

The Point Grey Triathlon

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UBC RECREATION

THE POINT GREY

TRIATHLON

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Executive Summary

The Point Grey Triathlon is a UBC Recreation sporting competition that takes place in the summertime; this year's event will be the seventh consecutive year. The current positioning and marketing strategies used to promote this annual event do not yield the expected results, in specific the participation rate. The marketing plan below outlines the most important objectives, strategies and tactics that UBC Recreation could implement in order to achieve the overall arching goal of increasing the number of participants.

The Point Grey Triathlon faces a highly competitive marketplace. While there are only a few dozen triathlons taking place in the region of British Columbia, the majority of these events occur during the summer, effectively creating a very seasonal market limited to around four and a half months a year. The high intensity and level of preparation required for major sporting competitions means that athletes carefully select the few they will attend, which results in the highly competitive environment. Taking into consideration the wide array of indirect competitors, the PGT is also competing with other forms of competitions, most of which supported by major international brand names and large budgets.

In order to gain a better understanding of what a successful triathlon encompasses we utilized primary and secondary research. As triathlons are a very niche market, our secondary research had a larger scope and provided us with the key elements and statistics of the endurance sports category. Similarly to the secondary research, our primary research was focused on individual endurance sports and the athletic community in Vancouver. Following our analysis, the primary research findings were used to derive insights that would be important specifically for the PGT and triathlons in British Columbia overall.

Based on the market research conducted for UBC Receptions, we generated a set of recommended strategies and tactics aimed at optimizing the event's accessibility, brand awareness, promotions, budget and brand perception. Focusing on the key objective of increasing the number of participants, we recommended UBC Recreation to focus on two customer segments: first timers and family runners. The PGT will be positioned as a "triathlon for all ages", with the focus on its diversity, accessibility and the opportunity it provides people to challenge themselves in a safe environment. The PGT will differentiate itself by welcoming newcomers, disregarding previous athletic experience or age.

Overall, we would like potential triathletes to perceive PGT as their diving board to a better version of themselves. The strategies and tactics best suited to achieve this goal are described in this marketing plan, accompanied by the budgets and key performance indicators required to measure progress. Focusing on the 2018 PGT, a detailed timeline illustrating how to best allocate UBC Recreation's resources leading up to this annual event. Provided that UBC Recreation adopts these recommendations, we expect to see the 2018 PGT surpasses its desired number of participants.

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Company Overview

Introduction to UBC Recreation

Since 1967, UBC Recreation has offered a wide variety of sports recreation, intramural programs and fitness services at the UBC Vancouver Campus. With over 10 sports leagues and 18 unique events offered throughout the year, such as Day of the Longboat and Storm the Wall, UBC Recreation creates endless fitness opportunities for individuals. With a high annual participation rate of over 10,000 people of all ages, UBC Recreation continuously offers new experiences for recreational activities opened to the public. Three program guides are issued every year around their corresponding seasons: Fall (September - December), Winter (January - April) and Spring/ Summer (May - August).

In addition, UBC Recreation oversees the BirdCoop Fitness Centre, the Doug Mitchell Thunderbird Sport Centre and the UBC Aquatic Centre. This year, UBC has renewed and improved their indoor pool, which will drive the demand for aquatic events and overall participation.

Introduction to the Point Grey Triathlon

The Point Grey Triathlon (PGT) is a UBC Recreation sponsored multi-stage sport competition, taking place for its seventh consecutive year this summer. Currently, UBC Recreation is promoting the PGT as a paid event that promises an unforgettable experience for new athletes and seasoned racers during summer (UBC Recreation, 2016). In a triathlon participants complete in three continuous endurance sections; the first being swimming, followed by a cycling and finally a running section (Appendix A). The sport of a triathlon offers a wide range of challenges, catering to various levels of fitness and experience. In the province of British Columbia, TriBC is the official governing body and is committed to providing opportunities to participate and compete in these events throughout our province, as well as supervise the qualifying competitions. Unlike other sport specific competitions, the multi-sport nature of a triathlon requires extensive preparation and training from triathletes, effectively making it one of the most challenging competition formats in the world. Some of the most prestigious sport competitions are based on the triathlon format, including world-renowned brands such as Ironman, Enduroman and Grand Prix de Triathlon.

Situation Analysis

Industry Definition

Triathlons are in a unique industry as they are catalogued under several different industries in various parts in the world. For example, triathlons in the United States are considered part of the endurance sport industry, whereas in Britain, triathlons are given its own industry (News, 2016).

In Canada, the Point Grey Triathlon competes in the fitness and recreational sports category, specifically in the Gym industry, and Health & Fitness Clubs industry (IBISWorld Canada, 2016). The PGT is only one of several endurance sport events in BC during summer. Given the demanding preparations to compete in a triathlon, it is likely that triathletes only compete in one or two races per year. Hence, this significantly

narrows down the racer's choice selection, in turn, increasing PGT's competition. A factor that differentiates the PGT from competitors is the inclusion of a kid's race, where family members can enjoy the day together instead of competing as individual racers. PGT aims to position themselves as a kid-friendly, and a social-engaging event, which differs greatly from other more competitive endurance events, such as Ironman and the BMO Marathon.

Industry Analysis

Aggregate Market Factors

Industry Size & Growth Rate

In the US market, approximately 21.8% of people participate in endurance sports (IBIS World US, 2016). Since 2012, there has been a market growth of 2.5%, and it is predicted to have a 2.4% increase in the next five years (from 2017 to 2022). As a trend, participants have moved away from team sports; shifting their attention towards more convenient individualized fitness activities such as the gym. Nevertheless, the world of sports is growing and expanding as the global sponsorship spend is forecasted to reach over \$62 billion by 2017; a 1.8 times increase from 2010 (Nielsen Sports, 2016).

In 2014, the US recorded that 19+ million runners participated in endurance sports with a double-digit growth led by non-traditional running events. Although 5K marathons leads the endurance sport category with a 64% participation rate, triathlons held a 6% participation rate in 2013 (Lewis, 2014). However, triathlons are gaining popularity in the industry as the number of members in the USA Triathlon organization has increased from 100,000 members in 1998 to over 550,000 members in 2014. Triathlons are a heavily male-dominant endurance sport, however female participation is increasing due to recent trends and cultural shifts. Within the USA Triathlon organisation, female membership rose from 20% in 2000, to 36.5% in 2014 (Lewis, 2014).

The sports GDP in Canada is \$4.5 billion and contributes 0.3% to Canada's economy in 2010 (Statistics Canada, 2015). Organized sports such as triathlons accounted for \$2,032 millions in GDP (Appendix B). Furthermore, in 2012, corporate brands spent about \$102.1 million in sponsorships funding and merchandising (Lewis, 2014).

Stage in product life cycle

Due to the gain in popularity of endurance sports, such as Ironman and SeaWheeze, the endurance sports industry is at the growth stage in the product life cycle. With a health and wellness cultural emphasis, Canada is promoting the development and expansion of not only endurance sporting events, but also various other recreational sports such as yoga, pilates, etc. As competition in the endurance sport industry increases, differentiation within types of events begins. Some companies catalogue triathlons as social events, in which you have 'fun' while others see it as a very serious athletic competition. At this stage, new marketing opportunities are being sought after by different companies to maximize customer acquisition by finding any untapped hidden markets.

Competition is intense as the industry is growing and has high barrier of entry. In British Columbia alone, there are at least 33 triathlons (Triathlon BC, 2017) every summer, all of which compete directly with the PGT.

Seasonality, Sales Cyclicity & Profits

Most triathlons in Canada occur during the summer months, from May to September, when weather conditions are ideal. In the US, the safety water temperature recommendation is of at least 78 degrees Fahrenheit (Smyser, 2014). Unless the swimming portion of the race takes place at an indoor pool, the weather should be warm enough to achieve the minimum degree in the pool.

Although winter triathlons such as the Edmonton Winter Triathlon are rare in Canada, they do exist and are quite successful (Ng, 2015). Contrary to the summer triathlons, swimming, running and cycling are not part of the race. Instead, snowshoeing, skating, and cross-country ski replace those sections to better accommodate participants to deal with the snow and cold weather.

