TO BENEFIT OR SERVICE YOUR PROSPECTS

Potential Partner Review

An effective model for asking questions allows you to discover the interests area of potential partners. A process of gathering information should be conversational and capture the information we need in order to present compelling solutions. The research we do and the questions we ask will help us identify the buyer's interest areas. This will help us make our solutions unique for each buyer. A good questioning process points us to the interest areas. **Our questioning process should focus on the following key areas.**

- **AS IS QUESTIONS:** as is questions help us determine the buyer's current situation. These questions give us a picture of key issues such as product specifications, influential decision makers, and challenges that we may be able to address in our solution.
- **SHOULD BE QUESTIONS:** should be questions help us discover the buyer's vision of his or her operation at optimum performance. These questions focus on how the situation can be different if we can help the buyer solve his or her problems.
- **BARRIER QUESTIONS:** barrier questions identify factors that prevent the buyer from achieving the should be question. While barriers are not objections, they can lead to objections. For example, a specified budget is a barrier that can lead to objections about price.
- **PAYOUT QUESTIONS:** payout questions are used to clarify how the buyer and/or organization benefits from the solution. Responses to these questions allow us to understand and appeal to the motivational reason for buying.

Date:

Present at Meeting (Name/Position)

- 1.
- 2.
- 3.
- 4.

Key Questions:

1. Organization Structure
 - Headquarters
 - Divisions

- Key personnel
 - Decision making
 - Sales force
 - Distribution
 - Fiscal year
2. Product Line
 - Major products
 - Market share by product
 - New product development
 3. Company Performance
 - Growth areas
 - Declining markets
 - New markets
 4. Customer Analysis
 - Major segments
 - Demographics
 - Lifestyle characteristics
 - Motivations
 - Brand loyalty
 5. Marketing
 - Overall strategy
 - Pricing
 - Positioning
 - What programs have been successful in the past/Which have not
 6. Advertising/Promotions
 - Seasonality (timing)
 - Strategy
 - Theme
 - Media utilized
 7. Steps in the process- Budget/Scheduling of a presentation

Developing the Proposal

After completing the needs analysis, you should be armed with enough information to be able to put together a proposal that truly meets the client's needs. You should also have enough information to develop the beginning of a client's profile.

In developing the proposal, you should review the internal rate card and determine from the information that you have what elements would be most appropriate for this client. After reviewing the standard resources of media, signage, publications and entertainment, the next and most important aspect are the **retail and/or community promotion(s)**. This is the sizzle that sells the package. How can you generate store traffic? How can you impact their trade? How can you impact a particular product? These are questions you should be asking yourself as you build the program. You should also look at additional spins on elements in the proposal to help sell the individual elements. Based on their level of investment, is an in-game media feature such as the "Highmark Student Athletes of the Week" warranted? Your creativity is what will bring each proposal to life.

In developing the proposal, you then need to put together a financial valuation template breakout. The financial breakout and the proposal need to be submitted to the General Manager and the Director of Business Development for approval before the presentation. This is to ensure that the entire team is operating in a consistent manner. The financial breakout will have four key terms that will be used throughout our entire sales process. The terms and their meanings are as follows:

1. **Gross Dollars**- gross dollars are the amount presented when an advertising agency is involved in the decision making process. Industry standard for gross dollars are 15% of the total amount. Therefore as we move forward and a proposal is being developed and presented through an advertising agency, we will automatically add 15% of our net total to ensure proper pricing consistency with our proposals.
2. **Net Dollars**- net dollars will be the amount our organization will charge for a marketing proposal to a prospective corporate partner. Net dollars will be the sum of all elements based on our advertising internal rate card plus our published rates for tickets and suites. In addition, net dollars will include a small amount of money for service of the account and profit adjustment which merely provides a more flat advertising net reflection on the proposal. For example, if the combined rate card elements totaled \$147,500, we should round the package up to \$150,000 and add \$2500 profit adjustment.
3. **Net/Net Dollars**- net/net dollars will be the bottom line contribution specifically to the corporate sales team. Net/net dollars will reflect the reduction of hard costs for execution of programs. In addition, net/net dollars will reflect inventory that will be purchased from other vendors (AMI Graphics, etc) in the fulfillment of our corporate partnerships.
4. **Hard Costs**- hard costs are the specific dollars the organization will have to spend in the fulfillment of corporate relationships. These include cost of promotions, tickets purchased for other concerts, food and beverage elements, player appearances and any other direct cost associated with the relationship.

In working off the generic proposals on digideck, it is important that you write the promotions portion in clear fashion with enough detail that anyone reading it could grasp the promotion (I.E. tell a story). Your proposals should take into account that others will be reading it without the benefit of a formal presentation and will possibly be making recommendations back to the decision-maker based on the written proposal.

