

NATIONAL COACHING INSTITUTE

Task 18

(The Business of
Coaching)

Brock D. Bourgase

Table of Contents

1 Company Profile

- Introduction, page 1
- Marketing Plan, page 1
- Growth Plan, page 6
- Company Philosophy, page 7

2 Business Plan

- Income Statement, page 1
- Revenue Streams, page 2
- Expenses, page 3
- Five Year Growth Plan, page 17
- Summary of Company Details, page 19
- List of Suppliers, page 20

3 Sport Marketing

- Introduction, page 1
- Basketball in Canada, page 1
- Risk Management, page 2
- Recruiting, page 4
- Conflicts of Interest, page 6
- Permits, page 7

4 List of References

- Works Cited, page 1
- A Note on Intellectual Property, page 1
- Acknowledgements, page 1

1

Company Profile

- **Introduction**, page 1
- **Marketing Plan**, page 1
- **Growth Plan**, page 6
- **Company Philosophy**, page 7

INTRODUCTION

BrockBall Basketball Programs

Location: Toronto, Ontario, Canada
Established: Summer 2009
Owner: Brock D. Bourgase
Slogan: *Be the Ball.*



BrockBall is not a real company but a realistic example that could be founded at any time. This report seeks to balance all aspects of the business of sport. BrockBall is typical of many other sport ventures. The income statement and growth plan will show how an average basketball coach can turn their expertise into profit.

The goal is to start small and expand, while staying smart. At this time, the company is designed to complement a full time job, such as teaching. With diligence and persistence, BrockBall will grow and thrive, slowly but surely. The company will be successful, profitable, and part of the community.

Each component of the business (a camp, a youth league, coaching clinics) is independently profitable. A coach can organize one module if they are busy and times are tough or multiple pieces during the summer when there is more free time.

MARKETING PLAN

MISSION STATEMENT

BrockBall seeks to develop the sport of basketball and those who play it. Lessons on the court will be based on the fundamentals of the game and lessons off the court on the core values of the community.

PRODUCT

- Skill Development Camps
 - Number of Weeks: 12
 - Hours per Week: 2
 - Price: \$150
 - Enrollment Limit: 60 players
 - Instructors: Trained coaches and leadership volunteers
 - Participants each receive a T-shirt and prizes will be awarded at the end of each session for spirit and improvement

- Weeknight Youth League
 - Number of Weeks: 10 weeks plus playoffs
 - Hours per Week: Each game consists of 23 minute running time halves
 - Price: \$175
 - Enrollment Limit: 6 teams of 10 players
 - Participants each receive a reversible jersey and prizes will be awarded at the end of each session
 - Referees will be certified and follow F.I.B.A. rules

- Coaching Clinics
 - Each session, one or two National Coaching Certification Program clinics (Basketball Level I or II) will be organized
 - Hours per Session: 8
 - Price: \$120
 - Enrollment Limit: 16 coaches
 - Instructors: Brock Bourgase and guest speakers when appropriate
 - Youth volunteers from the camp and weeknight league will attend the clinic at a discounted price
 - Snacks will be provided and prizes will be awarded for a trivia contest at the end of each clinic

PRICING

The price of each activity will not be a burden. To set a fair price, the owner will consider the costs of each session and decide on a reasonable profit margin.

PROMOTION

A website will promote BrockBall, enable players to register online, and provide a discussion board for participants. Brochures will be given to high school and club coaches to be posted in their gyms and distributed at important basketball events. BrockBall will employ word of mouth advertising, founded upon the owner's personal network and positive referrals from previous participants.

PLACE

The company will be based in downtown Toronto. BrockBall will not maintain dedicated office space but the owner will use his home and office, assisted by information technology to supervise the business. Tentative gym locations include St. Patrick's C.S.S., Ryerson University, and Eastern Commerce C.I..

TARGET MARKET

The primary target market will be youth basketball players (aged ten to fifteen) who live in the city and have some previous experience playing the sport. Their parents, who serve as gatekeepers, will have above-average disposable income and take a strong

interest in the extra-curricular activities of their children. BrockBall’s camps and clinics will be located in Toronto and use gyms located near the subway in order to remain accessible.

In the future, BrockBall will conduct coaching clinics, creating a secondary market of high school and club coaches who wish to learn more about the game.

COMPETITION

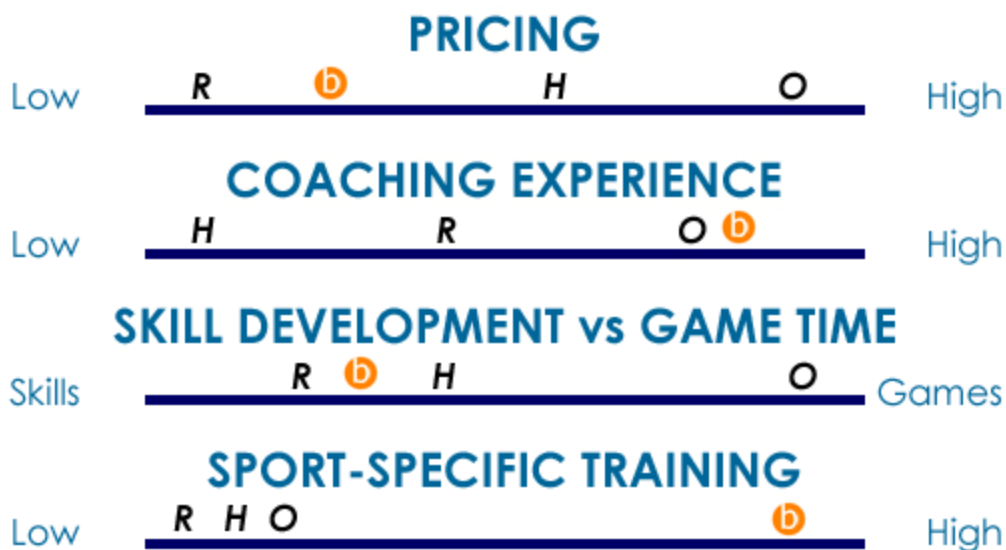
DIRECT COMPETITION

- Ontario Basketball Clubs
- HoopDome Activities
- Toronto Raptors Youth Basketball
- House Leagues Across Toronto
- Extra-Curricular School Teams
- Elite Development Programs

INDIRECT COMPETITION

- Youth Sports Organizations:
 - Hockey
 - Soccer
 - Baseball
 - Swimming
 - Martial Arts
- Television, Film, and the Internet
- the Status Quo

PRODUCT MAP



Legend

- b** BrockBall Basketball Programs
- H** HoopTown Activities
- O** Ontario Basketball Clubs
- R** Toronto Raptors Youth Basketball