The endurance sports industry is a cyclical industry that is sensitive to the industry's seasonality. Although profits can be obtained all year long, they become lower during winter season and higher during summer season. Extremely high profits can be gained through global triathlons events, such as Ironman from the company World Triathlon Corporation (Campbell, 2015).

Distribution Channels

Nowadays, social media platforms such as Facebook, Twitter, and Instagram are becoming an increasingly popular way to promote sport endurance events, given the ability to connect with consumers instantly. Other marketing efforts include advertisements and magazine exposure. In Canada, there is a triathlon magazine called Triathlon Magazine Canada, which provides information on all upcoming sporting events and news (Triathlon Magazine Canada, 2017). Further news, articles and data are distributed through online websites such as Triathlon BC (www.tribic.org), where sanctioned triathlons across BC are featured. Memberships, clubs, coaches and athlete information are as well available online through the TriBC website.

In addition, sponsorship from retail stores and fitness facilities such as, Lululemon, The Running Room or Gold's Gym provides an opportunity for financial support as well as increased brand awareness. Potential participants are more likely to participate in endurance sport events if they recognise the well-known brand that is supporting the event.

Industry Factors - Porter's Five Forces

Threat of New Entrants

MODERATE

Given that there are no laws, patents or rights against new sporting events, there are no regulatory barriers for entering the endurance sport events industry. However, the high costs involved in event planning make entering the industry less feasible for many. Therefore, the threat of new entrants is moderate as those who are looking to start a new event have the option of working with sponsors for financial support.

In addition, a large number of endurance events are owned by companies with a strong brand reputation, and have the disposable income to finance these events. For example, within BC, endurance events with reputable brands behind them include the Lululemon SeaWheeze, the MEC Triathlon and the BMO Marathon.

The Point Grey Triathlon has UBC's and the Running Room's brand reputation and financing to make their annual triathlon possible.

Threats from Substitutes

HIGH

Considering the intense competition within a short time period, it is very easy for participants to substitute one race for another. The PGT competes directly with multiple triathlons within BC. Duathlons and any other type of endurance sports are as well considered substitutes for triathlons. As mentioned earlier, given that triathlons require physical strength, there is a limit with the number of events a participant can compete in. Given that it is rare to do more than one endurance event per month, participants have the opportunity and flexibility to choose from diverse events, which offer varying benefits. Some of the factors that participants are susceptible to are price, location, difficulty, conflicting dates and weather conditions. It is essential for companies to practice product differentiation to gain brand loyalty, as the threat from substitutes is extremely high.

Bargaining Power of Buyers

HIGH

Competition is high and participants have a low cost in switching to other alternatives brands, as there is no significant difference in pricing or product offerings between many endurance sport events. As such, the PGT should enforce a brand loyalty program to retain past participants and prevent them from attending other events instead of their own. Prices should be towards the lower end of the range in their pricing strategy for those participants where price is an important factor or are price sensitive.

Bargaining Power of Suppliers

MODERATE

There is a large pool of suppliers that could potentially act as sponsors in any endurance-sporting event, particularly in Vancouver. The Running Room is a sponsor for the PGT for many consecutive years; however, the PGT is yet to find a swim sponsor, especially after the new indoor pool at the UBC Aquatic Centre. Since sponsors chose whom to finance, the switching cost between competitors increases.

Industry rivalry

HIGH

Competitive rivalry is high in the endurance sport industry. There are many small competitors with a modest market share, and several large players that hold significant market share of the industry. The PGT is amongst the smallest players in the industry given their quantity of registration numbers, when compared to other triathlons. PGT's direct competition includes other triathlons located in the Metro Vancouver area during summer. However, due to product differentiation, PGT's positioning is more of a social event, due to the inclusion of kids in the triathlon, rather than a strict competitive event. As such, competition broadens to include kid-friendly sport competitions and races.

Environmental Factors

Socio-cultural Factors

With health and wellness consciousness increasing among Canadians, consumers across the age spectrum are investing more time and money into leading active lifestyles (BDC, 2013). Specific socio-cultural shifts that have led to participating in more physical activities include: a greater awareness of fitness preventing diseases such as cancer and obesity, fitness becoming portrayed as a significant aspect of attractiveness, a way to delay the aging process, and the shift to idolise athletes in pop-culture (Euromonitor, 2014). Furthermore, these socio-cultural shifts can be observed by tracking the average amount of expenditure spent on recreation and fitness across Canada. In British Columbia, the average expenditure on recreation increased almost 10% from 2014 to 2015, which is significant considering the average increase across Canada was approximately 2% (Stats Canada, 2017).

While the key motivators for participating in physical activities differentiate amongst individuals, the general health trend has led to new fitness opportunities, thus, increasing participants in high intensity sports, such as triathlons and marathons. As a result, various sports events and competitions have more flexibility to adapt their marketing strategies to target diverse psychographic groups.

Marketing Intermediaries

Marketing intermediaries, such as wholesalers, agents and distributors, are known as the middlemen for companies, as they drive sales by making services or goods more accessible to consumers. For the endurance sports category, marketing intermediaries generally include: support from sponsorships, partnerships, local clubs and triathlon organizations, such as Triathlon Business International.

For the PGT, UBC Recreation's key intermediaries include: All Sports, Running Room, More Bikes, and additional support throughout UBC. All Sports acts as an agent as they locate themselves at other TriBC events around British Columbia. In these events, they promote PGT by using flyers and word of mouth information to PGT's key market. Running Room and More Bikes act as retail intermediaries by supporting PGT with onsite flyers and online information. Additional marketing support from these three intermediaries depends on their desire to commit beyond their contractual obligations.

Lastly, throughout UBC, intermediaries vary from flyers shared throughout various fitness facilities: the Birdcoop, the Aqua gym, and word-of-mouth support from UBC Recreation's 100+ volunteers.

Political and Regulatory

Given that the PGT route includes closure of certain roads and pedestrian paths, UBC Recreation needs to ensure that all parties that could be impacted by this event provide consent. Examples of such include: the Botanical Gardens, the Museum of Anthropology, and individuals living near the routes. Furthermore, as UBC Recreation needs to align with UBC's regulations, the PGT is limited to certain pricing strategies and promotional activities. Considering PGT's direct competitor's social marketing strategies, these limitations could hinder PGT's social awareness growth.

Lastly, with the PGT being a TriBC sanctioned event, UBC Recreation must stay up to date with TriBC's competition rules to ensure proper compliance.

Company Analysis

Current Objectives

The key objective for the 2018 PGT is to increase participation by 15%. Compared to the 393 participants in 2016, UBC Recreation is aiming to surpass 450 participants in 2018 and continue this expansion in the years to follow. To obtain this goal, UBC Recreation hopes to attract and identify new target audiences, such as looking into expansion opportunities for children around Point Grey and Kitsilano area. Secondary goals for the PGT include: establishing new tactics to engage previous participants, improving the marketing funnel to minimize losses, and recommending a new identity or branding to improve the marketability of the event. (Niu and Newell, 2017)

Current Positioning Strategy

The PGT is currently positioned as the “triathlon for everyone” as they welcome beginners, professional triathletes, young and old, from all around the lower mainland. Furthermore, customers have the opportunity to pick a vast array of event options well suited for each category. UBC Recreation has focused on ensuring that PGT creates an open-environment where individuals feel comfortable competing at their own levels, and have fun doing so. Furthermore, PGT has a competitive edge of being located on UBC’s beautiful campus, having access to a brand new indoor pool, and the UBC brand supporting them.

UBC Recreation as a whole is positioned to host high quality, community building events, where people can connect, have fun, and get involved with UBC recreation and varsity sport. (UBC, 2017)

Current Marketing Strategy

Price

UBC Recreation is currently operating as a loss leader with the PGT, with their registration prices ranging from \$54 to \$87 (for individual participation). In comparison to competitors, the registration prices are on average more affordable. Similarly to competitors, discount incentives are in place to promote early-bird registration. However, UBC students and faculty members are granted a greater incentive with approximately 10-20% discount towards registration.

Promotion

To date, the PGT has not had a conventional marketing campaign and has relied on word-of-mouth promotion, rack card distribution, referrals, and online promotion. However, this low cost strategy has been fairly effective given it is the 7th annual year for the PGT.