After completing the proposal, it is imperative not to rely entirely on spell check, but to proof proposals for errors. Typos and errors can be the downfall of a proposal. Errors can significantly impact our credibility.

The Presentation

**THE LONGER I LIVE, THE MORE CERTAIN I AM THAT ENTHUSIASM IS THE
LITTLE RECOGNIZED KEY TO SUCCESS**

---Frederick Williamson

The moment of truth has arrived. All of your hard work and preparation will come to fruition at the presentation.

Again, our goal is to have the client visit us at Beaver Stadium for the presentation. You should ask them for 90 minutes of their time. With that in mind, you should attend to the following elements in advance:

- Schedule the conference room/suite/meeting space
- Have the videoboard on with a personalized welcome message, include their logo if possible
- Have the conference room/meeting space “dressed to kill”. This means having representation of the client’s business, such as logo on the TV screens, etc, in the room in plentiful fashion along with Penn State items to create the atmosphere for the room. In addition, you should have orchestrated in advance where you want to sit and where you want the client to sit. You should have all of the information you need in the room for the presentation, including proposals, gift bags and any props you need.

When the client has arrived, you should greet them in the reception area and escort them back to the conference room. Their energy level should rise as they enter the room. This is a great opportunity to talk informally about Penn State to set the stage for the presentation itself.

In asking them to take their seats, you should once again thank them for the opportunity you had to visit with them and learn more about their business. You should tell them that with that information you have attempted to put together a proposal based on their goals and objectives.

With the corporate presentation video, this is an opportunity to run the video and tell more about the organization, demographics and other key information. You should also inform the client that everything that you will discuss with them is contained in the proposal books themselves, add that you will give them the books at the conclusion of the presentation.

“Show and tell” is critical. As you review each area of the presentation, it is important to use props or charts/research to help tell the story so the client isn’t looking at a talking head the whole time.

Prior to beginning jumping into your presentation, set the agenda for the meeting. Let them know that our presentation has 4 key components, each of which they will see throughout the proposal; they are:

- 1) Recapping their goals & objectives- this is information we gathered from our initial meeting to help build out our concepts and ideas to share with you today, you will see threads of this throughout
- 2) The second part, is the Why Penn State. This is where we will show background information on us in terms of #'s and reach, to tell the story of why we can achieve your stated goals
- 3) The third piece, is the How. This is How Penn State Athletics will show XYZ company results, again all tied to the stated goals and objectives
- 4) The final component is the investment; the investment is all ideas/concepts that will be presented today, rolled up for your consideration

After finishing all of the elements of the presentation, you should recap the proposal in executive summary fashion. After recapping the elements, you should then outline their investment. Afterwards, you should conclude simply by saying, “We appreciate your consideration of our proposal, and are open to any thoughts or questions you may have at this time.” It is imperative that they are the next ones to speak at this time. Even if the silence seems like it may be lasting

for minutes, their words will offer you vital information on their true reaction to the proposal. Do not speak first.

As they begin questioning, we must be open to their thoughts and suggestions. This is a great sign, as they are essentially offering their thoughts on how to make the proposal better for them, which is a great buying signal. If they are concerned the proposal doesn't necessarily meet all of their needs, offer to them that **“this is a partnership, not a dictatorship.** This was our first attempt to meet your goals and objectives. We look at this as a building process, and your suggestions and recommendations will only make the partnership foundation that much stronger.”

In concluding the presentation, you should flush out their thoughts on the next steps. What you need to identify are any possible objections to overcome, the decision-making process and timeline, and when the follow-up conversation or meeting should take place.

In conclusion, you should then offer to take them on a tour. Ideally, they have enough time to go on a brief tour. This allows you to build the emotion level back up and again, use show and tell to help reinforce the proposal. Beaver Stadium is a HUGE asset. We need to use it to the best of our abilities.

Upon concluding the presentation, you should send a letter/email to all of the people involved thanking them for the visit, and confirming the next steps. The next steps should include the scheduling of another time via conference phone within a reasonable period to discuss their decision. This time should be set while all in attendance have their calendars available.

Again, there will be times when it will be physically impossible to get a client into our offices for a presentation. For those occasions, you still need to make sure you have a time commitment up front. You also need to use as many props/Penn State items as possible to help generate the emotion and excitement level.

If the proposal is for an out of town client, never email a proposal. Send the complete proposal and schedule a time where you can review it in greater detail over the phone, ideally using our screen share services so you can walk them through it at your control without them jumping ahead.