COMPETITIVE ADVANTAGES

UNIQUE SELLING PROPOSITION

Type of Advantage: Sustainable

Coaching Experience

- Experienced high-school and club coaches
 - Coaches to pass police criminal record check and be certified in first aid
 - BrockBall to pay for coaches to enroll in National Coaching Certification Programs as an incentive to attract talented coaches
 - Gifts and snacks to be provided as a token of appreciation
- Latest in coaching strategy to be used
 - Philosophy encourages continued learning and improvement
 - Appropriate equipment will enhance clinics
 - Guest speakers to enhance coaching clinics
- Brock Bourgase - owner and operator - is highly qualified
 - N.C.C.P. Level III certified, working on Level IV
 - Coaching experience at Eastern Commerce C.I., University of Toronto, Basketball Ontario Elite Development Program, and All-Canadian Camp
 - Endeavours to constantly improve coaching knowledge
 - Library of over 400 basketball and coaching books

Skill Development

- Youth will develop skills, beginning with the basics, and form positive habits
 - Coaches will provide meaningful assessment and feedback
 - Emphasis will be on game intensity drills and part-method situations
- Players will learn positive life skills
 - Young adults and teenagers to get leadership experience as volunteers
 - “Modeling the Way” an important criteria for coaches

Sport-Specific Training

- Training will develop performance factors needed on the court
 - Lead instructors will be certified at N.C.C.P. Level III and above
 - Nike S.P.A.R.Q. equipment to be used for high-intensity workouts
 - Coaches will demonstrate exercises that have been successful at the elite high school level

LOYAL CUSTOMER BASE

Type of Advantage: Sustainable

- Previous players will serve as examples of BrockBall’s success in skill development
- Pricing will encourage players to enroll in both the camp and the league and families to register multiple siblings.
- BrockBall will contribute to the community each session

- Former players will have the opportunity to volunteer and receive leadership training so that they can help their neighbourhoods

UNIQUE SELLING PROPOSITION

Type of Advantage: Non-Sustainable

- Low prices relative to direct competitors
- Discounts for early bird registration and multiple registrations per family
- Combo-pricing for the league and camp registrations
- Programs will be offered on the subway line to reduce commuting time and cost
- The Government of Ontario offers subsidies for families to enroll children in sports activities

BrockBall may employ a market penetration pricing strategy. Discounts for early bird registration may be discontinued and prices raised slightly if the product launch is successful and consumer demand rises.

BRANDING

Branding - especially a brand image that is clearly associated with success, either winning championships or developing players who receive scholarships - is paramount. There should be good synergy among the parts of the business: players attend the development camp and decide to play in the youth league for added competition or coaches see how their players have improved and attend a coaching clinic.

BrockBall will remain local for the foreseeable future and future success will rely heavily on reputation. First time customers will see the expert coaching provided at the camps and register; current customers will see how they have improved and enjoyed themselves and provide repeat business. This loyal customer base will provide good word of mouth advertising.

A positive brand image will also open the door to sponsorships, an important element in sports marketing. Sponsors may provide cash or gifts of equipment in order to advertise to a specific market segment. The company will be able to lease better facilities because it is trusted for safety. Elite coaches and players will become more willing to participate. When someone sees a youth in a BrockBall T-shirt or jersey, they will know that he is a skilled basketball player.

The fundamental philosophy of BrockBall will be integral to a positive brand image.

SOURCES OF CAPITAL

About \$8,333.50 will be required to start up the company. The owner of the company will apply for a line of credit from the Royal Bank of Canada for up to \$15,000 (in case of poor initial performance) and use a savings account from ING Direct.

GROWTH PLAN

The company will grow slowly because it is not yet a full-time commitment for the owner. The growth rate in the first year will be 5.6%, which will increase 10% per year. It may become bigger in the future but probably not in the first five years of operation.

POSSIBILITIES FOR GROWTH

- Move to a larger gym or hold multiple sessions per evening (i.e. aged 8-10 followed by 11-13)
- Create an “Introduction to Hoops” program for young children
- Expand to multiple locations in the city
- Increase the number of days per week that BrockBall operates
- Start an annual summer camp or an N.C.A.A. evaluation camp
- Work at a camp as a lead instructor
- Organize tournaments for high school, club, and A.A.U. teams
- Private coaching

OPPORTUNITIES FOR THE COMPANY

- More kids are playing basketball in Canada (Clark, p. 30-36)
 - The participation rate for children aged 4 to 15 has increased from 13.8% to 18.9% since 1998
 - More children are joining clubs
 - 1,058,000 Canadian children participate in basketball at some level
- Increased public sentiment for child fitness and activities for youth may promote parents to register their children in programs like BrockBall
- As Canadians succeed in the N.C.A.A., more players may want additional training and coaching to increase their abilities

THREATS TO THE COMPANY

- The Toronto basketball market is very competitive
 - It will be difficult to succeed initially and significant time will be required for promotion
 - Convincing excellent players to participate in BrockBall will be challenging
- The youth population in Toronto is decreasing
 - There may be more players in the 905 region but the owner does not wish to commute at this time
- Household income is correlated to participation in youth sports (Clark, p. 54)
 - The recession may cause a decrease in youth activities
- Youth are less fit than a generation before (Clark, p. 54)

- BrockBall will need to compete directly with basketball online (YouTube, NBA.com, Facebook) and on television (Toronto Raptors, N.C.A.A. games, sports highlight shows)
- Indirect competition like increased use of technology, films, television, and other sedentary activities fight for the attention of youth

COMPANY PHILOSOPHY

I am a coach who helps players determine appropriate, meaningful goals and works as hard as I can to help the team achieve its goals. BrockBall will share a similar philosophy.

PLAYERS

As a condition of participation, players must sign a “Contract of Behaviour” agreeing to treat other players and coaches will respect, play hard but safely, and try their best to improve themselves.

COMMITMENT

BrockBall is a voluntary activity. It is expected that the players who register for the camps or youth league and the coaches who enrol in the clinic have chosen to get better. I may deal with reluctant participants in the classroom at school but I expect everyone involved with BrockBall to be committed to improving themselves.

CREATING SIGNIFICANCE

If BrockBall expects commitment from its participants, it must make each camp workout and league game a meaningful event. It should be a joy for players to attend our programs. As much as possible, the organization will be first-class, providing players with elite instruction, excellent facilities and equipment, and an exciting and fun experience.

PUSHING EACH OTHER TO GET BETTER & PULLING TOGETHER

Repetitions should always be at game intensity and game quality. In order to sharpen everyone’s skills, players need to work hard at all times, whether it is practicing offensive moves, playing defence, or passing. Players will stay in the same groups (based on skill level) as much as possible so they can push each other to improve and develop friendships off the court.

COACHES

In order to participate in our programs, assistant coaches and volunteers should embody the following components of the BrockBall philosophy:

MODELING THE WAY

Coaches and instructors should always demonstrate the characteristics that we want to see in players. It is imperative that we show excellent integrity.

FLEXIBILITY

There is no absolutely correct or incorrect approach for coaching basketball and BrockBall will always be open to new ideas. If there is a way that we can improve our techniques, we will try to incorporate it into our methods. All coaches should keep an open mind and attempt to enrich themselves by reading and learning from others, whether it is from an expert, a peer, or a player under their tutelage.