In recent years Marty, from All Sport, was responsible for approximately 80% of the PGT participants. Marty’s promotion includes his personal network and years of experience in the circuit. To drive further promotion, flyers are distributed throughout UBC at other triathlon events, and as well at sponsor’s retail locations, such as the Running Room in Kitsilano. Lastly, UBC Recreation relies on positive word-of-mouth promotion from their 100+ student volunteers and faculty members.

Place

The PGT is hosted mid-summer on UBC's beautiful campus: cycling along Marine Drive, running in the scenic shade of UBC's Main Mall and South Campus, and swimming in the new indoor pool (UBC, 2017). Swimming indoors is a competitive advantage as competitor triathlons in Vancouver generally include swimming in the ocean, which could deter beginner triathletes.

Registration for the PGT is available online via the UBC Recreation Website, the Running Room website, and in person at UBC.

Product

The PGT is known as a "beginners favourite", given the enjoyable competitive atmosphere and the ability to choose from various race options. The different options for participating in the PGT include Sprint, Short, Duathlon, Relay and "Splash Pedal and Dash" for kids. UBC Recreation offers free training clinics for participants, such as "Bike Readiness Clinic" and "Triathlon Training BRICK Workout". Furthermore, the PGT is a TriBC sanctioned event that offers professional race timing. (UBC, 2017).

Internal Structure

Vision & Mission

UBC Recreation is committed to offering diverse, accessible, and inclusive programming for the entire UBC community. They commit to fostering an environment where everyone can contribute and thrive. UBC, 2017

Vision - to promote a healthy, active and connected community where each person is at their personal best and proud of their UBC experience

Mission - to engage their community in outstanding sport and recreation experiences, to enable UBC athletes to excel at the highest levels, and to inspire school spirit and personal well being through physical activity, involvement, and fun.

Human Resources

UBC Recreation proudly cultivates an inspired workplace where staff members and volunteers are at their best (UBC, 2017). From observing UBC Recreation's work culture it is clear that the employees and volunteers enjoy being apart of "REC family" as they often volunteer for more than one year, compete in the events themselves and speak positively of their experiences with UBC REC online. In addition, the volunteers wear UBC Recreation's clothing around campus, hence, a clear indication of pride of their organisation. Furthermore, UBC Recreation hosts an annual retreat, and an end of year formal for all members. It is the positive and close-knit environment that UBC Recreation creates that drives the organisation to success.

Financial Resources

Although UBC Recreation is funded by UBC, each event is financially supported in various ways. The detailed information regarding the PGT's financial support is unfortunately unavailable.

Key Success Factors

Student Involvement

The success of UBC Recreation's events relies heavily upon the student volunteers. The volunteers play a significant role in spreading the stoke and getting students engaged prior to an event, either through word-of-mouth or through online tactics such as creating a Facebook event. In addition, on event days it is up to the volunteers to create a positive, welcoming environment while providing a safe competition. The student volunteers are essential as they substantially lower the overall cost for the event and for UBC Recreation in the long run.

Location

Being located directly on the UBC Campus provides significant benefits for UBC Recreation. The UBC Recreation building is conveniently located directly by the UBC bus loop, providing an ideal location for onsite marketing. By being on campus, students avoid additional transportation and can easily combine studying with recreation. This is greatly beneficial for the student volunteers as it provides a lot more flexibility when they manage their volunteer schedules. Lastly, UBC Recreation benefits from beautiful natural surroundings around campus and the safe routes that their events offer (See Appendix A). Participants of the PGT can experience a safer experience by running on roads without oncoming traffic.

Customer Analysis

Primary Customer Research

Online Survey

The purpose of our primary research was to gain a deeper understanding of UBC triathlon's target market, and to identify desirable elements in a triathlon for consumers. We choose to implement two separate methods to tackle our research objective. Firstly, we distributed an online survey via Qualtrics to answer our first research question:

- "Gain a deeper understanding of UBC triathlon's market."

The questions on the online survey focused on the consumer's demographic, geographic, purpose of competing in a triathlon, and their skill level (i.e. Beginner, intermediate, or advance.) We had a randomized sample that captures both sides of the market, those who actively compete in triathlons and those who do not. Our intended sample size was 100 survey respondents, between the ages of 18-65, from the lower mainland and with approximately 30% of survey respondents having had participated in the Point Grey Triathlon. Our end sample size was 121 respondents, with average age from between 21-25 years old. Unfortunately, only 11% of survey respondents had participated in PGT, which limited our survey analysis.

All survey data was carefully analysed via Qualtrics, SPSS and Excel. By doing so, we developed recommendations to lower marketing costs, and distinguished UBC triathlon's target market. Please see Appendix C.

In-Depth Interview Methodology

Furthermore, we conducted in-depth interviews with 10 individuals, all of which have either participated in a triathlon themselves or have a close friend or family member who have. The main purpose for the in-depth interview was to address our second research question, which was to:

- "Identify desirable elements in a triathlon."

In order to conduct these interviews we visited various locations, such as the Birdcoop, and asked people if they were interested to participate in a 10-15 minute interview, in exchange for a chance to win a UBC Foods & Services gift certificate. Prior to interviews, we asked a screening question to separate respondents that show no interest in triathlons. The responses were gathered and analyzed with the appropriate software to find commonalities in respondents' answers.

Please see Appendix D.

Limitations

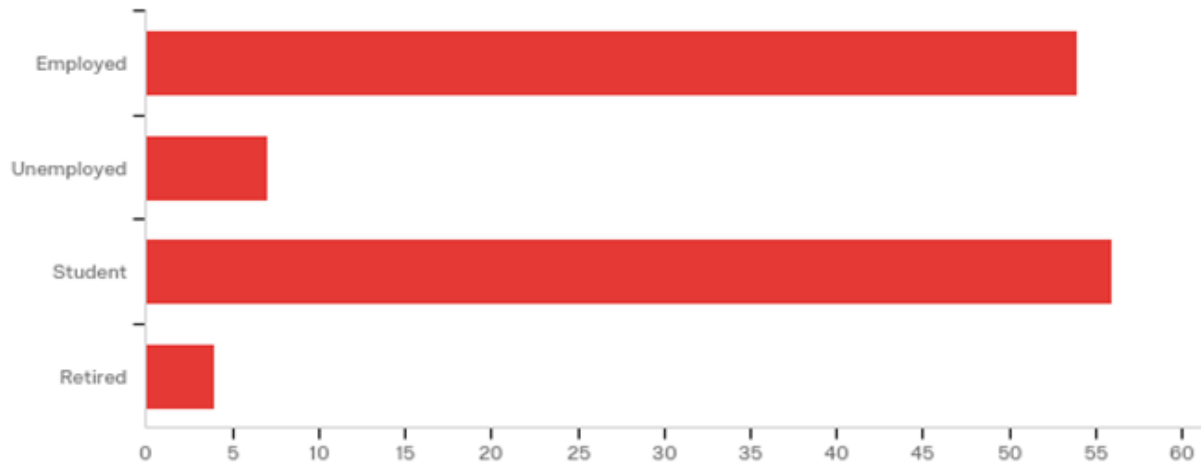
Due to budget and time constraints, we had several limitations in our primary research. Firstly, for the researcher limitations, we lacked access to a diverse sample group. Since the triathlon market is still niche, it was difficult to find a diverse sample with our budget and time constraint. Therefore, most of our respondents were UBC students aged 19-25.

Our next limitation was the small sample size. We only had 121 people in our sample size, whereas, ideally we would like to have a larger group. Furthermore, most of our data consist of respondents who were not triathlon runners (70% non- triathletes); hence, our data is skewed. Lastly, our research suffered longitudinal effects. Due to time constrains, our research is only accurate in the present day. Consumer's tastes and preferences might change over time; therefore our research only captures the current trends in triathlon.