Closing the Deal

RESOLVE OBJECTIONS BY FINDING POINTS OF AGREEMENT, CLARIFYING THE ISSUES AND PROVIDING COMPELLING REASONS TO PROCEED.

Follow up is essential. With all of the many demands a client faces with their business, **you can't expect them to make your proposal a priority. You need to be persistent,** maintaining contact, flushing out objections so you can overcome them. Ideally this can be done face-to-face, but often many of the steps take place over the phone.

Almost invariably your discussions will involve restructuring a deal. This often will involve revisiting the deal in executive summary fashion with new elements included. At this juncture it is permissible to email the information to keep the process moving.

In revising the deal, never reduce the price down without removing elements. If that were the case, you have essentially admitted that the deal was not worth what you were asking. Rather, remove the elements to justify any reductions.

We present our proposals with one all-inclusive figure. In justifying this, you should elaborate that the proposal is integrated in fashion and designed to work as a whole to impact their business. You should also elaborate that we have hard costs in executing the program and that only they can evaluate the program for what they feel it is worth to them. We can supply them with information to assist in that process. Where we have published rates, such as ticket prices, we can also supply that information to them.

Ultimately, you need to inform the General Manager and Director of Business Development of your ongoing conversations. The General Manager will approve the final form of the deal.

Upon successfully concluding the deal, you need to produce an Agreement. You need to send to the client for their signature and ask them to return copies for counter-signature after the document is sent out for internal review. There are times when in LOI (Letter of Intent) should be an intermediary step before the full agreement. This will allow agreement on both sides in writing and with signature, to proceed in activations while the full agreement may inevitably take weeks in the partners internal legal system. LOI's are a great step to prevent the client from going backwards on a verbal agreement, which does happen often as time goes on.

SECURE COMMITMENT THROUGHOUT THE PROCESS BY GAINING AGREEMENTS TOWARD MUTUALLY BENEFICIAL DECISIONS.

Corporate Partner Follow-Up Policy

Many sports teams focus the majority of their time on finding new corporate partners. Our mission does include finding new prospective partners in the Corporate Sales area. However, by focusing more time on fostering long-term relationships and building upon our existing Corporate Partner packages, the impact in our area will be one of tremendous growth.

To foster these long-term partnerships, our organization will separate itself in the eyes of the Sports Advertising Buyer by providing service and follow-up that is unmatched among collegiate sports organizations. We won't take their money and not follow up until next fall when it is time to renew.

Our organization will use monitoring systems to encourage our sales staff to maintain constant communication with all of their clients. By doing so, any problems or ways of making their partnership more powerful can be found and implemented immediately.

At the end of the season our corporate sales staff will provide documentation in the form of a creative presentation book/deck. The book/deck will set the tone for discussions to renew the relationship for years to come.

Our end-of-the-year review deck will accomplish the following

- Help the client justify their investment-perception
- Shows client you care about the relationship
- Separates our team from the other sports teams in the market
- Shows we deliver on what we promised
- Help lower level people in the decision making chain look good

When the boss wants to know about the package with Penn State- it is right there in the deck.

Sales Parameters

This will be a critical area to the process as this will set the stage for our negotiations. The key areas include financial terms and annual increases, signage, “Official” Status Parameters, Use of Logos and Marks, Dominance vs. Exclusivity, Extended Season Parameters, Radio and Television Parameters, Financial Breakout Parameters and how we will handle Production Costs within deal structures.

Financial Terms and Annual Increases

Going forward, we have a unique opportunity on a sustainable basis to create something very special. My recommendation is to drive more deals in the three to five year range as opposed to one year range. All conversations with prospects will start out with us discussing a minimum of three years. We will use the term and annual increase as negotiating tools in each deal.

Parameters for suggested terms going forward are as follows:

Official Status Parameters

Official Status will be a closely guarded association that will have varying financial thresholds depending upon the category. Categories with higher potential will have higher thresholds.

Use of Marks and Logos

Using the tiered structure of categories, Logo rights will be determined on a case by case basis and will be negotiated at every level of the sales process.

Exclusivity

As a general rule we never discuss exclusivity. With all partners we will talk about “Areas of Dominance” and “Competitive Separation.” Exclusivity is something that certain partners will request. Only under extreme situations and at significant investment levels (Based on categories) will certain areas of exclusivity be granted to a partner. During our negotiations, we will work diligently to maintain the least amount of exclusivity possible. This could include examples of “First quarter exclusivity for games for domestic automotive”

Extended Season Investments

Extended Season is an important time of the year for all sports organizations. Our parameters will be simple. All advertising partners will be required to pay a prorated investment equal to the total investment divided by our 12 game schedule with a 10% premium multiplier. For Penn State this is solely focused on Radio, TV, & Digital at this time. For example, \$20,000 radio investment. $\$20,000 \div 12 \text{ games} = \$1,667 \text{ per game} \times 1.1 = \$1,833$.

