

MISSION: to promote participation and to support and advance excellence in canoe-kayak sports.
VISION 2023: Demonstrated leadership creates pathways for our members in their pursuit of excellence in all paddling disciplines
VALUES: Excellence, Collaboration, Fairness, Transparency, Inclusiveness, Ethics
MARKETING PILLARS: Communication & Member Engagement, Membership Benefits & Education, Showcasing & Promoting Paddling Sports, Encouraging Collaboration

CKS Marketing Plan – 2019-2023

Marketing of amateur sports differs significantly from goods and services marketing in many dimensions. Routinely, there are both limited funds available for and limited gains to be achieved by participation in traditional marketing activities such as media campaigns. The “exchange” which occurs with the target audience is principally a social rather than economic one (Heino 2015). The unpredictability of the sporting arena, in that one cannot know nor influence with certainty when athletes will achieve podium performance, may impact the degree of success of associated marketing strategies (Heino 2015). In some paddling sports, successful marketing is not only challenged by the vast number of other more visible, competing sports which children, youth and adults may select to participate in, but also from a lack of presence in collegiate sports programs. For paddling sports in Saskatchewan, CKS is tasked with successfully marketing to a diverse group of paddling disciplines which differ in their type (individual and club-based members), their purpose (competitive or recreational), in types of funding support which may be directed toward them (Sask Sport funding to slalom and sprint), and in their membership numbers and needs.

A well-established logo represents the beginning of the brand for CKS. In addition to a recognizable logo, an amateur sport organization needs to present an image of its administration, an image of its team or teams (athletes and coaches) and an image of its fans. At this time, CKS is challenged with overcoming the results of our recent membership survey where at least 50% of respondents did not know who CKS was and nearly 70% were unaware of the benefits of membership. It is to be noted that the membership survey achieved an extremely low response rate, which may also indicate low interest in CKS as an organization. Marketing strategies aimed at communicating an image of our organization, but framed from the perspective of the members’ benefits will be required. Paddling sports are not generally spectator sports (the exception perhaps is canoe polo with UofS Kayak Club), but rather either strictly participative or with a fan base that aligns primarily along family relationships. For those paddling disciplines where close friends and family represent the fans of the sport, there are opportunities to guerilla market both to potentially increase membership and to improve our image with those who support these young athletes. The social exchange that Heino describes, from the perspective of the athlete, is one of a sense of belonging to the sport and developing their self-identity as a competitor. CKS has begun to present an image of some of its sprint athletes through press releases and a provincial advertising campaign (July 2018). This strategy will be expanded as there are other disciplines’ athletes and events to be showcased in cost effective ways. The next element of the CKS brand will be a slogan which will be attached to the logo. Organizations often sponsor a slogan campaign, however, the fact that each CKS member is primarily attached to one paddling discipline challenges this as a tactic. The slogan will need to achieve a statement which represents every potential paddler, one which will have every paddler feeling a sense of belonging.

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Heino (2015) postulates that limited resources can be positive challenge for amateur sports. Amateur athletes tend to represent the same team or club (as compared to their professional counterparts) for a longer time which creates bonds with other athletes with whom they train. This can contribute to “fan identification” of more experienced athletes by the younger ones. He suggests that without an abundance of funding, innovative means to market must be developed. A potential strategy in the scenario of limited budgets is partnering with others. Krashinsky (2015) describes the post Vancouver 2010 environment whereby the Canadian Olympic Committee provided \$10M to the National Sport Foundations, who in turn sponsored just over half of TV marketing ad campaign costs for national sports organizations who sought their sponsorship. Some may recall the ghost bikes “Hop On” advertisement for Cycling Canada. CKS will need to connect with CKC with respect to any of their planned marketing campaigns which we might be able to leverage provincially. At this time, there may be opportunities to post, share and communicate CKC’s livestreams of national and international events, as well as videos (eg. Sprint – members of the 2018 National Teams) featuring these athletes on the water and in the gym to Imagine Dragons’ “Whatever It Takes”. Krashinsky’s (2015) article goes onto suggest that technology exists such that expensive videography is often unnecessary for the posting of interesting and compelling images to social media platforms. For CKS these could include athlete interviews, videos of events or of training sessions. Forbes’ Eight Lessons from Sports Marketing Experts for Brands, states that sports fans who see a brand message on social media are 78% more likely to have a positive perception of the sport (Fidelman 2014). Social media is a low cost and potentially very effective strategy to employ to market directly to our developmental athletes, and perhaps to new paddlers as well. Carmen Wagner, Senior VP of GMR Marketing cautions that authenticity of messaging is critical (Fidelman 2014). If an organization is considering sharing athlete stories, the athletes’ messaging must be authentic or there is the potential to damage the image of the young athlete. Athletes should never be pushed or pressured, and organizations should not be creating messages, nor soliciting athletes as their spokespersons. Natural interviews could be held, and if suitable, uploaded to our website. Eric Horstman, President of Sports Image advises against attaching your organization to athlete’s social media (Fidelman 2014). Athletes are inexperienced and often unaware that their communications may have long lasting negative effects for them and their sport. Education regarding responsible social media posts relating to their sport and themselves as athletes is perhaps equally as important as their training, nutrition and mindfulness education.

