

# Innovate & Inspire

## Strategic Plan: Commonwealth Sport Canada

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Content Creation, Brand Marketing Strategy, Applicable  
Partnerships, & Revenue Generation

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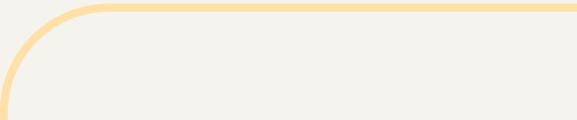
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# The Purpose



- Offer a visual and actionable roadmap for achieving key organizational goals within a set timeframe.
  - CSC currently has a **lack of compelling digital content**, prohibiting the organization from enhancing brand visibility, generating a constant stream of revenue, and to engage both current and new audiences.
  - Outlines the necessary steps and resources required to increase brand recognition, enhance fan engagement through social media, and drive measurable growth in terms of partnerships, revenue, and sustainability.
  - The plan gives a general idea of how to navigate through the next steps, challenges, or opportunities that may arise.
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# CSC's Vision

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Commonwealth Sport Canada looks to inspire and unite Canadians by championing excellence, inclusion, and human rights.

# Organizational Overview



## Mission

- To host the Commonwealth Games.
- To support Canada's athletes and their performance teams to achieve excellence at the Olympic and Paralympic games and world championships.
- To enrich the lives of youth across the Commonwealth and in Canada.



# Organizational Overview

## Values

- **Humanity:** embracing Commonwealth athletes, citizens, communities and nations.
- **Equality:** promote fairness, non-discrimination and inclusion in everything they do.
- **Destiny:** combine high-performance and social development sport, helping Commonwealth athletes, citizens, and communities realize their aspirations and ambitions.



# Organizational Overview



## Culture

- Emphasizing innovation through content creation.
- Encourage collaboration within the company to ensure brand alignment and consistency.
- Making decisions based on data and willingness to adapt on the fly.
- Using athletes voices to leverage content.



# Current Environment



## What Do They Do Well?

- Integrated sport development/sport for development programming to promote individual and community social development while building national sport system capacity throughout the Commonwealth.
- Had led over **125 local sport projects** that have impacted more than two million youth in over 30 nations and territories.
- Successfully focus on the empowerment of women and girls, the promotion of gender equity, youth leadership development, HIV/AIDS awareness and prevention, and the building of sport capacity.



# Current Initiatives

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## SportWORKS Initiatives:

- Sport for Newcomers Initiative (S4N)
- Queen Elizabeth Scholars Program
- Sport Leaders Abroad Program
- CGA Capacity Support Program
- Beyond the Podium
- Canadian Sport Leadership Corps
- Commonwealth Sport Development Program
- Commonwealth Youth Games Support 2023
- Commonwealth Youth Games 2023

# Partnerships & Sponsorships

## Premiere Partners

- Commonwealth Sport
- Sport Canada



## Program Partners

- PCL Constructors Canada (PCL)
- Kukri Sports
- Answermen LTD

# Overview of the Issue

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Commonwealth Sport Canada (CSC) faces the challenge of enhancing its digital presence to increase brand visibility while deeply engaging diverse audiences and generating consistent/sustainable revenue streams with applicable partnerships.

# Strategic Goals



Measurable strategic goals that align with CSC and target organizational objectives.

- Increase social media engagement by 30% and follower count by 20% within the next 12 months.
- Secure three new partnerships within a calendar year (12 months).
- Expand CSC's merchandise line publicly with at least three new product offerings and increase sales by 25% over 12 months.

# SMART Goal #1

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Increase social media engagement by 30% and follower count by 20% within the next 12 months.

- **Specific:** Increase Brand Recognition/social media and follower count.
- **Measurable:** Increase social media engagement by 30% and follower count by 20%.
- **Attainable:** Hire or designate a social media/digital content team to create 10 applicable videos.
- **Relevant:** Support monetization opportunities and revenue streams.
- **Time-based:** 12-month period.

# Analyze CSC's Social Media Presence

- Twitter (X): 5,271 followers, 11k posts.
- Instagram: 2,595 followers, 476 posts.
- **\*YouTube: 149 subs, 23 videos.**
- **\*TikTok: 85 followers, 8 videos.**



**TikTok**



- There is limited content that demonstrates sustainability towards the current digital landscape, but all are very informative. CSC does not post nearly enough on various digital social media platforms (TikTok, YouTube).
- The objective is to engage the youth, the grassroots level, and the next generation of Canadian athletes.

# SMART Goal #2

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Secure three new partnerships within a calendar year (12 months).

- **Specific:** Secure new partnerships, increasing brand visibility and revenue opportunities.
- **Measurable:** Introduce three new monetization strategies with interested companies.
- **Attainable:** Develop a proposal package to pitch to at least 10 potential sponsors interested in sports.
- **Relevant:** Strengthening revenue streams to ensure CSC's financial stability, allowing for further investments with strategic initiatives.
- **Time-based:** 12-month period.

# SMART Goal #3

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Expand CSC's merchandise line publicly with at least three new product offerings and increase sales by 25% over 12 months.

