

🏆 Project Gold

Marketing Case Competition Case Package



Marketing Plan for Pathways

Case Presented By:



**BADMINTON
CANADA**



Project Gold

Message From The Founder

Project Gold started as an idea a little over two months ago. Its purpose is to tackle one of Badminton Canada's most pressing challenges. The challenge of getting their new Pathways program into every club and school nationwide.

Pry Gnana, one of the program's directors, had approached me explaining what the situation was. The program had the ambitious goal of reaching all badminton players across Canada and one day training the next Olympic champion. However, he expressed concern for being able to market Pathways and needed a plan. I love badminton. I love challenges. And I couldn't resist wanting to help.

Not having any relevant marketing experience, I suggested putting together a marketing case competition. Pry agreed and the Project Gold team was formed. We ran with it.

As I started working on the competition we noticed a tremendous amount of support from the community. People connected with what we were doing. They wanted to get involved.

It was after we started receiving signups from other universities that I fully understood the scope of what Project Gold was. It was more than just a "marketing case competition". Project Gold was an opportunity for the community to get together in support of each other.

This event wouldn't have been possible without the help of all our amazing sponsors, partners, and our team. The demand for the event has been unprecedented and we're really looking forward to the day of.

We have put a lot of work into the event and hope that you will enjoy it as much as we will. April 4th will be a day full of delicious food, networking opportunities, and being around like-minded peers. Until then, good luck on the case preparation!

Kind Regards,

Brandon Chow
Project Gold Founder

P.S., Many have asked if this will be the end. We are not quite sure how we will move from here but have considered forming a club or local organization to host similar events

Sponsors

Thank you for making this possible.

Project Gold would never have happened without the support of all our sponsors!

Title Sponsor



PRISMRESOURCES



Overview

What we expect from each group / individual

The objective of Project Gold is to provide Badminton Canada with the most effective proposal possible for launching and carrying out the Pathways program. This proposal will be delivered in both written and presentation form for the competition.

The written component will be an executive summary of your ideas. The presentation will be for conveying those ideas to others and the judging panel. You can find the exact judging criteria in the package or [here](#).

Executive Summary (2-3 Pages)

- Must be prepared ahead of time
- Concise executive summary outlining your proposal
- Should be anywhere from 2-3 pages, single spaced
- Will be handed in during registration at the event
- Used by judges during your presentation

Presentation (10 minutes)

- Must be prepared ahead of time
- Will be the bulk of your work for the competition
- Covers and elaborates on the points made in the executive summary
- Format:
 - 10 minutes maximum
 - 5 minutes question and answers
- Powerpoint files are handed in at the end of the preparation period

You are not required to write an incredibly in-depth and extensive proposal. We want you to focus on being as succinct as possible, putting time where it is most effective such as market research and creating.

We value being able to adequately sell the ideas you come up with. Decisions for prizes and finalists are based on the presentation itself. We will be looking at all aspects of your presentation such as the ideas, delivery, and underlying content.

Introduction

So the story begins...

Humble Beginnings

Pry Gnana is a badminton player. He has played the sport ever since he was young and continued doing so when he moved to Canada. He manages his own club and coaches junior and adult level players. Pry sat as the President of the Toronto District Badminton Association and now works with Badminton Canada. He is always looking for opportunities to further the sport and give back to the community.

You could say he is very passionate about badminton.

Over the past few years, Pry has been working closely with Ian Bishop and Joe Morissette to launch a program called Pathways. Ian is on the board and Joe is one of the executive directors. Pathways brings the structure you find in other sports, such as swimming and TaeKwonDo, to badminton. It has been in development since December of 2013.

The Goal

Pathways' main goal is to create a self-sustaining revenue stream. This would help the organization stay afloat in times of decreased funding and grow.

Badminton Canada plans on launching the program as soon as the PANAM Games are complete at the end of August.

Given the resources Badminton Canada has to work with they are not able to hire a dedicated marketing team. They are capable executing on ideas but want a plan to act on.

Pathways can be thought of as a "new product" being introduced into the market as a startup. The program is not proven and needs to capture as many of the customers in each segment as possible.

Ultimately, Badminton Canada needs to figure out what they need to do in order to launch the program. He knows that people will adopt the program and implement it in their clubs. However, he can not physically go to every club and sell them on it.