As a small sport, increasing membership numbers through effective recruitment is critical. It is, however, equally important to ensure the retention of the athletes, officials, volunteers and families we have. We have member clubs which demonstrate long-standing legacies of volunteers, club executive members and officials for decades beyond the support of their own children as paddlers. There are strategies to be learned from these clubs and potentially spread to others. Turnover in board leadership occurring at the club level may hamper deep understanding of policies and procedures, financial decision-making, and required reporting cycle by cycle. A mentorship model amongst clubs to convey

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leadership experience and expected processes could be a stabilizing strategy supported by CKS. There is a lack of knowledge and understanding about the long term athlete development pathway (LTAD) by developmental level athletes and their parents. CKS does not have a systematic process or mechanism to ensure that every developmental paddler sees their current and future place on the long term athlete development (LTAD) pathway. This information sharing will require multi-media strategies as well as direct communication with coaching staff to ensure that each athlete can see their pathway forward in the sport no matter which level they are currently training at.

Respectfully submitted by,

Shannan Neubauer, Director of Marketing, CKS 2017-2019

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CKS Marketing Plan 2019-2023

	COMMUNICATION & MEMBER ENGAGEMENT	MEMBERSHIP BENEFITS & EDUCATION
GOALS →	To improve our image, brand recognition and communication with our membership (individuals and clubs)	To increase membership knowledge and satisfaction with CKS member benefits
STRATEGIES ↓	Major Sprint Events 2019: Western Canada Summer Games (SC); Nationals 2019 (Regina)	Major Sprint Events 2019: Western Canada Summer Games (SC); Nationals 2019 (Regina)
2019-2020	<ul style="list-style-type: none"> • For the CKS Board to decide from amongst three unifying/belonging type slogans to be added to our existing branding by January 2019 <ul style="list-style-type: none"> ○ Obj CME1-1: For the ED to explore cost effective means for addition of the slogan to letterhead and logo formats • To develop a mechanism for CKS to be able to directly communicate with its membership, both club-based and individual-based <ul style="list-style-type: none"> ○ Obj CME1-2: For the ED to solicit the email addresses of all members from the club members before the next AGM ○ Obj CME1-3: For the ED to create an Access or other database to be able to mass email the members • To determine the capacity of the CKS website to be able to support the posting of video clips, a multi-discipline Events Calendar as well as ability to potentially host provincial club websites off of our site, where possible <ul style="list-style-type: none"> ○ Obj CME1-4: For the ED & Director of Mkting to teleconference with website provider to determine extent of capacity of our website for future requirements and quotation for enhancement • To communicate with the club members as to whether hosting club websites off of a provincial CKS website platform would reduce redundancies in communication, would harmonize the content and the time it was posted, and would be in keeping with their capacity to be responsive to their club's communication needs <ul style="list-style-type: none"> ○ Obj CME1-5: For the ED and Director of Mkting to send a survey to club members with the above and member benefit queries • To update the website if further capacity is possible <ul style="list-style-type: none"> ○ Obj CME1-6: For the Mkting Director / Treasurer to discuss quote and make a motion to the Board for updating the website • To hold a face to face consultation meeting with the Saskatoon Recreational Club <ul style="list-style-type: none"> ○ Obj CME1-7: For the CKS Board to gather and share information with this member club prior to the AGM • For the CKS Board to discuss and decide upon the value of individual members registering for their membership directly with CKS rather than with their member club <ul style="list-style-type: none"> ○ Obj CME1-8: For the Board and ED to determine whether we have or can create a mechanism for directly registration prior to the next AGM ○ Obj CME1-9: For the Board to collaborate with the Marketing Director on Key Messages to share with the membership on the value and/or necessity of direct contact 	<ul style="list-style-type: none"> • To explore the nature of type and scope of insurance coverage offered with CKS membership versus the waiver athletes' parents are to sign prior to competition at a CKC event <ul style="list-style-type: none"> ○ Obj MB1-1: For the ED & Mkting Director to communicate with insurance carrier about the terms and conditions prior to the end of January 2019 • To explore with existing club insurance brokers the most cost effective means for clubs to insure their buildings, contents and equipment <ul style="list-style-type: none"> ○ Obj MB1-2: For the Marketing Director to re-connect with Henderson Insurance and report back to the Board at the January Board Meeting • To provide to sprint and slalom athletes education on social media savvy in relation to their sport and athlete status • To create a tab on our website outlining Grants and Funding Information and Guidelines <ul style="list-style-type: none"> ○ Obj MB1-3: For the Ed and Mkting Director to include this component when we teleconference with the website provider
GOALS →	To promote the CKS website as the place to go to see, hear and learn about paddling-related sports	To increase membership knowledge and satisfaction with CKS member benefits (Retain from previous year)
STRATEGIES ↓	Major Sprint Events 2020: Sask Summer Games (Lloydminster)	Major Sprint Events 2020: Sask Summer Games (Lloydminster)
2020-2021	<ul style="list-style-type: none"> • To develop a print-based pamphlet outlining the purpose of CKS and various member benefits <ul style="list-style-type: none"> ○ Obj CME2-1: For the ED to delegate this task to the 2019 summer student with support from the Marketing Director if required • To develop a racing season / water season blog on the CKS website for paddlers in various disciplines to post to and communicate with one another <ul style="list-style-type: none"> ○ Obj CME2-2: For the ED to delegate the set up of this task to the 2019 summer student ○ Obj CME 2-3: For the Marketing Director to connect with clubs and request that each club post at least one post • To explore other types of social media presence and report back on utility and sustainability to actively maintain it <ul style="list-style-type: none"> ○ Obj CME2-4: For the ED to delegate this task to the 2019 summer student with support from the Marketing Director if required 	<ul style="list-style-type: none"> • To provide athlete and parent education on LTAD Model for Sprint Canoe – Kayak <ul style="list-style-type: none"> ○ Obj MB2-1: For the Marketing Director to connect with CKC on available resources on this subject (printed, video, Powerpoint, Webex) ○ Obj MB2-2: For the ED to seek advice of HP Head Coach on preferred delivery of this education ○ Obj MB2-3: For the CKS Board to schedule this education in conjunction with a regular regatta to optimize attendance