Customer Description and Behaviour

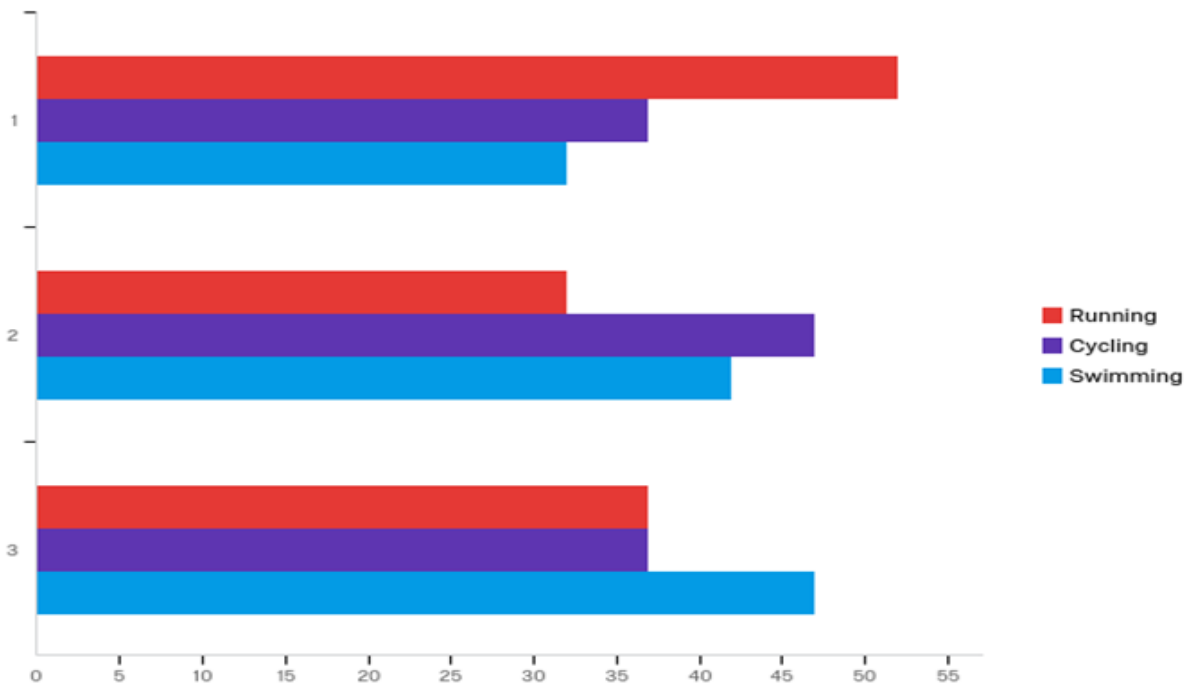
Findings: Consumer Behaviour

The survey covered majority of the geographic locations in Vancouver such as, East Vancouver, North Vancouver, West Vancouver, Downtown Vancouver, UBC, Richmond, Burnaby, Delta, White rock, and Surrey. Furthermore, the survey aged range from young kids to those over 51. The majority of respondents were between 21- 25 (46%). Lastly, the survey captured all types of employment status, from employed, unemployed, student, to retired. The majority of respondents were "Student" and "Employed" status with 46% and 44% respectively.



Preference for Running and Cycling

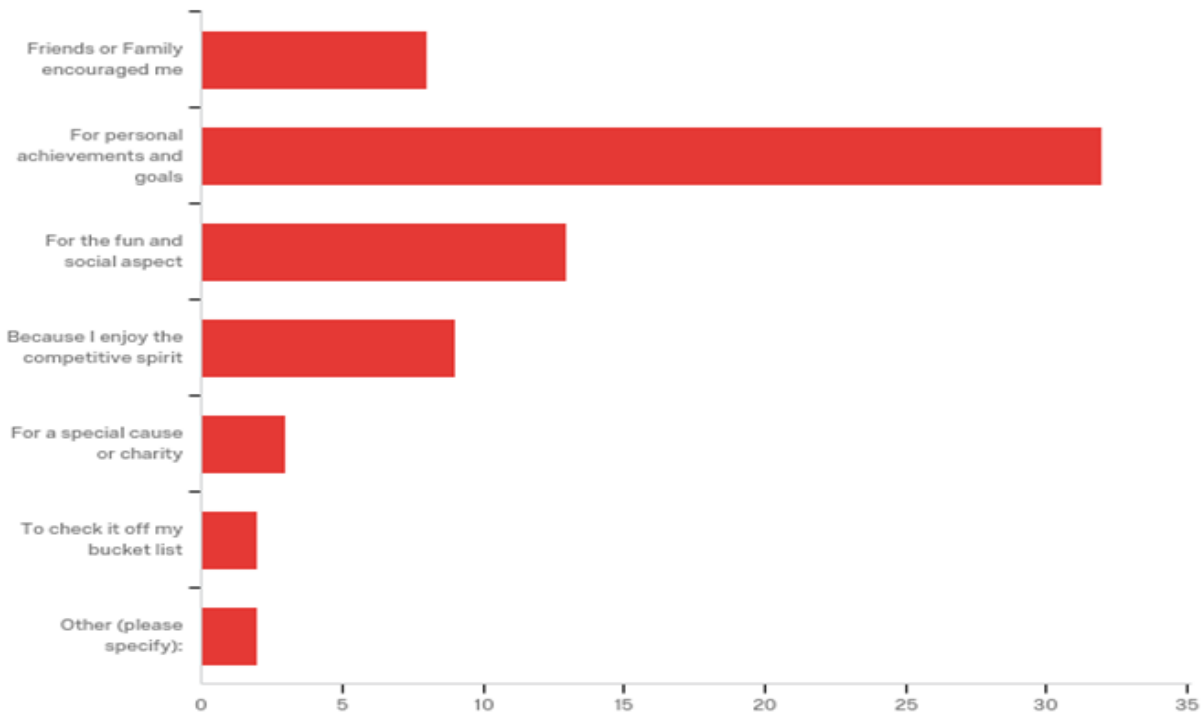
Our primary research indicated that most people prefer running and cycling to swimming. Out of the 121 respondents, 38% of them stated that they disliked swimming the most, compared to running which only had 30% ranked last, and 30% ranked last for cycling. This notion is further confirmed with our in-depth interviews as most respondents mentioned, “swimming competitively is difficult, and requires a lot of training/preparation”. Thus, a fantastic opportunity for PGT to bridge this gap is to advertise UBC’s indoor swimming pool, which is perceived to be less intimidating compared to swimming in the ocean. Another opportunity that stems from these findings is to provide swimming workshops, or group trainings, for those participants eager to practice.



Reasons for participating in a triathlon

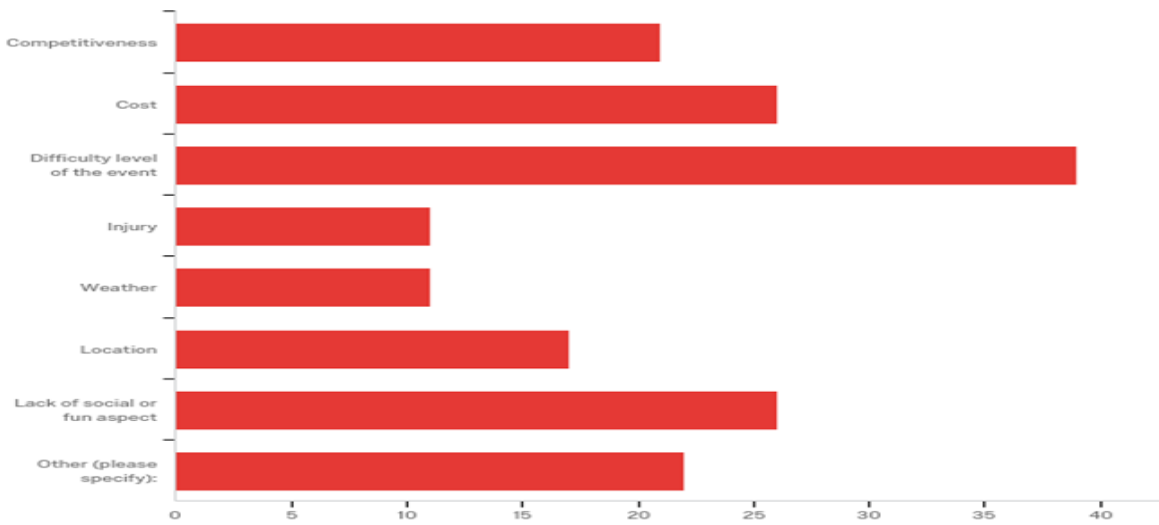
The most popular reason for participating in a triathlon was for personal and achievement goals (72%). This came to no surprise as triathlons are known to be extremely taxing on the body and mind, hence, most people would join for personal achievement reasons.