There are many questions of which Badminton Canada is looking towards students to answer.

Badminton Canada

A National Non Profit Sports Organization

Badminton Canada is a non-profit, organizing body for badminton across Canada.

The Pathways program is being launched under Badminton Canada. Both Pry and Ian are the ones spearheading this initiative and Joe Morissette oversees the project.

Sports Canada

Badminton Canada itself is governed by Sports Canada. Canada is one of few countries that funds sports, along with Australia being another one. Badminton Canada must adhere to strict rules and guidelines imposed by the overseeing body.

More recently, funding for all sports has significantly decreased. This is due to both an increased number of sports and government budget cuts. Badminton Canada relies on this funding and sponsorship to run.

This is one of the obstacles that Pathways was initially created for to overcome. The program would allow for Badminton Canada to receive funding from its own sources.

LTAD and CS4L Programs

Long Term Athlete Development (LTAD) and Canadian Sport 4 Life (CS4L) are two programs initially created by Sports Canada to help promote active and healthy lifestyles.

LTAD was introduced in 2011 after years of research in the U.S.A. It was created around Malcolm Gladwell's rule of 10,000 hours. Sports Canada strives to get youth involved in sports at as young of an age as possible. "Long-Term Athlete Development (LTAD) describes the things athletes need to be doing at specific ages and stages."¹ CS4L is the successor to LTAD and focuses more on building a healthier lifestyle. "Canadian Sport for Life is a movement to improve the quality of sport and physical activity in Canada. CS4L links sport, education, recreation, and health as well as aligning community, provincial, and national programming."²

Pathways aligns with both of these initiatives by working to engage players at any age in life. It is important to note this as it will help Badminton Canada achieve any future compliance with Sports Canada for athlete development. Please refer to Exhibit 2 for more details on the models.

¹ <http://canadiansportforlife.ca/learn-about-canadian-sport-life/ltad-stages>

² <http://canadiansportforlife.ca>

Resources

Badminton Canada does not have many resources at its disposal. This includes both monetary and human resources. All the funds that can be used for the marketing of Pathways have to come from the program.

State of Badminton in Canada

Badminton as a sport remains very popular across Canada. It was the first sport to sell out for the finals in the 2015 Pan Am games. However, to many people, it remains seen as a leisure sport that is played in your backyard.

The sport has a lot of participation from youth up until high school. Once students reach secondary school, nearly everyone will discontinue being involved in the sport. Badminton also falls short as a spectator sport.

State of Badminton World Wide

Popularity for the sport remains prominent in Asian and European countries. As mentioned in an ESPN article: “Badminton is second to soccer in participation worldwide”³. Javier Espinoza of Wall Street Journal also notes how “Badminton Seeks to Break Into Global Mainstream”⁴.

Badminton vs. Other Sports

Pry understands that badminton is a very popular sport in other parts of the world.

He has also seen the rise and increase of popularity of other commonwealth sports such as cricket. He believes it is now badminton’s time to break into the market with Pathways being the first step.

Pathways Program

Also known as the Badminton Canada Pathways Program (BCPP)

What is Pathways?

Pathways is a structured badminton program that will engage and develop athletes throughout their pursuit of badminton excellence.

³ <http://sports.espn.go.com/oly/summer04/badminton/news/story?id=1845228>

⁴ <http://www.wsj.com/articles/SB10001424052748703860104575507510471188960>

Its structure encompasses a progression system comparable to both swimming and TaeKwonDo. Swimming in Canada has different levels (Swimmers) to signify how far you've progressed. TaeKwonDo has these levels in the forms of belt colours. Similarly, Pathways offers 10 levels and will use an item to validate their skill level.

Each level requires the athlete to go through a certification process, which is done by the club's coach. Certification and enrollment into the program is handled completely by the clubs. Please refer to Exhibit 1 for more details on levels.

Why use a progression system?

Pry and Ian have seen first hand the problems with athlete retention in badminton. They have noticed athletes were not committing to the sport as much as other ones. Pry looked to them and made the observation that it is their progression system that fosters longer enrolment and better engagement in the sport.

Checklick Software

Checklick⁵ is a software program used to track and certify athletes. Although it was originally meant for sailing, it has been adopted for badminton coaching.