PLANNING AND SAFETY

To minimize risk, all practices will be thoroughly planned. There will always be a First Aid Kit, a copy of the Emergency Action Plan, and additional supplies like tape and ice-packs handy at each BrockBall event. Coaches will be trained in First Aid.

IMPROVEMENT

When one coaches, the aim is to develop a group of people so that the group continually improves. Some days there will be a step back but the hope is that the prevailing trend demonstrates progress. The coaching staff is part of the group that is constantly in flux, striving to achieve their goals.

Life - and one's life work - is a touchy subject. Like occasional failures, conflict is a byproduct of the risk taking that is necessary to succeed and must be tolerated. The problem is not the conflict; the problem is the actual issue that causes the conflict, which all the stakeholders want to correct.

On the court, one aims to play hard, play smart, and play together. These three objectives are actions that can be controlled. The goal, which closely parallels life, is to set a personal best each and every game, practice, or workout. At times, when one of these behaviours is not performed correctly or a conflict arises, a change is required. One shouldn't begrudge the commission of the first mistake but act to eliminate its repetition.

All of this is independent of the sport. Any endeavour can be distilled into fundamental, essential skills. Excellence of execution determines success, relative to one's first attempt and one's potential to improve. The season is a timeframe, but it is not the end of the line. When one is truly committed to their goals, they cease working on the task at hand and begin to develop themselves. Throughout life, goals evolve; one's achievement and success remain.

2

Business Plan

- **Income Statement**, page 1
- **Revenue Streams**, page 2
- **Expenses**, page 3
- **Five Year Growth Plan**, page 17
- **Summary of Company Details**, page 19
- **List of Suppliers**, page 20

INCOME STATEMENT**BrockBall Basketball Programs Income Statement per 3-month Session**

		<u>Sheet</u>	<u>Page</u>
Revenue			
Skills Camp Registration Fees	\$10,350.00	A-1	p. 2
Weeknight League Registration Fees	\$9,187.50	A-1	p. 2
Coaching Clinic Registration Fees	\$1,872.00	A-1	p. 2
Sponsorship	\$950.00	A-2	p. 3
Total Revenue	\$22,359.50		
Expenses			
<u>Depreciation of Assets per Session</u>			
Basketballs	\$209.50	B-1	p. 3
Cross Training Equipment	\$94.27	B-2	p. 4
Coach Supplies	\$175.88	B-3	p. 5
First Aid and Safety Equipment	\$30.13	B-4	p. 6
Game Equipment	\$149.61	B-5	p. 7
Coach and Volunteer Training	\$559.44	B-6	p. 8
Insurance	\$367.25	B-7	p.
N.C.A.A. Certification	\$7.25	B-8	p. 9
<u>Expenses per Session</u>			
T-Shirts	\$1,134.97	C-1	p. 10
League Jerseys	\$2,095.02	C-2	p. 10
Gym Rental	\$5,469.20	C-3	p. 11
Referee Fees	\$1,312.00	C-4	p. 12
Training Supplies	\$241.64	C-5	p. 12
Prize Budget	\$363.75	C-6	p. 13
Advertisement	\$512.13	C-7	p. 14
Donations	\$940.00	C-8	p. 14
Food Budget	\$1,000.00	C-9	p. 15
N.C.C.P. Coaching Fees	\$1,207.50	C-10	p. 15
Honourariums and Gifts	\$400.00	C-11	p. 15
Communications	\$150.00	C-12	p. 16
Office Expenses	\$100.00	C-12	p. 16
Computer Expenses	\$100.00	C-12	p. 16
Miscellaneous Expenses	\$150.00	C-12	p. 16
Total Expenses	\$16,769.54		
Gross Profit	\$5,589.96		
Taxes Payable	\$1,206.99		
Net Profit(Loss)	\$4,382.97		

REVENUE STREAMS

A-1 Registration Fees

Skills Camp Registration Fees

Early Bird Registration			
Quantity	25		
Registration Fee		\$135.00	
			\$3,375.00
Multiple Registrations per Family			
Quantity	5		
Registration Fee		\$135.00	
			\$675.00
Full Price Registration			
Quantity	42		
Cost per Unit		\$150.00	
			\$6,300.00
<hr/>			
Skills Camp Sub-Total			\$10,350.00

Weeknight League Registration Fees

Camp-League Combo Discount			
	30		
		\$140.00	
			\$4,200.00
Multiple Registrations per Family			
Quantity	5		
Registration Fee		\$157.50	
			\$787.50
Early Bird Registration			
Quantity	10		
Registration Fee		\$157.50	
			\$1,575.00
Full Price Registration			
Quantity	15		
Cost per Unit		\$175.00	
			\$2,625.00
<hr/>			
Weeknight League Sub-Total			\$9,187.50

Coaching Clinic Registration Fees

Early Bird Registration			
Quantity	4		
Registration Fee		\$108.00	
			\$432.00

Full Price Registration		
Quantity	12	
Cost per Unit		\$120.00
		<u>\$1,440.00</u>
Coaching Clinic Sub-Total		\$1,872.00
Total		\$21,409.50

A-2 Sponsorship**Cash Sponsorship**

Primary Sponsorships		
Quantity	1	
Registration Fee		\$250.00
		\$250.00
Secondary Sponsorships		
Quantity	2	
Cost per Unit		\$100.00
		<u>\$200.00</u>
Cash Sub-Total		\$450.00

Gifts-in-Kind

Nike Canada		\$500.00
Gifts-in-Kind Sub-Total		<u>\$500.00</u>
Total		\$950.00

EXPENSES

Note: For equipment purchases, BrockBall uses the straight-line depreciation method to calculate the expense amount.

B-1 Basketballs**Skills Camp Basketballs**

Jr: Wilson NCAA Limited Edition Basketball Size 6		
Quantity	12	
Cost per Unit		\$18.25
		\$219.00
Sr: Wilson NCAA Limited Edition Basketball Size 7		
Quantity	12	
Cost per Unit		\$18.25
		<u>\$219.00</u>

Skills Camp Sub-Total		\$438.00
League Basketballs		
Jr: Wilson Jet Evolution Basketball Size 6		
Quantity	4	
Cost per Unit		\$35.95
		\$143.80
Sr: Wilson Jet Evolution Basketball Size 7		
Quantity	4	
Cost per Unit		\$39.95
		\$159.80
League Sub-Total		\$303.60
Sub-Total		\$741.60
G.S.T.		\$37.08
P.S.T.		\$59.33
Total		\$838.01

Depreciation Rate per Session: 25.0%

Supplier: Marchant's School Sport Ltd.