Secondly, 42% selected “for the fun and social aspect” as the reason to join a triathlon. We decided to combine “fun and social aspect” with “friends and family encouragement”, as both have a heavy social component for why one would compete in a triathlon. Furthermore, our in-depth interviews identified that, “if their friends were going to go (participate in an event), they were more likely to join that event even if they were not physically fit enough”.



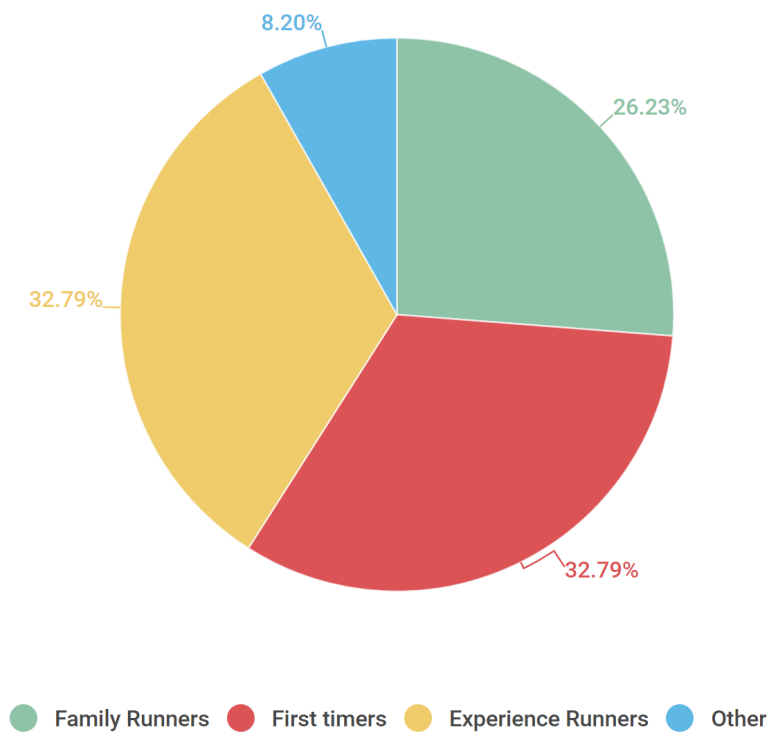
Reasons for not participating in a triathlon

The biggest factor that deters people away from triathlons is the perceived difficulty in competing in one (35%), followed by the high cost (23%) and the lack of social or fun aspect (23%). This is further confirmed with our in-depth interviews as most stated that they, “were not in (good enough) shape,” to compete in a triathlon. However, when we mentioned that there were workshops to help them better prepare to compete in triathlons, they showed an increased interest for participating in a triathlon. Other factors that lead to an increase in likelihood to participate included group discounts and more social aspects, such as a BBQ after the event.



Segmentation

1. International Asian Students
2. Family Runners
3. First Timers



International Asian students

This segment is currently an untapped market for PGT. The segment consists of Chinese international students that stay during the summer months, and are actively looking for events to participate in. According to our in-depth interviews, they are highly influenced by their peers and would most likely participate in large groups. They are interested in participating in events, however, feel intimidated by language barriers and cultural differences. Furthermore, they mostly hear about the events via social media apps, such as WeChat, and on campus promotions. This segment is most likely to hear about events through word of mouth and WeChat. Lastly, this segment is highly price sensitive, thus, running a group promotion would highly increase the likelihood of participation.

Family Runners

Recently, the PGT introduced a kids oriented race targeting the younger demographic: these are participants “under 20s”, known as “Family Runners”. These segments mainly consist of children between the ages of 7-16, and are usually accompanied by their older guardians. According to Susan Lacke, an avid organiser for family races, the key influential factor for this segment is whether or not their family friends are going to run the race (Lacke, 2017). Generally parents will communicate with one another to confirm that they are running the triathlon. According to our primary research, their main motive to join the triathlon is for the fun aspect.

First Timers

This segment is similar to International Asian students, as they prefer to run the race in groups. The only difference is that they do not suffer any language barriers. Their main motive to run is for the social aspect, and for personal achievement. It comes to no surprise that the main reason that deters them away from triathlons is their perception of difficulty in running a triathlon. This segment is considered to most important segment to PGT, as the dropout rate is very high. Therefore, PGT have to constantly acquire new customers.

Competitive Analysis

Competitive Overview

UBC Recreation's Point Grey Triathlon competes with a large number of extremely diversified professional sport competitions as well as recreational events taking place throughout the summer in the province of British Columbia. In terms of direct competition, PGT competes in a very demanding environment. TriBC, the provincial multi-sport governing body dedicated to providing athletes with opportunities to participate and compete throughout BC lists 30 approved triathlons taking place this summer. Conducting our in depth interviews, we learnt that due to the extensive preparation required and intensive nature of participating in a triathlon, the average participant is unlikely to participate in more than a few events each season. In the summer of 2017, the PGT triathlon will be competing with dominant direct competitors such as the Westshore Triathlon. Taking place in April 2017, this event will welcome the summer season with a diversified competition featuring a Sprint, Sprint Relay, Super Sprint and Duathlon, as well as a children oriented portion titled Kids of Steel. An additional competitor is the 2017 Wine Capital of Canada Triathlon taking place in Oliver, including a swim in Tuelnuit Lake and a scenic bike ride through wine country. Throughout the season athletes will have the opportunity to participate in many other differentiated events such as the Triathlon of Compassion, the Young Hearts Triathlon and the MEC Langley Triathlon. Examining

the list of direct competitors, it is evident that most triathlons focus on differentiating themselves by celebrating a specific theme or taking place in a special location.

In terms of indirect competition, the province British Columbia and Metro Vancouver in specific offer a wide array of recreational as well as competitive outdoor sport events including the Lululemon SeaWheeze Half-Marathon, the BMO Vancouver Marathon, the downhill mountain biking competition Crankworx and world famous IRONMAN. These events are supported by resourceful organizations and hence are able to compete for the attention and attendance of a larger pool of athletes. While some of these events utilize that to cater for an international audience, others are more flexible in the nature of their design and cater to a wider range of fitness levels.

Competition Matrix

The competition matrix below takes both direct and indirect competitors into consideration. Comparing the relevant events on their competitiveness, location, customizability, social status, family friendliness and price provides a well-rounded description of the sporting events taking place in British Columbia. Ranking competitiveness and location on a scale of 1 to 5 provides an overview of the events that are most competitive, such as the IRONMAN, while the location scale highlights the events that take place in noteworthy locations, for example the Heart of the Rockies Triathlon.

Event	Competitiveness	Location	Customizability	Social Status	Family Friendly	Price
Westshore	4	2	High	Medium	Medium	\$\$
Wine Capital of Canada Triathlon	3	4	High	Medium	Medium	\$\$
Tri KiDS Burnaby	1	1	High	Low	High	\$
Victoria Youth Triathlon	1	2	High	Low	High	\$
Triathlon of Compassion	3	3	Medium	Medium	High	\$\$
Heart of the Rockies Triathlon	5	5	Medium	High	Medium	\$\$\$
Squamish Triathlon	4	3	Medium	Medium	Medium	\$\$
Lululemon SeaWheeze	4	2	Low	High	Medium	\$\$\$
BMO Marathon	5	2	Medium	High	Low	\$\$
Grand Fondo	5	2	Medium	High	Low	\$\$\$
IRONMAN	5	5	Low	High	Low	\$\$\$

Benchmark Based on the Matrix

The most important factors consumers take into account when deciding on participating in a triathlon are significantly different than those they consider in regards to other competitive or recreational sport events during the summer. The PGT's biggest advantage in comparison to other triathlons is its close proximity to Metro Vancouver. Studying the calendar of upcoming BC triathlons, it is clear that many of the events are taking place in remote locations, with only five of which taking place in Metro Vancouver. Competing triathlons take place anywhere between Squamish (Squamish Triathlon) and Invermere (Heart of the Rockies Triathlon), meaning that participants must travel further in advance in order to attend.