This is one of Badminton Canada's way of differentiating itself from other sports programs. The Checklick technology allows coaches to easily provide feedback and track the progress of their students. It also displays this to the parents who can view this by logging into the web interface.

Using this software comes at a variable cost of \$3 per year for every athlete.

Athlete Response

Pilot testing has started in several clubs in the GTA. Response to Pathways has been completely positive and athletes are happy to have the structure.

Attrition Rate

Many club owners have expressed concern for the attrition rate of their members. The assumption Pry has made is that the rate is high due to the lack of structure. He has observed other clubs with different sports and noticed that a well-structured program helps retain players. Pathways' goal is to also help the clubs.

⁵ <http://www.checklick.com/>

Competition

Pathways' initial customer segment will be middle and high school students. The first phase of the program is designed to be completed in 3-4 years. This is a similar timeline to receiving your first black belt in Karate.

As a result, the program will be competing with other sports and extracurriculars that require long term commitment. Examples include swimming, music lessons or anything built around levels. These activities have progression systems and certifications.

Revenue and Cost Structure

As decided by Badminton Canada, Pathways will generate revenue from badminton clubs across the country that adopt the program.

These **annual** fees and costs consist of:

Revenue

- \$10 - per student in the club
- \$50 - club fee for the program

Costs

- \$10 - per student from the club
 - \$5 for the support costs to the club
 - \$3 for the Checklick software
 - \$2 for licensing fees
- \$50 - support costs for enrolling clubs

When developing the program, Pry and his team took into consideration the costs to clubs and athletes. He prioritized club adoption and in order to do so, has operated the program nearly at cost. It is assumed any fees charged to the clubs with this structure is not seen by Pathways and can not be used because of the costs.

Pathways Benefits

The benefits of Pathways are different depending on the stakeholder's perspective.

Clubs they see value in the additional revenue it brings from better player retention. They can also offer a Badminton Canada recognized product with a placement on the national website.

Players see the value in the structure and being able set personal goals. All of the certifications are recognized on a national level and reaching the highest tier is a prestigious accomplishment. Players will also receive concrete feedback from coaches, which is displayed on the website through Checklick.

Later on in the program, players will be able to enter tournaments and paired against players of similar skill levels. These tournaments will only be accessible by those enrolled in Pathways.

Challenges

What Pathways needs to overcome

Badminton Canada is not without its challenges. These will also affect the launch of the Pathways program and Pry understands that drastic changes may be necessary.

He is willing to venture out of his comfort zone and explore marketing options that he has never considered. For example, ones that make use of modern technology such as Google's contextual advertising.

In order to reach Pathways' goal of being in every school, the following challenges need to be overcome:

Lack of Numbers

There are no concrete statistics or reports on the number of badminton players and clubs in Canada. This lack of numbers has resulted in Badminton Canada to report lower than expected numbers to the government. As a result, they receive less funding.

Checklick is the solution to this problem as every club and student that signs up will be recorded in the system. That data will be available to Badminton Canada and reports can now be generated.

However, without a clear number of clubs, it poses a challenge for Pry when trying to forecast growth for Pathways. He has estimates on the numbers and growth which can be found in Exhibit 3.

Monetary and Human Resources

Badminton Canada runs on minimal funds. Office staff has been cut from five full time employees to now one full time and part time employee. Funds from the organization will only be given out if there is a guaranteed ROI and only upwards of an amount of \$10,000.

Pry believes he can get funding for Pathways if he demonstrates that there will be a reasonable ROI within a 1-2 year period. There are no guarantees though.

Therefore, most of the funds used for marketing initiatives have to come out of the program itself. Due to the revenue and cost structure, any sales from clubs does not bring in any additional funds. Funds need to be sourced from new revenue streams.

Additional Revenue Streams

New revenue streams is an area Pry and his team are eager to explore. He knows that the current ones are not going to suffice. It is difficult to have clubs pay more without them being reluctant to enroll. The existing revenue stream and fees can not be touched unless there is a way to provide more value to justify an increase.

Some of the ones Pry has wanted to explore are:

- Pathways branded tournaments with entry fee and sponsorships
- Logo placement / advertising on the certificates

He knows that the above options require an existing club and player base and would only be viable once the program is more mature. Tournaments are also known to demand a lot of resources and not generate a significant ROI.

