



Marketing Strategy and Guiding Principles

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MMST Marketing Strategy

Purpose

This strategy has been created to provide repeatable and sustainable guidance for the development of an annual marketing plan for The Club. It is recognized that to be viable, this strategy is both fluid and evergreen in that it is intended to be reviewed, refreshed and adapted as deemed appropriate by the Board.

The Marketing Strategy identifies The Club's position with respect to the following:

- Marketing Activities' Objectives
- Target Audiences
- Brand Usage Guidelines
- Guiding Marketing Principles
- Sponsorship Engagement
- Annual Marketing Plan



Marketing Objectives

The Club's primary Marketing objectives are as follows:

- To increase competitive membership in the Club
- Generate sponsorship dollars to support program growth as well as reduce swim fee and/or minimize fee escalation
- To maintain The Club's image as a valued and contributing member of the Milton community
- To create a unique and identifiable brand that distinguishes The Club from competing organizations

Target Audiences

Target audiences represent the individuals and groups (internal and external) that The Club's Marketing materials and communications are intended to reach and engage.

Communication content and objectives for each audience group will vary, as can the media employed to engage with them. The intent of this section is to highlight those groups we expect to communicate with during any given year.

I. Community members

Communications with Community Members may include general information about The Club to targeted messaging intended to drive behaviour (i.e., try-out or enrolment). Further, broader community communications can be leveraged to build awareness and recognition of both The Brand and The Club. Our potential target audience members include parents of school aged children aged with an interest in having their child:

- elevate their swim capabilities
- swim in a competitive environment with qualified coaches
- participate in an active and healthy lifestyle
- be part of a team
- be an active member of the community
- engage with children with similar interests
- open the possibility to high performance athletics

II. Existing Club members

Communications with existing Club Members may cover a wide array of subject matter and media formats. They will be both formal and informal and may not take the form of "traditional marketing" in that they may be more informational in nature and not necessarily intended to drive action. These types of communications will be employed to:

- Keep existing Club members engaged, active and building loyalty and sense of belonging and ownership of the team.
- Recognize and celebrate team and individual achievements
- Encourage participation and support

- Encourage referrals of friends and family

III. Sponsors

Sponsorship engagement will be reviewed in greater detail within the Marketing Strategy and will form a significant portion of the tactics within the Annual Marketing Plan.

Examples of sponsors would include:

- Local business seeking opportunities to prompt or grow their business
- Individuals, philanthropists and donors interested in supporting youth activities

Brand / Logo Guidelines

The Logo is the most constant and recognizable outward facing representation of the Milton Marlin Swim Team and therefore, it must be treated with the highest regard and consistency by all using and authorizing its use.

The Milton Marlin Swim Team Logo and MMST acronym are intended for use solely by The Club and approved third parties as authorized by The Board.

Who can use the logo?

Representatives of The Club and approved third parties may be granted permission to use the Logo for a myriad of purposes, including but not limited to:

- The execution of the Marketing Strategy and Marketing plan.
- As part of communications and messaging issued on behalf of The Club (internal and external).
- For use on apparel and like materials and merchandise.

The use of the Logo is conditional upon compliance with these guidelines and approval by the Board. Failure to adhere to these guidelines will result in the immediate forfeiture of approval to employ the Logo, the removal/destruction of all non-authorized reproductions at the party's expense and potential restitution (financial or otherwise) to The Club.

Where can the Logo be used and how?

All instances of Logo use must be submitted to and reviewed by the Board. Authorization to employ the Logo is conditional upon this review regardless of the Requestor's association with or rank within The Club.

Conditions regarding the authorization for use of the Logo must be agreed to as part of the review. Approval to employ the Logo is restricted to the stipulations agreed to between the Board and the Requestor and may include:

- Duration (how long the Requestor is permitted to employ the Logo)
- Frequency of use (how often may the Requestor use the Logo. For example, limited to one use on one media, or multiple uses across multiple media or some combination thereof)
- Locations the Logo may be used (i.e., are there media or locations where use is not authorized?)

In addition to the above, the Requestor must provide final examples of the Logo in its intended use, state and position. This could include sample apparel with the Logo or mock-ups of marketing materials (online, print etc.).