While the PGT is the only triathlon to take place in Point Grey, indirect competitors such as other popular sport events take advantage of the area, for example the BMO Vancouver Marathon. The PGT provides an advantage to athletes that prefer to avoid open water swimming, as it will take place in UBC's new Aquatic Centre. While this provides the PGT with an edge over most of its direct competitors, the use of a pool for the swimming section is not that rare, and is used by a few other competing triathlons including the Westshore Triathlon. The PGT's biggest weakness is its social status and branding. In comparison to other triathlons (direct competitors) as well as competitive sports events (indirect competitors) the PGT is lacking a strong brand name, social media presence or a key differentiation strategy.

Planning Assumptions

Multiple key assumptions are identified in this report. One of the key assumptions made in the report is the industry's growth rate. According to IBIS World, it is assumed that the industry will grow at the rate of 2.4% in the next five years (2017 – 2022). Another assumption made is the ease at which UBC Recreation attracts student volunteers. It is known that UBC Recreation relies heavily on student volunteers to facilitate with their events. A huge advantage to this is the significant saving that they make in terms of labor cost. It is assumed that UBC Recreation will not have a problem continuing this trend in the future. The third key assumption is the universal nature of desired characteristics of triathlons. It is identified that the current target market for PGT are people in their late 20s and early 30s, however our survey correspondents were mostly students in the age of 19 – 25. Therefore the assumption made is that these two demographics are seeking the same characteristics in triathlons.

SWOT Analysis

Strengths

Foremost, the PGT offers registration in different event formats such as Sprint, Short, Duathlon, Relay and Kids. These multiple options differ in distance and give consumers an opportunity to select the difficulty they are most comfortable with. In addition, the PGT offers a specific event for kids called 'Splash, Pedal and Dash'. This provides a competitive advantage over competitors as many local competitors do not offer both options and generally specialize in either kids or adults. Furthermore, our in-depth interviews provided qualitative evidence expressing strong interests in participating in events with their family members.

Secondly, the location of the PGT is a key strength. With the race occurring on UBC campus during the summer, there are fewer students around and there is no oncoming traffic, which could disturb the event and provides a safer environment for participants. As well, the route provides breathtaking views of the ocean and surrounding nature.

Lastly, the swimming section of PGT has always been held in the UBC pool, providing a safe and secure environment for beginners. Considering that many of the other triathlons include swimming in the ocean, swimming in the pool is a more accessible to train for, and is perceived as less intimidating by our in-depth interview respondents. In addition, the 2017 PGT will take advantage of the brand new indoor pool at the UBC Aquatic Centre for the first time, providing an opportunity for additional marketing.

Weaknesses

One of the greatest weaknesses for the PGT is the simple marketing strategy that is currently in practice. The distribution of flyers and a lack of social media presence limit the possibility of future market research and any online reach to potential competitors. Another weakness is that, compared to competitors, the PGT does not greatly possess a 'social or fun' label in terms of consumer perception. This is due because of the insufficient on-site activity found when the event is in progress and the lack of volunteers supporting the PGT.

Opportunities

A key opportunity for the PGT is the engagement and implementation of digital marketing strategies. Due to its low social media presence, the PGT can increase their social media content by using photos, blog, Snapchat filters, etc. Engagement using digital media such as videos can also boost the PGT's awareness.

Threats

The PGT's greatest threat is the high industry rivalry. Considering that majority of PGT's competition host their events during the summer, it is common to have several events in close date of each other, or even overlapping. Participants would have to choose where to participate, which may reduce the number of participants if there a similar event happens to be close by. The PGT should be aware that there is a possibility for future sports events to be scheduled on the same date as the PGT, with similar race options.

For the full SWOT, please see Appendix F.

Goals and Objectives

The core goal of this marketing plan is to provide UBC Recreation with strategic recommendations that will improve the registration for the 2018 PGT, through increasing the number of first timer triathletes, current students and children participants in the 'Splash, Pedal and Dash' race. To achieve this goal, we will develop several strategies tailored to each target segment mentioned above. We are prepared to improve accessibility of the triathlon for future participants by offering more workshops, group discounts during registration and free bike rentals. Most importantly, due to traditional marketing strategies that are currently being used by the PGT, online initiatives and public relations efforts to improve brand perceptions and brand awareness should be highly stressed. Furthermore, generating content and campaigns for social media platforms such as WeChat, Snapchat and YouTube is critical. Lastly, partnerships between UBC's

summer camps and sports programs will increase communication towards possible future participants for the Kids' "Splash, Pedal and Dash" event.

As a result, we have identified three SMART objectives that will drive the success of the PGT in coming years:

1. Increase the number of first time participants by 15% in the 2018 PGT
2. Generate 5000 buzz points by the end of the first year, after marketing initiatives have begun
3. Improve brand perceptions by 15% through increasingly community engagement by 2018

Core Strategy

Recommended Target Market

First Timers

Our primary recommended target market is to focus on first timers since it is the largest segment, and has the greatest area for growth. As mentioned earlier, first timers have a high drop out rate, so it's imperative that PGT constantly acquire new customers. Although experienced runners are approximately the same size as first timers (see consumer segmentation chart), UBC Rec have stated that they have no problem acquiring customers from this segment, hence, we have shifted our focus away from experience runners. First timers on the other hand, have a high dropout rate; thus, PGT must constantly attract new customers. In addition, first timers usually run in groups so marketing returns should be more profitable.

International Students

As mentioned earlier, international students are an untapped market for PGT and have a huge potential for growth. According to our in-depth interviews, many of these students stay during the summer months and are looking to get more involved in UBC's events. Similar to first timers, Chinese international students usually participate in events with large groups, hence, the returns on marketing will be more profitable. Given that these students are highly influenced via social media advertisements, such as WeChat, marketing to them is extremely easy, and low cost.

Family Athletes

This segment was introduced last year (2016), and has proven to be an area where the PGT can differentiate themselves from competitors. The PGT is one of the few races in Vancouver that caters to kids; providing them a safe environment to compete, where the swimming portion of the race is in an indoor pool, and the running portion of the race will have no oncoming traffic. Considering Vancouver's fitness and cultural shifts towards healthy living, there are significant opportunities for the PGT to acquire a lot of young families.

Recommended Positioning

The PGT's current positioning does not cater to the entire recommended target market, and hence we recommend that UBC Recreation adapts its positioning strategy to fit the newly identified target market. The PGT's new positioning statement should focus on minimizing the challenges of competing and instead

celebrate personal achievements. The redesigned PGT will be “a triathlon for everybody”, as any person can become an athlete, and the PGT triathlon is a great opportunity to achieve your personal goals. The PGT welcomes newcomers, without any regards to previous experience or age. Participants of the PGT get to challenge themselves at their own level, in a safe and supportive environment. The PGT triathlon is your diving board to a better version of yourself.

Positioning Statement

For international students at UBC, families athletes and first timers from the lower mainland who are looking to achieve their personal goals with their friends and family at their side, The Point Grey Triathlon provides the safest and most welcoming triathlon experience for individuals by offering a broad choice of race options, including an option for Kids; The Splash & Dash. Unlike the WestShore Triathlon, which is located on Vancouver Island and is seen as more competitive, the Point Grey Triathlon promotes diversity, reduces barriers of entry by having the swimming component in an aquatic centre, and is found directly on UBC campus, which makes it an easily accessible location for individuals in the lower mainland.

Marketing Strategies and Supporting Tactics

Objective 1

Increase the number of first-time participants by 15% in the 2018 PGT, compared to the 2017 PGT.

This objective is focused on new customer acquisition. Since the registration data from 2016 is not comprehensive enough to be utilized in our analysis, we recommend collecting a better set of registration information in 2017 to be used as benchmarks for the 2018 triathlon. In comparison to the upcoming 2017 competition, we aim to increase the number of first-time participants by 15% in PGT 2018.

Strategy 1.1: Improve the accessibility of the triathlon for first-time triathletes

Perspective triathlon participants face a few key barriers to adoption. In our primary research we aimed to investigate the reasons deterring people from participating in such a sporting event. Derived from our survey, we learned that 37% of respondents indicated the “level of difficulty” as their main reason for not registering. Moreover, 27% of respondents stated the “cost” as an additional factor that deterred participation. These insights also surfaced in our in-depth interviews, in which we learned that the lack of owning a bicycle is a significant barrier to adoption for the majority of athletes. Taking a step back from the cycling section, a critical number of participants also expressed their lack of experience in competitive swimming. While swimming ranked as the least favorite sport in our surveys, respondents noticed that UBC Recreation has cycling and running sponsors, but does not have a partnership with a swimming brand.