Pry wants these revenue streams to not only generate income but also help improve the image of badminton. They need to provide exposure to the program to potential athletes across Canada.

Club Adoption

During his initial pilot testing, Pry discovered a couple of important things when onboarding new clubs.

1. Clubs questioned the value of the Pathways program. Since it is an option and comes at an additional cost, some clubs were reluctant to join. These clubs expect their members to want to enroll in the program or that Pathways will bring new members. Successful clubs do not see a benefit.
2. There is the vicious cycle where clubs will only join if others lead the way. Again, not all of them want to be early adopters and do not see any benefit until the infrastructure has been laid out.
3. In pilot testing, players appear to love the program and its structure. Its a matter of convincing the decision maker in clubs (head coach or club manager) to register for Pathways.

4. Some clubs have their own coaching programs and coaches may be resistant to change. These programs are ones that are successful have produced national level players. They are not the initial target club.
5. The planned method for acquiring clubs involves a sales force. They get paid on commission which takes away from the profit Badminton Canada could be making on the fees. Pry wants to move away from this.

Pry's thoughts on club adoption is that the program needs to be marketed towards players. Players are going to be the ones who will be the driving force for making the clubs adopt the program. There are definitely other viable options that can be explored too.

Technology

Badminton Canada is not familiar with the latest technology trends and options available to them. Pry is aware of mediums such as Google Adwords Advertising and social media but is not sure what to pursue.

Use of the Checklick software shows that Pathways is receptive to using technology. This program is aimed at parents and younger athletes. Pry believes that leveraging technology will be beneficial in helping reach the people he needs.

Growth Engine

Pry's ultimate goal is "to have the people come to us and sign up for Pathways". This can be either athletes or clubs. A marketing growth engine needs to be developed in order to receive inbound leads. Pathways does not only want to acquire new clubs through a traditional sales process. They also want players wanting to learn more about Pathways and garner public interest.

Questions

The team behind Pathways has a lot of questions about their marketing initiatives that they would like answered. For a full list of them please refer to Exhibit 6.

Conclusion

This is the end

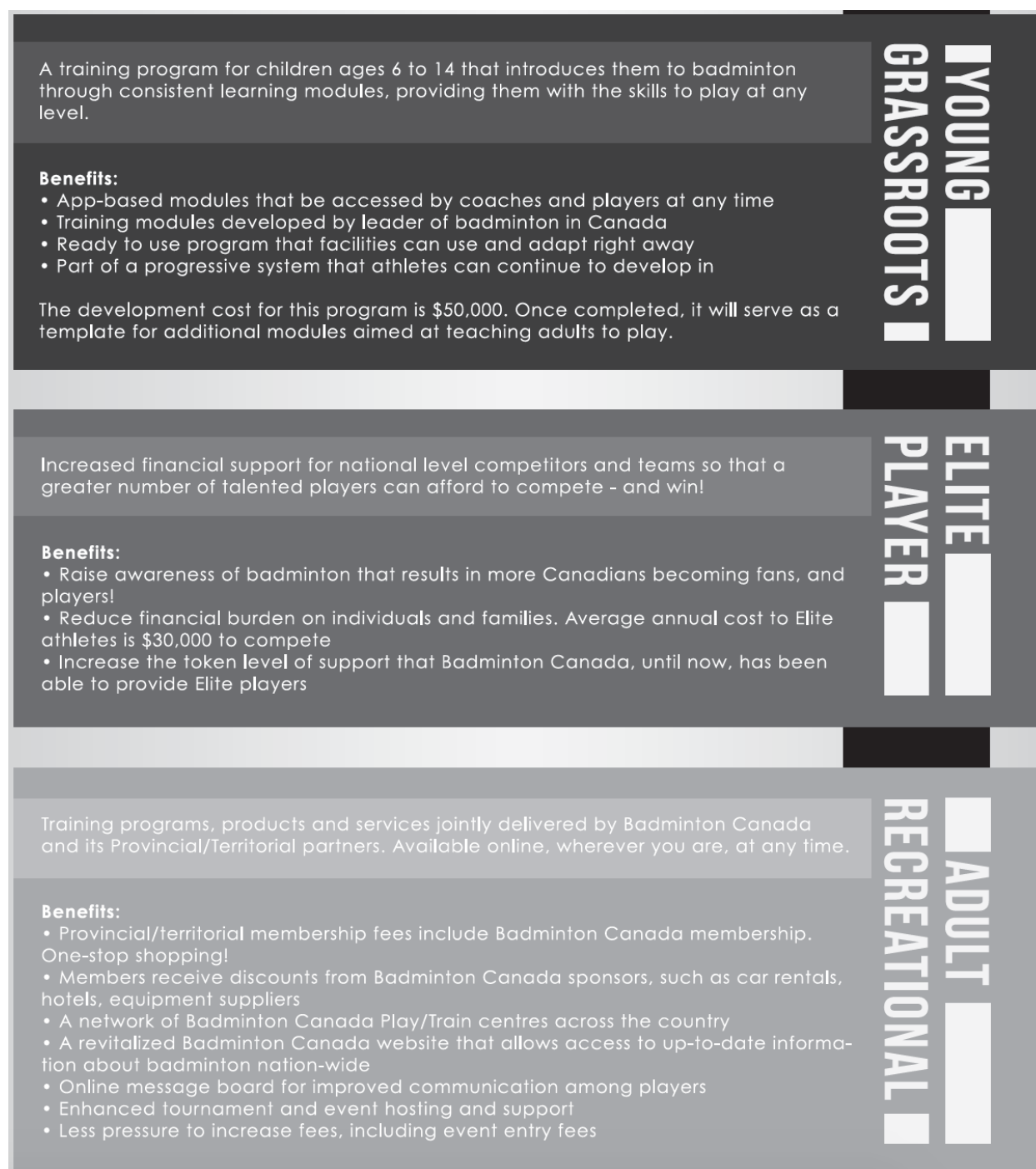
Pathways is a program that was created with good intentions. Badminton has immense potential in Canada and Pathways will provide the foundation for coaching.