B-2 Cross Training Equipment

Marchant Agility

Agility Pole Set (6 Poles with Rubber Bases)		
Quantity	1	
Cost per Unit		\$69.95
		\$69.95

Nike S.P.A.R.Q. Agility

36' Deluxe Long Skipping Rope		
Quantity	12	
Cost per Unit		\$6.50
		\$78.00

Nike S.P.A.R.Q. Speed Disks		
Quantity	2	
Cost per Unit		\$19.95
		\$39.90

Nike S.P.A.R.Q. Quick React Ball		
Quantity	2	
Cost per Unit		\$14.95
		\$29.90

Nike S.P.A.R.Q. Speed Hurdles		
Quantity	2	

Cost per Unit		\$99.95	
			\$199.90
Nike S.P.A.R.Q. Speed Ladder			
Quantity	1		
Cost per Unit		\$79.95	
			\$79.95
Agility Sub-Total			\$497.60
Nike S.P.A.R.Q. Balance			
Nike S.P.A.R.Q. Balance Boad			
Quantity	2		
Cost per Unit		\$49.95	
			\$99.90
Nike S.P.A.R.Q. Power			
Nike S.P.A.R.Q. 4lb Power Ball			
Quantity	2		
Cost per Unit		\$29.95	
			\$59.90
Nike S.P.A.R.Q. 6lb Power Ball			
Quantity	2		
Cost per Unit		\$34.95	
			\$69.90
Strength Total			\$69.90
Sub-Total			\$667.40
G.S.T.			\$33.37
P.S.T.			\$53.39
Total			\$754.16

Depreciation Rate per Session: 12.5%

Suppliers: Marchant's School Sport Ltd., Nike Store Toronto

B-3 Coach Supplies

Equipment

Fox 40 Large Plastic Classic Whistle			
Number	12		
Cost per Unit		\$4.00	
			\$48.00
Ultrak 330 Economy Stopwatch			
Number	4		
Cost per Unit		\$10.95	

			\$43.80
Nike Equipment Bag			
Number	12		
Cost per Unit		\$39.99	
			\$479.88
Equipment Supplies Sub-Total			\$571.68
Water Bottles			
Deluxe 1 Litre Athlete's Water Bottle			
Number	12		
Cost per Unit		\$2.75	
			\$33.00
Economy Plastic Carrying Case			
Number	2		
Cost per Unit		\$8.95	
			\$17.90
Water Bottle Sub-Total			\$50.90
Sub-Total			\$622.58
G.S.T.			\$31.13
P.S.T.			\$49.81
Total			\$703.52

Depreciation Rate per Session: 25.0%

Suppliers: Marchant's School Sport Ltd., Nike Store Toronto

B-4 First Aid and Safety Equipment

Emergency Action Plan

Blue Pens			
Number	4		
Cost per Unit		\$0.95	
			\$3.80
Clear File Folders			
Number	2		
Cost per Unit		\$2.95	
			\$5.90
Duracell Double-A 12-Pack			
Number	1		
Cost per Unit		\$8.99	
			\$8.99
Garrity Flashlight			
Number	2		

Cost per Unit		\$7.99	
			\$15.98
<hr/>			
E.A.P. Sub-Total			\$34.67
First Aid			
Protector Safety Products Standard First Aid Kit			
Number	1		
Cost per Unit		\$33.50	
			\$33.50
Emergency Action Plan and Pen			
Number	1		
Cost per Unit		\$5.00	
			\$5.00
<hr/>			
First Aid Sub-Total			\$72.00
Sub-Total			\$106.67
G.S.T.			\$5.33
P.S.T.			\$8.53
<hr/>			
Total			\$120.54

Depreciation Rate per Session: 25.0%

Suppliers: Marchant's School Sport Ltd., Staples Business Depot

B-5 Game Equipment

Scoreboards and Timers

Deluxe Multi-Sport Timer

Number	1		
Cost per Unit		\$659.99	
			\$659.99

Economy Flip Scoreboard

Number	2		
Cost per Unit		\$34.95	
			\$69.90

<hr/>			
Scoreboards Sub-Total			\$729.89

Sport-Specific

Economy Possession Indicator

Number	2		
Cost per Unit		\$17.75	
			\$35.50

Ultrak T200 Basketball Shot Clock

Number	2		
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Cost per Unit	\$499.95	
		\$999.90
		<hr/>
		\$1,035.40
Sub-Total	\$1,765.29	
G.S.T.	\$88.26	
P.S.T.	\$141.22	
		<hr/>
Total	\$1,994.78	

Depreciation Rate per Session: 7.5%

Supplier: Marchant's School Sport Ltd.

B-6 Coach and Volunteer Training

First Aid Training

Emergency First Aid and Level "A" CPR

Number	10	
Cost per Unit	\$60.95	
		<hr/>
		\$609.50

National Coaching Certification Program

Basketball Technical Level I, II, or III

Number	10	
Cost per Unit	\$120.00	
		<hr/>
		\$1,200.00

Police Check

Police Clearance Letter for Volunteers

Number	10	
Cost per Unit	\$26.25	
		<hr/>
Police Check Subtotal		\$262.50

Sub-Total	\$2,072.00	
G.S.T.	not applicable	
P.S.T.	\$165.76	
		<hr/>
Total	\$2,237.76	

Depreciation Rate per Session: 25.0%

Suppliers: Ontario Basketball, Toronto EMS, Toronto Police Service

B-7 Insurance

Liability Insurance

\$2 Million Dollar Annual

Number	1	
Cost per Unit		\$1,300.00
<hr/>		
Insurance Sub-Total		\$1,300.00

Sub-Total		\$1,300.00
G.S.T.		\$65.00
P.S.T.		\$104.00
<hr/>		
Total		\$1,469.00

Depreciation Rate per Session: 25.0%

Supplier: Barber Stewart McVittie & Wallace Insurance Brokers

B-8 N.C.A.A. Certification

Participant Certification ¹

Certification to Coach in an N.C.A.A. Sanctioned Event

Number	2	
Cost per Unit		\$29.00 USD
<hr/>		
Participant Sub-Total		\$58.00

Event Sanctioning ²

N.C.A.A. Sanctioning

Number	1	
Cost per Unit		\$0.00 USD
<hr/>		
Sanctioning Sub-Total		\$0.00

Total in U.S. Dollars \$58.00
 USD/CAD Exchange Rate 1.1335

Sub-Total		\$65.74
G.S.T.		Tax included
P.S.T.		Tax included
<hr/>		
Total		\$65.74

Depreciation Rate per Session:

Participant Coaches	12.5%
Event Sanctioning	25.0%

Supplier: Official N.C.A.A. Participant Approval by LexisNexis Risk and Information Analytics

- 1 All coaches who participate in an event attended by N.C.A.A. coaches must be approved. Coaches must apply for certification every two years.
- 2 All events attended by N.C.A.A. coaches must be sanctioned on an annual basis. At this time, the cost is \$0 but that may change in the future.