Tactic 1.1.1: Work with More Bikes or the Bike Kitchen to offer additional bike rentals

According to the More Bike's official website, recently released road models cost over \$800. In terms of rentals, both More Bikes and Bike Rentals Pacific offer road bicycles for rent, the latter offers performance road bikes for \$55 for 4 hours or \$69 for a full day. In essence, this makes road bicycles the most expensive resource a triathlete would have to acquire in order to participate in a race. We recommend UBC Recreation to provide a more comprehensive rental program for participants. Providing a competitive bike rental program at the PGT will help overcome the cost barrier for students, and ultimately encourage first time participants to join the PGT.

Tactic 1.1.2: Provide participants more workshop prior to event

In our in-depth interviews we learned that many participants had conflicts with the scheduling of the workshops leading up to the event. Workshops are a vital resource for first-timers, providing them with the proper training and guidance so that they feel comfortable and confident in the race. Given the importance of these workshops, UBC Recreation should offer more dates and timeslots, ideally scheduled based on participants' availability, in order to enhance the event's accessibility. Providing participants with more workshops would greatly motivate first-timers to sign up, as it ensures that they will be ready for the event benefiting from the professional training and preparation.

Tactic 1.1.3: Offer group and referral discount

34% of the respondents stated "for the fun and social aspect" as the key motivation for joining a sporting competition. By adding a social element to the PGT, consumers will be more engaged and encouraged to sign up. Participating in such events with their friends or family and having the opportunity to meet new people through the experience is a key motivator. Hence, we recommend providing registered participants with a referral code which they can pass to people they think may be interested in the PGT. The referral program offers a reward, should a registered participant share the event through social media or refer a friend successfully, they would be eligible for certain rewards such as discounts for other UBC events.

Tactic 1.1.4: Enhance the swimming section

In the process of conducting our primary research we learned that swimming is the least favourable part of the race, stemming from people's perceived burden of getting wet and changing clothes. In addition, we noticed that a major reason for why many people dislike swimming is because they lack the experience and knowledge of competitive swimming. To make the swimming portion of the race more appealing, we recommend UBC Recreation to offer swimming workshops. The purpose of swimming workshops is to provide professional training in order to make participants feel more comfortable in this part. In order to offer swimming workshops, UBC Recreation should establish new partnerships with swimming schools, which have the credibility and reputation. At the same time, UBC Recreation could advertise the PGT at the previously mentioned swimming schools, aiming to attract potential participants who already enjoy competitive swimming.

Strategy 1.2: Increase PGT brand awareness among current UBC students

Conducting our primary research we found that 65% of respondents have never heard of the Point Grey Triathlon. This rate is exceptionally high, considering that UBC Recreation is well known amongst UBC students and has over 25,000 consumers annually. Based on this insight, it is evident the PGT has low brand

awareness amongst UBC students. In order to target UBC students more effectively, we separated the segment into three groups – current students living on campus, Chinese-speaking students, and students within the geographical area of UBC.

Tactic 1.2.1: Collaboration with UBC residences

UBC Residences would be an ideal option for partnership due to their close proximity to socially active UBC students. All of the students who live on campus belong to our target segment, which includes students in every school year. By initiating relationships with Residence Advisors, we would be able to reach a large amount of students in a short period of time. Students living in UBC housing are exposed to ad boards in their buildings throughout the day, and receive information from their RA's in regards to events taking place on campus.

In addition, students living on UBC residences are more likely to attend numerous social events and get involved in campus activities due to their easy access to social groups and locations. These socially active traits would increase the likelihood of the students to try new events. Not only we can build awareness, the group we are targeting through Residences also has a greater possibility to actually commit to our event. Therefore, advertising through Residences initiates interest among student groups who are highly involved on campus, which increases the overall conversion rate for the PGT.

Tactic 1.2.2: Target the Chinese student group via WeChat and Weibo

In our primary research we found non-native English speakers, such as the Chinese student group on campus, joining events that are solely advertised in English is less likely. At the same time, enrollment records show that the Chinese student group at UBC is rapidly growing. According to UBC's 2014 Enrolment Report, 32% of the international undergraduate students have a Chinese citizenship. At the graduate level, international students from China represent 25% of the overall enrollment group (Farrar, 2014).

Targeting Chinese students would not only be a profitable strategy for the PGT, but also for other UBC Recreation events. In order to target Chinese-speaking students, the most effective strategy would be through WeChat and Weibo, two of the most popular social media platforms in China and for Chinese people outside of China. Firstly, we recommend UBC Recreation to open an official WeChat account. WeChat is the most popular social app in China. At the current stage, it has 818 million monthly active users. Among the users, 60% of them are between the ages 15-29 which represent our target segment (Smith, 2016).

Secondly, we recommend opening a Weibo account. Weibo is similar to Twitter and it currently has 600 million registered users and 313 million active users (Smith, 2017). A successful example of utilizing WeChat and Weibo for campus events and marketing is of the Sauder School of Business, as they recognized the importance of Chinese-speaking students on campus and launched official accounts on both of these platforms. Following the launch of an official account on both channels, UBC Recreation would be able to promote their events and build awareness among Chinese students. Other than promoting the PGT, these accounts can be utilized to promote other UBC Recreation events as well, resulting in a better establishment of the UBC Recreation brand amongst Chinese speaking students overall.

Tactic 1.2.3: Snapchat geofilters ad campaign – Targeting students at key locations

Snapchat's Geofilters are a highly effective method in reaching our target segment in a customized and personal way. Unlike Instagram and Facebook, Snapchat is perceived as more personal form of communication as it is used more often by our targeted age groups. Utilizing Snapchat as a marketing tool would allow UBC Recreation to reach users in particular geographical areas on campus, such as the gyms and aquatic centre. Creating a set of Snapchat geofilters for the Point Grey Triathlon will help increase brand awareness amongst students that are specifically on campus and improve UBC Recreation's social media presence.

Objective 2

Generate 5000 Social Media Buzz Points by the end of the first year after marketing initiatives begin.

Strategy 2.1: Invest in online promotional marketing

This strategy is focused on promotional tactics that will increase brand awareness amongst first time participants. To further develop brand awareness of the PGT, we recommend to re-allocate marketing funds, which are currently being used for in person marketing and flyers, to online marketing initiatives. Based off our primary research, we noted that a stronger online presence would have a greater influence, generate more engagement and would reach first time participants more effectively. The PGT needs promotional tactics that will reach a wide audience, increase online social engagement and generate social media buzz.

Tactic 2.1.1. Facebook and Instagram targeted advertisements

Currently the UBC Recreation Facebook page has almost 11,000 likes, while the UBC Recreation Instagram site has approximately 2,300 followers. We recommend investing in targeted advertisements to push posts directly to the specific PGT consumer segments. In return, UBC Recreation will drive PGT's brand awareness through having the outlets to reach a wider audience. In addition, the UBC Recreation Facebook page could see a steady increase in its likes, which could benefit other events throughout the year. Based off our primary research, we noted that Facebook and Instagram are the main social media outlets that the majority of our survey respondents would be more likely to engage with.

Foremost, we recommend starting with targeted advertisements on Facebook, given the bigger following and more variety and options offered from Facebook ads. To get the greatest return out of the advertisements, it is crucial to fine-tune the exact audience of whom you are trying to reach. For the PGT, we propose to target the advertisements to first timers, men and females, between the ages of 20-30 years and are located around the lower mainland, with an emphasis around UBC, Point Grey and Kitsilano. Furthermore, we recommend including specific "connections" in your audience. Connections could include anyone who has liked the UBC Recreation Facebook page, other UBC Recreation Events in the past or other well-known fitness pages or gyms from Vancouver. This way UBC Recreation is ensuring that the PGT is being targeted towards young individuals who are located close by, and has shown a behavioral interest in fitness.