During the review, the Board has full authority to request modifications as they relate to the use of the Logo and reserves the right to withhold approval until such modifications are implemented. The Board may also deny authorization if the use of the Logo interferes with The Club's principles or objectives.

The Board may, at its discretion, provide multiple or blanket approvals for Logo use to avoid a lengthy and repetitive approval process. For example, the Board may authorize a template for outbound email communications that employ the Logo as opposed to having to approve every email communication that employs the Logo. This approach can be applied across all media and materials the Board deems appropriate.

With advances in technology and media, opportunities to employ the Logo are virtually limitless. As part of the Marketing Planning process, opportunities to leverage new or previously untapped media solutions can and should be investigated and exploited. In that vein, there are no limitations to the application of the Logo within these media provided they are aligned with the Marketing Strategy and have received approval by the Board.

Approved Logo and Treatment

The following image represents the Milton Marlin Swim Team logo. The Logo may not be used, modified, or reproduced without express, written consent from The Board.



Acceptable Presentation of the Logo

- Green Pantone 2597C
- Purple Pantone 376C
 - The use of one colour applies to specific circumstances and should be wither in black, white or gray
- Marlin is always located in the centre of the copy with the words MILTON and SWIM to its left and MARLIN and TEAM to its right
- Copy must replicate the proportions outlined in this acceptable presentation of the Logo

Unacceptable Presentations of the Logo

- Non-compliance with the approved colour code as outlined above
- Any adjustments to the copy contained within the Logo
- Any division of the Logo and copy
- Any Marlin image other than the image outlined
- Angled or vertical representations of the Logo
- Incomplete reproductions of the logo (missing verbiage)

Guiding Principles

The Organization

Milton Marlin Swim Team (MMST or Club) is a Not-for-Profit organization and a member of Swimming Canada (SNC) and Swim Ontario (SO), all of which are affiliated with the Federation Internationale de Natation (FINA).

The Milton Marlin Swim Team (MMST) swim club is a volunteer-run organization that has been an active part of the Milton community for over 30 years.

Our membership draws from the Town of Milton and surrounding communities and we are very proud of the strong and positive culture of our team. The Club offer swim programs from pre-competitive to high performance coaching for local, regional, provincial, national and international competitions. Since 1990, we have designed our programs to promote and develop individual potential within a fun, team-based environment.

Vision

To establish a program of excellence in training, team culture, character development and family support where every swimmer has the opportunity to set personal goals and achieve their highest potential in a safe, fair and competitive environment.

Mission Statement

To be a community leader in Milton by helping members lead healthier, active lives through the sport of swimming. We enable our athletes to strive for excellence and achieve their best results physically, mentally, and emotionally in a sport they can enjoy their entire lives. We inspire a team culture where everyone encourages and takes pride in each other at all levels of competition.

Marketing Guiding Principles

MMST develops and maintains shorter term relationships with current and potential club members; while focuses on sustaining longer term stakeholder partnerships and relationships that satisfy both the needs of these stakeholders and the strategic needs of MMST.

MMST finances its programs through a combination of membership fees, direct funding from hosted MMST Meet revenue, Government grants, etc., and revenues from relationships with various sponsorships and stakeholders. These guiding principles address MMST's responsibility to balance revenue generation with necessary independence from its sponsors, to maintain the MMST's brand image, and to prevent the possible exploitation of swimmers or staff. The key resources, cited in the Resource section below, have all contributed to the development of these guiding principles and will be valuable sources of detailed information going forward for MMST's governance.

These guiding principles will direct the efforts of MMST to develop long-term stakeholder relationships that will:

- increase revenues through sponsorship, event marketing and merchandise sales;

- reduce costs through value-in-kind donations;
- position MMST as a leading “brand” in the Milton youth sport community;
- increase the number of participants in the sport of swimming;
- support program development;
- potentially create cross-promotion opportunities with other local swimming clubs;
- create a positive profile for athletes and the sport of swimming;
- develop long term strategic alliances with stakeholders that will allow us to market the sport of swimming and The Club; and
- take into consideration athletic performance and the competitive environment, by honoring and rewarding success and worthy participation.