Those already playing badminton will now get a chance to prove their skills and work towards goals that they can be proud about. Canadians will now have another option for getting involved in sports and extracurriculars.

Badminton Canada is at a pivotal moment where Pathways can take the organization to the next level. Pry and the team understand that the only way for a sports organization to be prosperous, is to have longevity in people participating in the sport.

All of that now starts with the marketing.

Exhibit 1 - Pathways Program Structure



The above Image shows the 3 levels of the full Pathways program. Right now the program is only targeting the “Young Grassroots” customer segment / demographic. The full pamphlet can be found in the “reference” folder in your case package download.

Exhibit 2 - LTAD Model Outline

An Outline of LTAD	Active Start	FUNDamentals	Learning to Train
<p>LTAD is a training, competition, and recovery framework for individuals at all stages of life.</p> <p>The first 4 stages, with their respective approximate age ranges, are generally appropriate for all late-specialization sports. In the Training to Compete and Training to Win stages, age ranges vary from sport to sport.</p> <p>LTAD focuses on the general framework of athlete development with special reference to growth, maturation, and development.</p> <p>LTAD is a framework for full sport system alignment in Canada, integrating health and education with sport and physical activity.</p>	<p>Focuses on learning proper movement skills such as running, jumping, wheeling, twisting, kicking, throwing, catching, skating and skiing</p> <p>Not sedentary for more than 60 minutes except when sleeping</p> <p>Some organized physical activity</p> <p>Exploration of risk and limits in safe environments</p> <p>Active movement environment combined with well-structured gymnastics and swimming programs</p> <p>Daily physical activity</p>	<p>Focuses on general, overall development</p> <p>Integrated mental, cognitive, and emotional development</p> <p>Elements of athletics: running, jumping, wheeling, and throwing</p> <p>Medicine ball, Swiss ball, and own body strength exercises</p> <p>Introduce simple rules and ethics of sport</p> <p>No periodization, but well-structured programs</p> <p>Daily physical activity</p>	<p>Major skill learning stage: all basic movement and sport skills (physical literacy) should be learned before entering Training to Train</p> <p>Overall physical, mental, cognitive, and emotional development</p> <p>Introduction to mental preparation</p> <p>Medicine ball, Swiss ball, and own body strength exercises</p> <p>Introduce ancillary capacities</p> <p>Single or double periodization</p> <p>Sport specific training 3 a times week; participation in other sports 3 times a week</p>
Training to Train	Training to Compete	Training to Win	Active For Life
<p>Major fitness development stage: endurance, strength, and speed</p> <p>Overall physical, mental, cognitive, and emotional development</p> <p>Develop fundamental mental skills</p> <p>Introduce free weights</p> <p>Develop ancillary capacities</p> <p>Frequent musculoskeletal evaluations during PHV (growth spurt)</p> <p>Single or double periodization</p> <p>Sport specific training 6-9 times per week including complementary sports</p>	<p>Sport, event, position specific physical conditioning</p> <p>Sport, event, position specific technical and tactical preparation</p> <p>Sport, event, position specific technical and playing skills practised under competitive conditions</p> <p>Overall physical, mental, cognitive, and emotional development</p> <p>Advanced mental preparation</p> <p>Optimize ancillary capacities</p> <p>Single, double, or