C-1 T-Shirts

Participant T-Shirts

Type: Gilden Ringer

Set-up Charge		\$30.00
Quantity	72	
Cost per Unit		\$8.45
<hr/>		
Participant Sub-Total		\$638.40

Coach T-Shirts

Type: Versa-Print Hanes T-Shirt

Set-up Charge		\$0.00
Quantity	12	
Cost per Unit		\$18.00
<hr/>		
Coach Sub-Total		\$216.00

M.V.P. T-Shirts

Type: Versa-Print Hanes T-Shirt

Set-up Charge		\$0.00
Quantity	10	
Cost per Unit		\$15.00
<hr/>		
M.V.P. Sub-Total		\$150.00

Sub-Total		\$1,004.40
G.S.T.		\$50.22
P.S.T.		\$80.35
<hr/>		
Total		\$1,134.97

Supplier: Logo Magik

C-2 League Jerseys

Youth Reversible Jerseys

Type: Savon V-Neck Reversible Basketball Jersey

Quantity	30	
Reversible Jersey		\$17.85

Logo Screening	\$9.00
Number Screening	\$1.50
<hr/> Youth Sub-Total	<hr/> \$850.50

Adult Reversible Jerseys

Type: Savon V-Neck Reversible Basketball Jersey

Quantity	30	
Reversible Jersey		\$22.95
Logo Screening		\$9.00
Number Screening		\$1.50
<hr/> Adult Sub-Total	<hr/>	<hr/> \$1,003.50

Sub-Total	\$1,854.00
G.S.T.	\$92.70
P.S.T.	\$148.32
<hr/> Total	<hr/> \$2,095.02

Supplier: Marchant's School Sport Ltd.**C-3 Gym Rental****Skills Development Camp**

Ryerson University (3 courts)

Hourly Rate		\$90.00
Hours per Night	3	
Number of Weeks	12	
<hr/> Skills Camp Sub-Total	<hr/>	<hr/> \$3,240.00

Elite Development League

St. Patrick's C.S.S. (2 courts)

Hourly Rate		\$25.00
Hours per Night	4	
Weeks	12	
<hr/> League Sub-Total	<hr/>	<hr/> \$1,200.00

Coaching Clinics

Eastern Commerce C.I. (1 court)

Hourly Rate		\$50.00
Hours per Clinic	8	
Number of Clinics	1	
<hr/> Coaching Clinic Sub-Total	<hr/>	<hr/> \$400.00

Sub-Total	\$4,840.00
-----------	------------

G.S.T.		\$242.00
P.S.T.		\$387.20
Total		\$5,469.20

Suppliers:

Ryerson University, Toronto Catholic District School Board, Toronto District School Board

C-4 Referee Fees**Regular Season Referees**

Two Referees		
23 min. running time halves		\$38.00
Games per Night	3	
Weeks	10	
Regular Season Sub-Total		\$1,140.00

Playoff Referees

Two Referees		
23 min. running time halves		\$43.00
Games per Night	2	
Weeks	2	
Playoff Sub-Total		\$172.00

Sub-Total		\$1,312.00
G.S.T.		Tax included
P.S.T.		Tax included
Total		\$1,312.00

Supplier: Toronto Board of Approved Basketball Officials

C-5 Training Supplies**Injury Treatment**

Formedical Instant Ice Pack		
Number	24	
Cost per Unit		\$1.95
		\$46.80
Tensor Bandages		
Number	12	
Cost per Unit		\$3.99
		\$47.88
Injury Sub-Total		\$94.68

Wrapping and Taping

Pro-Wrap		
Number	12	
Cost per Unit		\$1.95
		\$23.40
Tape		
Number	24	
Cost per Unit		\$3.99
		\$95.76
Wrapping and Taping Sub-Total		\$119.16
Sub-Total		\$213.84
G.S.T.		\$10.69
P.S.T.		\$17.11
Total		\$241.64

Supplier: Varsity Sport Store

C-6 Prize Budget**Basketballs**

Nike LeBron James All Courts		
Number	12	
Cost per Unit		\$15.95
Basketball Sub-Total		\$191.40

T-Shirts

Nike Youth T-Shirts		
Number	4	
Cost per Unit		\$22.00
T-Shirt Sub-Total		\$88.00

Coaching Clipboards

Large Basketball Coaches Clipboard		
Number	2	
Cost per Unit		\$21.25
T-Shirt Sub-Total		\$42.50

Sub-Total		\$321.90
G.S.T.		\$16.10
P.S.T.		\$25.75
Total		\$363.75

Suppliers: Suppliers: Marchant's School Sport Ltd., Nike Store Toronto

C-8 Advertisement

Printing

11"x4.25" two-sided card-stock flyer (colour)

Number	750	
Cost per Unit		\$0.56
<hr/>		
Printing Sub-Total		\$420.00

Website

Unlimited Hosting

Number	3	
Cost per month		\$11.07
<hr/>		
Website Sub-Total		\$33.21

Sub-Total		\$453.21
G.S.T.		\$22.66
P.S.T.		\$36.26
<hr/>		
Total		\$512.13

Suppliers: Doteasy Technology Inc., Staples Business Depot

C-9 Donations

Charitable Donations

Concrete Hoops

Number	1	
Cost per Unit		\$100.00
<hr/>		
Donations Sub-Total		\$100.00

Rebates for At-Risk Youth

25% Camp Discount

Number	4	
Cost per session		\$150.00

50% Camp Discount

Number	4	
Cost per session		\$300.00

100% Camp Discount

Number	2	
		\$300.00
<hr/>		
Rebate Sub-Total		\$600.00

Youth Leadership Discounts

50% Coaching Clinic Discount		
Number	4	
Cost per Unit		\$60.00
<hr/>		
Donations Sub-Total		\$240.00
Sub-Total		\$940.00
G.S.T.		not applicable
P.S.T.		not applicable
<hr/>		
Total		\$940.00

C-9 Food Budget**Expenses per Session**

Snacks for Coaches/Volunteers	250.00
Snacks for Coaching Clinic Attendees	350.00
End of Year Dinner	400.00
<hr/>	
Total	\$1,000.00

C-10 N.C.C.P. Coaching Fees**Course Conductor Certification**

N.C.C.P. Basketball Course Conductor Certification

Number	1	
Cost per Unit		\$150.00
<hr/>		
Course Conductor Certification Sub-Total		\$150.00

Books and Other Fees

Participant Fee to Ontario Basketball

Number	16	
Cost per Unit		\$75.00
<hr/>		
Books and Other Fees Sub-Total		\$1,200.00

Sub-Total		\$1,350.00
G.S.T.		Tax included
P.S.T.		Tax included
<hr/>		
Total		\$1,350.00

Depreciation Rate per Session: 5.0%

Supplier: Ontario Basketball**C-11 Honourariums and Gifts**

Volunteer Gifts (Camp/League)

Skills Camp Gift Budget	\$150.00
League Gift Budget	\$100.00
<hr/>	
Volunteer Gifts Total	\$250.00

Guest Speakers (Coaching Clinics)

Guest Speaker Budget	\$150.00
<hr/>	
Guest Speakers Total	\$150.00

Sub-Total	\$400.00
G.S.T.	Tax included
P.S.T.	Tax included
<hr/>	
Total	\$400.00

C-12 Miscellaneous Expenses**Expenses per Session**

Communications	150.00
Office Expenses	100.00
Computer Expenses	100.00
Micellaneous Expenses	150.00
<hr/>	
Total	\$500.00