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	<ul style="list-style-type: none"> To solicit feedback from our membership <ul style="list-style-type: none"> Obj CME2-5: To repeat the membership survey (electronically) prior to the 2020 AGM; repeating core queries plus new strategy opportunities to inform the next two years of the Marketing Plan 	
2021-2022	TBD by the Marketing Director, Executive Director and Board Members	TBD by the Marketing Director, Executive Director and Board Members
2022-2023	<ul style="list-style-type: none"> To solicit feedback from our membership 	TBD by the Marketing Director, Executive Director and Board Members
	SHOWCASING & PROMOTING PADDLING SPORTS	ENCOURAGING COLLABORATION
GOALS →	To promote athletes and participants in each paddling discipline in ways which are meaningful to them	To assist in making connections, both within and amongst paddling disciplines, to support capacity
STRATEGIES ↓	Major Sprint Events 2019: Western Canada Summer Games (SC); Nationals 2019 (Regina)	Major Sprint Events 2019: Western Canada Summer Games (SC); Nationals 2019 (Regina)
2019-2020	<ul style="list-style-type: none"> To continue to promote Sprint and Slalom athlete achievements at National and International events and teams <ul style="list-style-type: none"> Obj SP1-1: For the ED to develop and share daily press releases to radio and print media located in Regina & Saskatoon, as well as in the local media where the athlete resides if outside of the two major centers (this will potentially require multiple Press Releases from longer events) Obj SP1-2: For the ED and summer student to share directly by email to all spring and/or slalom members the link to livestreams of CKC events along with the event schedule dates/times of competing SK athletes (as a means for developmental paddlers and their families to see a future pathway) To engage with each club (all disciplines) to determine what promotional strategies would assist their efforts to promote or showcase their sport <ul style="list-style-type: none"> Obj SP1-3: For the Marketing Director to make these connections and gather information from each member club before the next AGM 	<ul style="list-style-type: none"> To offer a repository location on our website for recruitment strategies <ul style="list-style-type: none"> Obj EC1-1: For the ED and Mktng Director to discern the potential for this on our teleconf with website provider
GOALS →	To promote athletes and participants in each paddling discipline in ways which are meaningful to them (Retain from previous year)	To assist in making connections, both within and amongst paddling disciplines, to support capacity (Retain from previous year)
STRATEGIES ↓	Major Sprint Events 2020: Sask Summer Games (Lloydminster)	Major Sprint Events 2020: Sask Summer Games (Lloydminster)
2020-2021	<ul style="list-style-type: none"> To continue to promote Sprint and Slalom athlete achievements at National and International events and teams <ul style="list-style-type: none"> Obj SP2-1: For the ED to develop and share daily press releases to radio and print media located in Regina & Saskatoon, as well as in the local media where the athlete resides if outside of the two major centers Obj SP2-2: For the ED and summer student to share directly by email to all spring and/or slalom members the link to livestreams of CKC events along with the event schedule dates/times of competing SK athletes (as a means for developmental paddlers and their families to see a future pathway) To respond to information gathered from clubs last year on assistive promotional strategies <ul style="list-style-type: none"> Obj SP2-3: For the Marketing Director, ED and 2019 Summer Student to set up discipline specific promotional features on the CKS website Obj SP2-4: For the Marketing Director to re-engage with the member clubs to each submit at least one video featuring their athletes/members on the water for the purpose 	<ul style="list-style-type: none"> To interview key legacy people at WRCC (officials, former and current club Exec, volunteers) to learn about how they created their legacy <ul style="list-style-type: none"> Obj ED2-1: For the ED and Mrking Director to set up a face-to-face to gather ideas and strategies to inform a plan for sharing with suitable member clubs
2021-2022	TBD by the Marketing Director, Executive Director and Board Members <ul style="list-style-type: none"> To continue to promote Sprint and Slalom athlete achievements at National and International events and teams <ul style="list-style-type: none"> Obj SP3-1: For the ED to develop and share daily press releases to radio and print media located in Regina & Saskatoon, as well as in the local media where the athlete resides if outside of the two major centers Obj SP3-2: For the ED and summer student to share directly by email to all spring and/or slalom members the link to livestreams of CKC events along with the event schedule dates/times of competing SK athletes (as a means for developmental paddlers and their families to see a future 	TBD by the Marketing Director, Executive Director and Board Members

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	pathway)	
2022-2023	<ul style="list-style-type: none"> • To continue to promote Sprint and Slalom athlete achievements at National and International events and teams <ul style="list-style-type: none"> ○ Obj SP4-1: For the ED to develop and share daily press releases to radio and print media located in Regina & Saskatoon, as well as in the local media where the athlete resides if outside of the two major centers ○ Obj SP4-2: For the ED and summer student to share directly by email to all spring and/or slalom members the link to livestreams of CKC events along with the event schedule dates/times of competing SK athletes (as a means for developmental paddlers and their families to see a future pathway) 	TBD by the Marketing Director, Executive Director and Board Members