triple periodization</p> <p>Sport specific technical, tactical, and fitness training 9-12 times per week</p>	<p>Focus on high performance</p> <p>Maintenance or improvement of physical capacities</p> <p>Further development of technical, tactical, and playing skills</p> <p>Modelling all possible aspects of training and performance</p> <p>Frequent preventive breaks permitting recovery to avoid injuries</p> <p>Maximize ancillary capacities</p> <p>Single, double, triple, or multiple periodization</p> <p>Sport specific technical, tactical, and fitness training 9-15 times per week</p>	<p>Focus on being physically active for life with a minimum of 60 minutes moderate daily activity or 30 minutes of intense activity for adults</p> <p>There is a better opportunity to be Active for Life if physical literacy is achieved before Training to Train</p> <p>Transfer from one sport to another</p> <p>Move from highly competitive sport to lifelong competitive sport through age group competition</p> <p>Move from competitive sport to recreational activities</p> <p>Move to sport careers or volunteering</p>

The above Image shows the 8 different stages of the LTAD model. The full pamphlet can be found in the “reference” folder in your case package download.

Exhibit 3 - Badminton Canada Estimates and Statistics

Club and Player Estimates

Types of Clubs	Number of Clubs	Students Per Club
Adult (Recreational)	900	40
Junior (Developmental)*	600	40
Total	1,500	

* Pathways is only targeting the Junior level badminton clubs.

It is important to note that these numbers are based on educated estimates. The Pathways program will be able to provide reports on the actual numbers.

Forecasts

Percentage of Junior Clubs Forecast To Join Pathways

- This is at the current level of marketing

Year 1	5%
Year 2	10%
Year 3	30%

Exhibit 4 - Key Performance Indicators (KPI)

- Number of clubs enrolled in Pathways
- Number of students enrolled in Pathways
- Revenue generated by the program

Exhibit 5 - Milestones / Goals

Short Term (1-2 years)

- Get as many early adopters into the program
- Hit the forecasted percentages at minimum

Medium Term (3-5 years)

- Enough income to hire full time staff to run and manage the program
- Increase the revenue coming from fees and be profitable
- Maximize participation in the sport across Canada

Long Term (10-15 years)

- Put an athlete on the international podium (Olympics)
- The Pathways program will be synonymous with Badminton Coaching

Exhibit 6 - Decision Making Unit

- Initiator - Student / Player or Coach
- Buyer (Badminton Clubs)
- Decision Maker- Club Manager or Head Coach
- End User - Students and Coaches
- Influencer - Students / Players

Exhibit 7 - Pry's Questions

Set forth below are general questions that Pry has which pertain to the marketing of the program. These will help get you started and form your proposal and ideas.

In no particular order:

- How can we bootstrap the marketing so that we are only using funds being generated from the program?
- What technology can we leverage for the marketing? Is Google Adwords a good idea? Facebook Ads?
- I know I should have a website but what should be on it? We want to put a list of all the "certified" clubs that are part of Pathways. Is this a good idea?
- How do I calculate my ROI for the marketing plan?
- Should I be targeting students / athletes or going after the clubs directly?
- What can we do to provide more value to get clubs to sign up?
- Which part of the Pathways program is most enticing to clubs?
- What item should we use to validate and display someone's skill level? It has to be low cost and have considered show tags and badges.
- Does this revenue and cost structure make sense?