BrockBall Basketball Programs First Five Years

Income Statement per year	<u>1st</u>	<u>2nd</u>	<u>3rd</u>	<u>4th</u>	<u>5th</u>
Revenue					
Skills Camp Registration Fees	42,395.20	45,786.82	49,907.63	54,898.40	61,486.21
Weeknight League Registration Fees	37,351.78	39,441.80	42,991.56	47,290.72	52,965.60
Coaching Clinic Registration Fees	7,610.62	8,036.47	8,759.75	9,635.73	10,792.01
Sponsorship	3,862.23	4,078.34	4,445.39	4,889.92	5,476.72
Total Revenue	91,219.83	97,343.42	106,104.33	116,714.77	130,720.54
Expenses					
<u>Depreciation of Assets per Session</u>					
Basketballs	858.15	926.80	1,010.22	1,111.24	1,244.59
Cross Training Equipment	386.15	417.04	454.57	500.03	560.03
Coach Supplies	720.43	778.06	848.09	932.90	1,044.84
First Aid and Safety Equipment	123.43	133.31	145.31	159.84	179.02
Game Equipment	612.82	661.84	721.41	793.55	888.78
Coach and Volunteer Training	2,291.55	2,474.88	2,697.62	2,967.38	3,323.46
Insurance	1,504.31	1,624.66	1,770.88	1,947.96	2,181.72
N.C.A.A. Certification	29.70	32.07	34.96	38.46	43.07
<u>Expenses per Session</u>					
T-Shirts	4,649.02	5,020.94	5,472.83	6,020.11	6,742.52
League Jerseys	8,581.53	9,268.05	10,102.17	11,112.39	12,445.88
Gym Rental	22,402.69	24,194.91	26,372.45	29,009.69	32,490.86
Referee Fees	5,374.16	5,804.09	6,326.46	6,959.10	7,794.19
Training Supplies	989.79	1,068.97	1,165.18	1,281.70	1,435.51
Prize Budget	1,489.96	1,609.16	1,753.99	1,929.38	2,160.91
Advertisement	2,097.75	2,265.57	2,469.47	2,716.42	3,042.39
Donations	3,850.39	4,158.42	4,532.67	4,985.94	5,584.25
Food Budget	4,096.16	4,423.85	4,821.99	5,304.19	5,940.70
N.C.C.P. Coaching Fees	4,946.11	5,341.80	5,822.56	6,404.81	7,173.39
Honourariums and Gifts	1,638.46	1,769.54	1,928.80	2,121.68	2,376.28
Communications	614.42	663.58	723.30	795.63	891.10
Office Expenses	409.62	442.38	482.20	530.42	594.07
Computer Expenses	409.62	442.38	482.20	530.42	594.07
Micellaneous Expenses	614.42	663.58	723.30	795.63	891.10
Total Expenses	68,690.63	74,185.88	80,862.61	88,948.87	99,622.74
Gross Profit	22,529.19	23,157.54	25,241.72	27,765.89	31,097.80
Taxes Payable	4,833.57	4,868.05	5,306.18	5,836.80	6,537.21
Net Profit(Loss)	17,695.63	18,289.49	19,935.54	21,929.10	24,560.59
Annual Growth Rate:	5.60%	8.00%	9.00%	10.00%	12.00%

SUMMARY OF COMPANY DETAILS

Skills Camp

Number of Campers	72
Volunteer Coaches	6
Registration Fee	\$150.00

Coaching Clinics

Number of Clinics	1
Number of Coaches/Session	16
Total Number of Coaches	16
Registration Fee	\$120.00

Discounts

		<u>Camp</u>	<u>League</u>	<u>Clinics</u>
Early Bird	10%	25	10	4
Camp-League Combo	20%		30	
Multiple Family Registrations	10%	5	5	
Youth Leadership	50%			4

Depreciation Rates per Session

Basketballs	25.0%
S.P.A.R.Q. Equipment	12.5%
Coach Supplies	25.0%
First Aid and Safety Equip.	25.0%
Game Equipment	7.5%
Coach Training	25.0%
Insurance	25.0%
N.C.A.A. Certification	
Participant Coaches	12.5%
Event Sanctioning	25.0%
Course Conductor	5.0%

Costs to be Paid Up-Front

Basketballs	\$838.01
Cross Training Equipment	\$754.16
Coach Supplies	\$703.52
First Aid and Safety Equipment	\$120.54
Game Equipment	\$1,994.78
Coach and Volunteer Training	\$2,237.76
Insurance	\$1,469.00
N.C.A.A. Certification	\$65.74
<u>Course Conductor Certification</u>	<u>\$150.00</u>
Total Up-Front Costs	\$8,333.50

Weeknight League

Number of Teams	6
Number of Players/Team	10
Total Number of Players	60
Volunteers	4
Registration Fee	\$175.00

Ontario Basketball N.C.C.P. Fees

Course Conductor	\$150.00
Participant	\$75.00

LIST OF SUPPLIERS

**Barber Stewart McVittie & Wallace
Insurance Brokers**

6 Lansing Square, Suite 230
North York, Ontario, M2J 1T5
(416) 493-0050

Doteasy Technology Inc.

3602 Gilmore Way, Suite 210
Burnaby, British Columbia, V5G 4W9
(604) 434-4307
<http://www.doteasy.com/>

LexisNexis Risk and Information Analytics

123 Commerce Valley Drive East, Suite 700
Markham, Ontario, L3T 7W8
Tel: (800) 631-8777
Fax: (800) 631-8776
<https://screening.lexisnexis.com/EventCheck/ncaa/>

Logo Magik

371 Queen Street East
Toronto, Ontario, M5A 1T2
(416) 364-6177
<http://www.logomagik.com/>

Marchant's School Sport Ltd.

849 Progress Avenue
Toronto, Ontario, M1H 2X4
(416) 439-9400
<http://www.marchants.com/>

Nike Store Toronto

110 Bloor Street West
Toronto, Ontario, M5S 2W7
(416) 921-6453
<http://www.facebook.com/pages/Toronto-ON/NIKE-STORE-Toronto/47183331465>

Ontario Basketball

3 Concorde Gate, Suite 311
Toronto, Ontario. M3C 3N7
(416) 426-7200
<http://www.basketball.on.ca/>

Ryerson University

Michael Epp
350 Victoria Street
Toronto, Ontario, M5B 2K3

(416) 979-5000x7358
michael.epp@ryerson.ca

Staples Business Depot

85 Yonge Street
Toronto, Ontario, M5C 1S8
(416) 203-3525
<http://www.staples.ca/>

Toronto Association of Basketball Officials

Toronto, Ontario
Evening Leagues: Ray Hinton
(416) 435-3779
rayhinton@rogers.com
Summer Ball: Lou Sialstis
(416) 230-1760
refsummerball@yahoo.ca

Toronto Catholic District School Board

Angelo Sangiorgio
Toronto, Ontario
(416) 222-8282x2349
angelo.sangiorgio@tcdsb.org

Toronto District School Board

Kris Samoojh
Toronto, Ontario
(416) 395-7666
permits@tdsb.on.ca

Toronto EMS

4330 Dufferin Street
Toronto, Ontario, M3H 5R9
(416) 392-9833
<http://www.torontoems.ca/>

Toronto Police Service

40 College Street
Toronto, Ontario, M5G 2J3
(416) 808-2222
<http://www.torontopolice.on.ca/recordsmanagement/clearance.php>

Varsity Sport Store

55 Harbord Street
Toronto, Ontario, M5S 2W6
(416) 977-8220

3

Sports Marketing

- **Introduction**, page 1
- **Basketball in Canada**, page 1
- **Risk Management**, page 2
- **Recruiting**, page 4
- **Conflicts of Interest**, page 6
- **Permits**, page 7

INTRODUCTION

The business of sport is very unique and values more than dollars and cents. Like any enterprise, a sports company makes money by selling a product: a combination of fun, and fitness. However, the company must rely on completely distinct position to attract consumers and market themselves. Intensity on the field provokes visceral reactions among spectators; drama during the season inspires passionate devotion among partisans.