Application of Marketing Guiding Principles

The MMST Board, committees, and coaches will develop specific goals and objectives and evaluation/measurement criteria for the marketing efforts of MMST as part of the annual business plan. The activation of these goals and objectives will be the responsibility of the President, the Board, committees and MMST staff including coaches.

The results of the marketing activities, normally executed at the ground-level by the MMST Marketing and Sponsorship committee, are reviewed with the Board on a regular basis.

General Limitations of the Marketing Guiding Principles

1. MMST will not develop relationships with stakeholders or sponsors in the sport betting, tobacco or liquor industries.
2. MMST will not develop stakeholder relationships with companies or people that violate the core ethical principles of MMST and its partners such as Swimming Canada or Swim Ontario or the Town of Milton.
3. As stated above, MMST will adhere to the rigid, all-encompassing, well-researched and legally sound best-practices as defined by The Canadian Marketing Association; The Canadian Code of Advertising Standards; Swim Ontario; and Swimming Canada; all of which are readily available as required (see Resources below). They cover a significant and extensive overarching description of ethical principles segmented as follows:
 - Ten guiding principles regarding protection of privacy regarding personal information
 - Personal information protection and electronic documents (PIPEDA)
 - Truthfulness
 - Standards around race, colour, culture, ethnicity, religion, gender, sexual orientation, marketing to children and much more
 - Universal practices around different marketing, promotion and advertising forms
 - Significant reference to on-line and social media-based practices for all forms of marketing, promotion and advertising
 - Professionalism and integrity in workplace relationships
4. Advertising or promotion involving athletes must adhere to the requirements of all relevant sporting authorities.
5. Any relationship or sponsorship must not, unreasonably, compromise the athlete performance or the competitive environment.

Marketing Plan

The Marketing Plan outlines MMST's intended marketing and advertising activities for the swim season. The Marketing Plan describes how MMST will reach, attract and persuade stakeholders to know and get involved with the activities of The Club.

In alignment with the Strategic Plan, the Marketing Plan will select from the marketing objectives and define clear goals, actions and responsibilities for the year. The goals and tactics should be specific and identify the targeted markets and promotional tactics that will help accomplish those goals.

The Marketing Plan is developed by the Marketing and Sponsorship Committee and approved by the Board.

Definitions

The Club: Milton Marlin Swim Team, MMST

Brand: Any approved logo, image, likeness or material (promotional or otherwise) intended to represent the Milton Marlin Swim Team

Club Members: Includes all parties actively enrolled as members within the Milton Marlin Swim Team as well as their legal Guardian(s)

The Board: Elected representatives that represent The Club and Brand on an official level with authority to make legally binding decisions, provide guidance and direction for the Brand, The Club and members of The Club

Sponsor: Any organization or individual that provides compensation or services to The Club at either no cost or in return for recognition by The Club in the form of advertisement or promotion

Brand: Any approved logo, image, likeness, or material (promotional or otherwise) intended to represent the Milton Marlin Swim Team

Marketing and Sponsorship Committee: Volunteer committee reporting to the Board and has accountability to plan and execute the various marketing projects, campaigns and events as defined in the annual MMST Marketing Plan, which this committee normally develops in conjunction with key strategic direction and goals from the Board and Head Coach; and cooperation from the other committees

Marketing: Any set of business practices designed to plan for and present an organization's products or services in ways that build effective customer (stakeholder) relationships

Stakeholder: Any people or groups, internally or externally, who are affected or impacted by the efforts of the MMST; such as people who should have a say or involvement in decisions, or those with particular interests (i.e., members of The Club, coaches, staff, board, sponsors, Town of Milton, community at large, Swimming Canada, Swim Ontario, FINA)

References

1. The Canadian Marketing Association <https://thecma.ca/resources/code-of-ethics-standards>
2. The Canadian Marketing Association <https://thecma.ca/resources/compliance-best-practices-guides>
3. The Canadian Code of Advertising Standards <https://adstandards.ca/code/the-code-online/>
4. Swimming Canada <https://www.swimming.ca/en/resources/board-governance/board-policies/>
5. Swimming Canada <https://www.swimming.ca/en/marketing-philosophy/>
6. Swim Ontario <https://www.swimontario.com/about>