- **Specific:** Develop and launch a new CSC-branded merchandise line, including sustainable apparel and athlete-endorsed gear.
- **Measurable:** Increase these sales upon launch by 25% over 12 months.
- **Attainable:** Partner with current and former CSC athletes and ethical sports brands to promote the products via activations.
- **Relevant:** Strengthening of brand presence, providing an additional revenue stream to support athlete funding and grassroots programs.
- **Time-based:** 12-month period.



# Suggested Partners

*Tim Hortons*<sup>®</sup>

- Strong ties to youth sports funding, shared commitment to grassroots/Canadian athletes.
- I.e. Timbits Minor Sports Program.
- Community engagement and National Pride.

**Scotiabank**<sup>®</sup>

- Invested heavily in programs that promote youth participation, inclusivity, and athlete development.
- Diversify its sports sponsorship portfolio (ScotiaRISE, Hockey For All).
- Tap into a well-established Canadian corporate sponsor.



- Specialized lifestyle brand to elevate its merchandise.
- Strong track record with Canadian athletes Olympic fitting.
- Expanded retail opportunities and athlete-based campaigns.

# Successful Examples (COC/Olympics)

## lululemon

- Partnership with COC/CPC from Winter Games 2022-Los Angeles 2028.
- Exclusive merchandise to help bring attention to the event, elevate athlete performance, enhance national pride, and expand brand reach.
- New revenue stream through limited-edition merchandise sales.



# Successful Examples (COC/Olympics)



Royal Bank  
of Canada

- “Supporting Team Canada since 1947.”
- “RBC Olympians.”
- Helping Canadian athletes financially, personal brand exposure, obtain professional skills development.
- Athletes act as community ambassadors to communities across Canada.



- Work collaboratively with the Olympics since 2013, continues through 2028.
- Works with the Canadian Olympic Foundation to support Canadian athletes and get more kids in the game.
- Also addresses barrier to sport and help children in need participate.

# Strategies to Achieve Goals

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1. Partner with Canadian sports influencers and past CSC athletes to amplify CSC's brand messaging.
2. Collaborate with different influencers within the industry to promote the organization through targeted campaigns.
3. Implement sponsored content opportunities, allowing brands to collaborate on video segments, athlete stories, or branded social challenges.
4. Use behind-the-scenes training content and a “day-in-the-life” series to make athletes relatable and increase follower engagement.



# Uses and Gratification Theory

## What is 'Uses and Gratification Theory'?

According to Dunne, Lawlor, and Rowley (2010), “U and G theory is the study of the gratifications or benefits that attract and hold audiences to various types of media and the types of content that satisfy their social and psychological needs” (O'Donohoe, 1994; Cantril, 1942).

In layman's terms: .

- People make choices based on their own needs and goals, different gratifications such as cognitive, emotional, personal, or social benefits sway behaviours and motivations.
- “These needs emerge as fundamental motivators in shaping the intention to use mobile learning” (Sichach, 2024).

# Apply Uses and Gratification Theory

## How CSC can Apply Uses and Gratification Theory:

- CSC can strategically design content tailored to fans and potential sponsors, by creating targeted campaigns to maximize engagement all while ensuring the content aligns with audience motivations and behaviours.

## Create. Learn. Adapt.

- Understand why fans and potential sponsors consume media.
  - Inspiration, education, enjoyment, or align with values while providing visibility opportunities.

→ *Learn and analyze audience preferences* → *Tailor content to their needs* → *Optimize engagement*  
→ *Drive increased brand recognition, fan loyalty, revenue growth.*

# Key Performance Indicators

- Securing the rights to host the Games by 2026.
- Performances at the games by Canadian athletes (medal/performance outcomes).
- Growing the Alumni program to include over 1000 members.
- Financial growth and overall annual revenue, including sponsorships.
- Expansion of organization-run programs.



# Roadmap for Implementation

**Timeline & Milestones**

**Evaluating & Monitoring**

**Roles & Responsibilities**

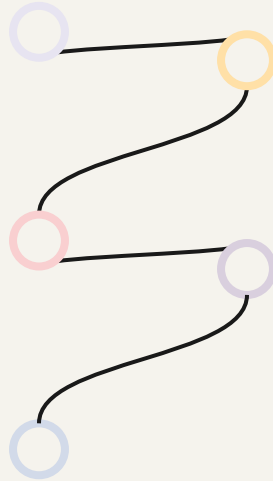




# Risk and Mitigation Plan

## Identified Risks

1. Desired partnerships declined/did not show interest.
2. Issues with Kukri/Roots Canada interference.



## Mitigation Plan

1. Pivot to alternative Canadian brands that would be incentivized to work with CSC.
2. Creating a co-branded collaboration might be a solution. If not, work directly with Kukri to make a separate and brand-new exclusive merchandise line.

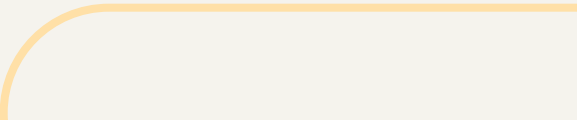
# Summary & Call to Action



## Core Components:

1. Current Environment of CSC (Mission, Values & Culture)
2. Strategic Goals and Strategies
3. Implementation Plan

Overall, we hope that our strategic plan will address Commonwealth Sport Canada's current need for **innovative** and **compelling** digital content.

- Drive brand visibility and awareness.
  - Engage current and new audiences.
  - Generate a sustainable revenue stream for the organization.
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# THANK YOU

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# Q & A

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