Financial Breakouts

Prior to any proposal being developed a financial breakout utilizing the Valuation Template must be presented for approval by the General Manager & Director of Business Development. The financial breakout must include all relevant inventory along with relevant costs. The breakout should also include a profit adjustment and service expenses. Total investment should always be rounded up to the nearest 25, 50, 75 or 00 regardless of the number of 0’s attached. This does not include packages under \$100,000. In that case, round up to the nearest 10, 20, 30, 40, 50, 60, 70,

80, 90, 100. Place the remaining difference in the profit adjustment area. This is a very important process to ensure continuity with our pricing.

Production Costs

Going forward, we will attempt to require partners to bear the financial cost of signage components. It will be important for the sales staff to monitor costs because all commissions will be paid on a net of hard cost basis.

Fact Find- Meeting Agenda

- 1) Intro's- Casual Conversation (Weather, How long at Company, etc, etc)
- 2) Segue- "Well, thanks again for your time today and we certainly understand and appreciate how valuable your time is. Out of respect for that time, I'd like to have a brief conversation on the following points": (List points below 3-7, in order)
- 3) First, I'd like to give you a brief overview on what we do with Penn State Athletics.
- 4) Second, answer any questions you may have on what we do.
- 5) Third, ask questions to learn more about _____(company). Specifically the business and marketing goals & objectives of _____(company).
- 6) Lastly, at the end of the call, define next steps towards a potential marketing partnership with Penn State Athletics that will touch on and achieve those uncovered goals & objectives.
- 7) Sound good? Great.
- 8) Touch on Point 3 above, answer questions, go into Fact Find Sheet
- 9) Fact Find Sheet – Series of questions that will help me learn about your brand and in turn help how I can best align that brand intrinsically to our fan base.
- 10) Great, again why I've been asking you these questions is to get a better feel for your business and how we can achieve those goals for you through a strong marketing partnership together.
- 11) I have a couple of good ideas right now from our conversation, but what I'd really like to do is have a couple of weeks to compile all of this data, better align my thoughts, bounce some ideas off other folks in the office and other peers in the industry, and come back to you with a presentation on how we can achieve _____(company's) goals & objectives through an integrated and emotionally charged marketing partnership with Penn State Athletics.
- 12) Sound good? Great, how does _____(time A) or _____(time B) look for you?
- 13) Great, talk to you then, and if you have questions in the interim please don't hesitate to reach out as I will do the same.
- 14) End



Date: _____

Next Meeting Date: _____

THE QUESTIONS:

CLIENT: _____

1) How do they make money? (If we don't know how they make money, how can we use our assets to help them make more money)

- What do they sell?
- Who do they sell to?
- How much, when and where?
- Introducing new products or services?
- Where do they make the most profit?
- What are their goals and objectives as a business?
- What are their geographic locations/reach?
- What is a new customer worth to them?

2) What is their positioning? (If we don't know theirs, how are we going to authenticate it) - Could be found in Annual Report or Website

- What do they want people to say about them or their product?
- What is your Tagline or Mission Statement?
- How do you position yourself against your competition?

3) What are their brand's attributes? (How can we demonstrate in smart and fun ways to our fans, viewers, listeners, website visitors, program readers and other touch points)

- What are your brand characteristics?
- How do you normally demonstrate that?

4) What are their business challenges? (How can our assets help solve these)

- What are your biggest challenges and what obstacles do you have to overcome?
- Who is your competition?

5) What are their marketing initiatives? (We have attention and attendees, which their current marketing initiatives usually lack)

- What are they currently doing?
- What are their goals and objectives with the current marketing?
- What is working for you?
- What is not working for you?
- What are some of the challenges with the marketing you currently are doing?
- How have you viewed the profile of those initiatives?
- What is your competition doing?

6) What are their corporate values? (Find the emotional connection, how can we match their values with ours and demonstrate those in all interactions)

- What do they pride themselves on?
- If you had one sentence to describe what the company was all about, what would you say?

7) How do they determine their budget?

- What is their fiscal year/budget cycle?
- What is the decision making process?
- Who signs the checks?
- **What type of budget do you have to address these needs?** "I can come up with a ton of ideas for you, but these ideas are only as strong as what you budget can support."

8) Referrals- ASK FOR REFERRALS AT THE CONCLUSION OF EVERY MEETING

- Who else do you know that I should be talking to about marketing with Penn State Athletics?