On the global scale, consumers become committed to individual players or specific teams, often for irrational reasons. Locally, players may become tied to a particular coach and patronize his camps and clubs for no reasons other than loyalty and connections. Consequently, business must not only market their products rationally but appeal to the emotions of consumers.

Entrepreneurs can establish a company based on sound financial principles and succeed. Those in the sports business must not only operate their business efficiently but artfully manage the egos of players, the protective nature of parents, the selfishness of street agents, and the concerns of club, high school, and college coaches. Doing one without the other is a recipe for disaster.

BASKETBALL IN CANADA

There are many opportunities for basketball companies in Canada. Basketball is the fourth most popular sport for youth aged four to fifteen years old (Clark, 2008, p. 34) and the fifth most popular sport for adults aged fifteen years and over (Clark, 2008, p. 30)

YOUTH PARTICIPATION IN BASKETBALL

	Active Children		Boys		Girls	
	%	000s	%	000s	%	000s
Soccer	44.1	2,468.6	44.4	1,275.7	43.7	1,190.7
Hockey	26.1	1,461.0	33.8	971.1	16.2	441.4
Swimming	24.8	1,388.2	20.5	589.0	30.3	825.6
Basketball	18.9	1,058.0	17.2	494.2	21.0	572.2
Baseball	13.6	761.3	15.5	445.3	11.2	305.2

The above table shows that a national company focused on basketball would have a potential customer base of over a million children, plus their parents who serve as gatekeepers. Seventy-six percent of these parents participate in their children's sport in some regard. Families with higher household incomes participate more in sport. The sport participation rate in the highest quintile of household income is sixty-eight percent; it is sixty percent for the second highest quintile (Clark, 2008, p. 54).

In the adult age group, 626,000 Canadians participate in basketball, split between 445,000 men and 181,000 women. In the teenager age group (fifteen to nineteen years old), it is estimated that 428,600 athletes participate, divided into 198,900 males and 230,800 females (Clark, 2008, p. 30).

RISK MANAGEMENT

Sport is inherently dangerous and there is a high risk of injury. Insurance is required for any company in the sport business; for the protection of the coaches and organizers and the financial security of any participant should a serious accident occur. There have been countless examples of serious injury or death, despite exemplary precautions, able coaching, and premium equipment.

INSURANCE COVERAGE

For example, an often-discussed accident among teachers in the Toronto District School Board occurred at Harbord C.I. in 1992. A boy was killed when the pull-up bars that he was using collapsed. The class was supervised by the most experienced gymnastics teacher in the board yet an accident still occurred. Consequently, a court awarded \$261,000 in damages to the family, high-risk gymnastics were removed from the curriculum, and the instructor never taught physical education again (Sousa, 2009).

In order to receive a permit for any public or private facility, an organization must show that they have at least a million dollars in third party liability insurance. Depending on the size of the activity, two million may be required. This will cost about \$1,300 annually (or more) but will cover all of the company activities during the year.

Insurance providers in the Toronto Area include: Barber Stewart McVittie & Wallace Insurance Brokers, Pearson Dunn Insurance, and Scottish and York Insurance Company Limited (Sousa, 2009). The policy should include a severability of interests clause to protect all participants in the program (Corbett, 2008, p. 243).

WAIVER OF LIABILITY

BrockBall intends for parents or guardians of participants to sign a waiver of liability as a condition of participation. In order for the waiver to be legally binding, the document must identify who is being released from liability (BrockBall, Brock D. Bourgase, other coaches), for what type of injury or loss (sport-related injury, damage to personal property or equipment), in what situation (injuries or property damage at the elite camp or weeknight youth league), and on the basis of what legal claims (negligence) (Corbett, 2008, p. 195).

Organizations should provide these waivers ahead of time so that the parent or guardian can read the document at leisurely pace. The waiver should be clearly formatted and

written in plain English. Coaches will be prohibited from explaining the waiver in their own words and possibly undermining its validity (Corbett, 2008, p. 196).

REDUCING RISK

In case of an award of damages, the court will likely assign blame to various parties according to a percentage scale. The more culpable parties will pay more of the award. In a negligence claim, an athlete may be twenty percent responsible, a facility thirty percent, and a sports organization fifty percent. In a worst-case scenario, there is a large difference between five percent of a million dollars and sixty percent.

FIRST AID

Planning for emergency situations ahead of time and making all participants aware of emergency procedures can reduce the risk of a negligence claim (Corbett, 2008, p. 230).

- coaches will be trained in First Aid and CPR
- first aid supplies will be on-hand and BrockBall will pay special attention to head injuries
 - participants must bring a doctor's note to return after a head injury
 - cell-phones will be on hand to dial 9-11 and BrockBall will operate out of facilities with an automatic defibrillator
- an Emergency Action Plan will be designed for each site and kept in an easily visible folder
- parents of participants will sign medical information and waiver of liability forms
 - the medical information will be kept in a binder with the Emergency Action Plan

In addition to a two million dollar policy, BrockBall plans to take the several precautions to reduce the possibility and consequence of risk. The main sources of risk are people, equipment, facilities, and the program (Corbett, 2008, p. 235).

PEOPLE

- all coaches and volunteers will pass a Police Background Check
- all coaches will be certified at Level II in the National Coaching Certification Program and all volunteers will be in the process of obtaining their Level I certificate
 - all volunteer leadership candidates will be placed with a trained coach
- all games will be refereed by approved officials (who are also insured)
- all participants will sign the BrockBall Code of Conduct

EQUIPMENT AND FACILITIES

- equipment will be replaced in a timely fashion

- equipment will not be used if it is in shoddy condition
- the facilities will be inspected before each activity
 - the gym floor will be cleaned before each activity

PROGRAM

- a proper and progressive program will be used, based on materials from the National Coaching Institute and Coaches of Canada organization
 - coaches will be expected to have an Annual Learning Plan and remain up to date regarding the latest in basketball and coaching in general
- the program will be appropriate for the developmental age of each participant
- when learning a new exercise, participants will be shown the proper technique, without any equipment
 - subsequent equipment use will be closely monitored

RECRUITING

Recruiting affects sport related businesses in two ways.

N.C.A.A. REGULATIONS

First of all, an elite organization must comply with National Collegiate Athletic Association rules. Many top Canadian basketball players head to the United States for Division I, II, or III play or attend a Junior College for two years. In order for a collegiate coach to properly evaluate Canadian players, teams attend N.C.A.A. sanctioned events in the U.S. and a handful of sanctioned events are held in Canada.

LexisNexis must conduct a background check into all individuals who are participating in the event - either as coaches or organizers - to assure that they have not committed any previous N.C.A.A. recruiting violations. My number is **20090618-7594200**.

The event must also be sanctioned. Individual and event certification usually takes about two weeks. This license permits collegiate coaches to attend the event and evaluate players. If coaches are not present, elite players will not attend irrespective of the quality of the event.

The event must also be held during a designated evaluation period. During July 2009, there are two evaluation periods: from July 6 to July 15 inclusive and from July 22 to July 31 inclusive. July 16 to 21 inclusive is a dead period unless the player has enrolled in summer courses or signed a National Letter of Intent (N.C.A.A., 2009).

The Recruiting Calendar is very complicated and is designed so that top prospects are not overwhelmed with contact from coaches during the school year and so that larger schools do not use their deeper pockets to monopolize talented players (N.C.A.A., 2009).

2009-10 RECRUITING CALENDAR

August 1 through September 8, 2009	Quiet Period
September 9 through October 5, 2009	Contact Period
October 6, 2009, through March 31, 2010	Evaluation Period (except for 1, 2, and 3)
1 November 9-12, 2009	Dead Period
2 December 24-26, 2009	Dead Period
3 March 16-22, 2010	Contact Period
April 1 through July 5, 2010	Quiet Period (except for 4, 5, and 6)
4 April 1- 8, 2010 (noon)	Dead Period
5 April 8 (noon) – 21, 2010	Contact Period (except for i)
i April 12-15, 2010	Dead Period
6 May 20-28, 2010	Contact Period (except for ii)
ii To be determined (N.B.A. Pre-Draft Camp only)	Evaluation Period
July 6-15, 2010	Evaluation Period
July 16-21, 2010	Dead Period
July 22-31, 2010	Evaluation Period

A private company can only run evaluation camps or tournaments for high school players during the shaded evaluation periods. The consequences of an N.C.A.A. violation could be a loss of scholarships for the school and a nullification of the scholarship offer or letter of intent for the player.

GLOSSARY OF TERMS

Contact Period

- A college coach may:
 - have in-person contact with a player and/or their parents on or off the college campus
 - watch the player play
 - visit the player's high school
 - contact the player by telephone or email
- A player and/or their parents may visit a college campus

Dead Period

- The college coach may not have any in-person contact with a player or their parents
- The coach may write and telephone the player and/or their parents

Evaluation Period

- The college coach may:
 - watch a player play
 - visit a player's high school
 - contact a player by phone or email

- A player and/or their parents may visit a college campus
- The coach may not have any in-person conversations with a player or their parents off the college campus

Quiet Period

- The college coach may not:
 - have in-person contact with a player or their parents off the college campus
 - watch a player play
 - visit a player's high school
- A player and/or their parents may visit a college campus
- The coach may write and telephone the player and/or their parents (N.C.A.A., 2009)

GOOD PLAYERS ATTRACT GOOD PLAYERS

As much as I would like to sit back and watch good players come to me, it will not happen, especially in the current hoops climate in Toronto. Getting good players to participate may involve package deals or encouraging high school and club coaches to register some of the players on their teams.

As a result of high school and club play, elite development programs, and other camps, elite players are very good friends. Many know each other well and exchange text or e-mail messages. Speaking to one player extensively with the goal of inspiring some of his friends to participate or hiring a coach at the camp in order to attract certain players are possible alternatives.

BrockBall will not create a reputation overnight. In addition to remaining true to the company philosophy and employing sound financial management, BrockBall will also need to spend a great deal of time initially attracting players and raising the level of play, and consequently the company's brand.

CONFLICTS OF INTEREST

Conflicts of interest (among coaches, operators, owners) can adversely affect sport organizations in several ways. Although BrockBall is a private company, it will still take steps to prevent any impropriety so it can maintain a blue-chip brand image and remain true to its philosophy.

FAIR SELECTION PROCESS

Coaches will keep notes and records during tryouts for any elite development programs. If there is a special event, such as a trip or a summer camp and enrollment is limited, guest coaches will be invited to introduce a variety of opinions into the selection process.

Any coach has an existing relationship with a player will excuse themselves when that name is discussed and no discrimination will be tolerated.

CONFLICT OF INTEREST AGREEMENT

If BrockBall expands and becomes more involved with Ontario Basketball's Elite Development Program or any sort of all-star team, it may become necessary to create a "Conflict of Interest Agreement" for coaches. Coaches will need to agree that they will not use such high profile events as a recruiting tool for players in their club or school programs. It is not necessary to create a tremendously rigid agreement but BrockBall wants to send a clear message that "stealing" players is not encouraged.

APPEALING SELECTION DECISIONS

As a high school coach, I always allowed players who felt snubbed to speak to me afterwards and lay out a concise argument about why they should have made the team. If convinced, I would allow them a second tryout. A Provincial Sports Organization or a National Sports Organization cannot be as informal and it is necessary to have an appeals process in place, with the final decision resting with a tribunal.

In the future, it may be necessary to seat a tribunal of external coaches to hear these disputes but I believe that this low-key method will be suitable for the immediate future.

PERMITS

Permits are very irksome to obtain due to all the organizational levels within groups with gym space, like the Toronto District School Board, and the web of legal requirement. Companies need a "Certificate of Insurance" specifying the group renting the space and the locations where the coverage will apply. Many insurers provide a fill in the blanks type form that can be changed for individual gyms.

Using a credit card makes the process go much more quickly, instead of waiting for a check to clear. Companies are liable for a one-time application fee, rental charges, a refundable damage deposit, and any overtime required to supervise and clean the facility.

In order to reduce rental charges, a non-profit company can apply to the Canada Customs and Revenue Agency for a charitable registration number to be written on the permit application form.

Coaches should always bring a copy of the permit and key telephone numbers to the gym, in case there is no staff at the building or the custodians did not receive a copy of the permit ahead of time. To be polite to staff members, coaches should encourage players to clean up after themselves and leave shortly before the permit actually ends.

4

List of References

- **Works Cited**, page 1
- **A Note on Intellectual Property**, page 1
- **Acknowledgements**, page 1

WORKS CITED

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A NOTE ON INTELLECTUAL PROPERTY

I have a Bachelor of Commerce degree, teach Grade 11 and 12 Marketing at Eastern Commerce C.I., and read about the topic of marketing significantly. Many of the terms in this report are the results of my studies in marketing. BrockBall - along with its slogan, logo, brand image, and corporate philosophy - is my intellectual property and I reserve the right to develop the business model further.

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“From what we get, we can make a living; what we give, makes a life.”

- Arthur Ashe