The PGT will significantly benefit from the targeted advertisements as it will not only drive brand awareness, but it will drive engagement which will further spread word of the PGT online. When one likes or comments on a promoted PGT post, their Facebook community will see the interaction, and will thus spread awareness. To ensure that the posts drive engagement, UBC Recreation should create visual and relevant posts to capture initial interest. Furthermore, the advertisements must include a specific value proposition and a call-to-action so that engagement is encouraged.

For the PGT, we recommend that the advertisements include captivating visuals that display how the PGT is “the triathlon for everyone”. For example, the visuals could show a diverse group of people of varying ages or could show a photo of an individual crossing off “complete a triathlon” from their bucket list. The value propositions should focus on how the PGT welcomes all fitness levels and offers various options for participating. By doing so, the PGT will be addressing the main factor for why people don’t participate in triathlons which was “the level of difficulty” based on our primary research. Lastly, the call-to-actions should focus on driving traffic to the UBC Recreation website. To do so, we recommend having a “Register Now” link that brings one directly to the PGT site. By having visually appealing, relevant and actionable posts, UBC Recreation will maximize the likelihood of their audience engaging with their posts and will boost overall brand awareness for the PGT.

Similarly to the Facebook advertisements, we recommend for UBC Recreation to invest in advertisements on Instagram to reach a demographic that may not be as active on Facebook. In addition, by driving PGT advertisements on Instagram, UBC Recreation could gain more followers, which could boost overall awareness for the organization.

Tactic 2.1.2. Leverage Hootsuite

To ensure UBC Recreation is reaching their desired target markets, we recommend investing in a Hootsuite account to optimize PGT’s social media presence. With the help of Hootsuite, UBC Recreation will be able to manage all of its social media networks in one place, will be able to post updates, review responses and schedule posts in advance. Most significantly, UBC Recreation will be able to listen and connect with consumers on a more personal level. By doing so, UBC Recreation could significantly benefit by getting a more thorough understanding of what their consumers are looking for or missing in certain events. Lastly, the analytic tools offered by Hootsuite will help UBC Recreation get a better understanding of which online promotional tactics are most successful in terms of engagements and reactions.

By having a bird's eye view of all online engagements, UBC Recreation will have more input on how to solve problems or improve certain events. In regards to the PGT, Hootsuite will provide UBC Recreation with exact data of whom they are reaching with their posts, and who out of those consumers are most engaging. This data will help further define PGT’s consumer segments and will provide further behavioral attitudes and opinions from potential triathletes. In return, UBC Recreation can use this data to adapt their marketing strategies to better target their more defined consumer segments further down the road. In addition, by leveraging the scheduled post function on Hootsuite, UBC Recreation can ensure that they are effectively publishing specific PGT posts prior to registration deadlines. This will not only make it easier for the UBC Recreation social media team, but it will ensure that brand awareness for PGT is pushed at strategic times.

Hootsuite will provide UBC Recreation the additional boost to spread brand awareness and will give UBC Recreation a clear outlet for tracking their social media buzz points. We recommend to have two social media volunteers to be the responsible for regularly checking and monitoring Hootsuite. By doing so, UBC

Recreation will be able to track their progress towards reaching their target of 5000 buzz points. With the help of Hootsuite, UBC Recreation can take their social media and online engagement to a new level.

Strategy 2.2: Improve public relations through creative storytelling

Tactics under this strategy focus on sharing authentic stories while generating meaningful ways for people to engage online. We recommend UBC Recreation to enhance its public relations for the PGT by capturing consumer perspectives and sharing them online with family runners, first timers and experienced triathletes from the lower mainland. Sharing diverse consumers insights to all three segments will compliment PGT's positioning of being the triathlon for all.

Tactic 2.2.1. #WhyIRun, #WhyISwim, #WhyICycle video campaign

We propose for UBC Recreation to launch a video campaign that focuses on the reasons behind why individuals do certain sports - specifically why they run, swim or cycle. The purpose of the campaign is to highlight triathlete's different motivations, with the hopes that other individuals can connect with the motivations, and become motivated to work towards a triathlon for their own unique ways. The campaign should highlight that it is important to find your own motivation to accomplish a goal, whether that be a triathlon or a 5k.

The campaign would go as follows:

1. 3 months prior to the PGT, UBC Recreation teams up with past TriDu/PGT triathletes and well known triathletes from around the lower mainland and films them answering one of the following statements; why they swim, why they run, or why they cycle. UBC Recreation creates a 30 second video collage of the triathletes answering the statements and shares it online.
2. Athletes share the video on their personal sites with the UBC Recreation handle and the question, "Why do YOU Run/Cycle/Swim?" to drive engagement through comments or likes.
3. As part of the share, we recommend UBC Recreation to post an online contest to push the campaign. For instance, the contest could be "Why do you run? Share your story with #WhyIRun and tag @UBCRecreation and you could win registration this year's Point Grey Triathlon". The goals behind this contest is to ask potential triathletes or first timers to share their story on social media, mention UBC Recreation and drive social media buzz for the PGT.

By implementing this campaign, the PGT will be able to speak to potential triathletes throughout the lower mainland in a new and engaging manner, in a relatively inexpensive way. Successfully launching this campaign will drive social awareness and increase social media buzz points for the Point Grey Triathlon over a time.

Tactic 2.2.2 Event highlight recap YouTube video

We propose UBC Recreation to create an event recap video of the 2017 PGT that focuses on the PGT's key positioning and key competitive advantages. Given the intense direct competition in BC for triathlons, it is crucial that UBC Recreation directly communications to future first timers and potential triathletes what the PGT offers. Therefore the video should focus on communicating the following:

- The new indoor aquatic center

- The beautiful UBC campus, showcasing traffic-free routes
- A quick overview of the various race options (Short, Sprint, etc.) with a special focus on the kids Splash and Dash competition
- Clips of various competitors, all ages and all body types, having a enjoyable time throughout the race
- Most significantly, capture participants emotions

UBC Recreation should push the video on its social media channels, as well as email the online video link directly to all triathletes with the hopes that they either like/comment/share the video on their own social media sites. In addition, UBC Recreation should include their sponsor logos at the end of the video to provide an incentive for the sponsors to share the video as well. For instance, if the Running Room enjoys the video and ends up sharing the highlight video on their social media platforms, the PGT will be directly showcased to their audience which will further drive brand awareness and potential future sales.

Producing a captivating event recap video of the 2017 PGT will not only provide the athletes with a proud keepsake, but it will as well be an engaging marketing tool for the 2018 PGT and years to follow as it will highlight the races diversity and low barriers of entry.

Objective 3

Achieve a brand association of the being the “triathlon for all ages” by 50% of the respondents by the end of the 2018 Point Grey Triathlon’s race.

Strategy 3.1: Introduce an integrated campaign showing the diversity of the participants

The purpose of this strategy is to educate and spread awareness of the PGT to First Timers, by communicating that anyone is qualified to compete and to reduce perceived barriers of entry. To communicate this clearly, we propose to showcase the diversity of the participants from the race itself. This can be done through introducing a personalized story-telling photo campaign, similar to that of Human’s of New York. Moreover, a promotional YouTube video that will be released prior to the event showcasing various people with different gender, shape and sizes participating in running, cycling and swimming will also ensure that PGT is showing the diversity of all participants.

Tactic 3.1.1 Personalized storytelling (HONY)

The first tactic is to introduce a unique personalized storytelling campaign that will be released on a rolling basis. The format of this campaign will be very similar to that of Humans of New York, whereby there will be a picture of a subject and a short story or description posted alongside their picture. These short interviews will then be posted online through UBC Recreation’s social media accounts, such as Facebook and Instagram on a rolling basis. A more detailed timeline can be found in the implementation section. The purpose of this campaign is to showcase the participant’s motivation and their feelings behind joining the PGT.

We suggest UBC Recreation to start conducting interviews during the upcoming 2017 race. Volunteers can approach participants after they finish the triathlon and conduct a brief 1-2 minute interview, which is then followed with a picture. Some questions that could be asked:

- How do you feel about completing the race?
- What was your motivation behind joining the race?
- What have you done to prepare for the race?
- What was the first word that comes to mind after finishing the race?

After editing these interviews, UBC Recreation can start posting them in July 2017 (one month after the conclusion of the race) in a staggering manner, whereby they could post one interview every two weeks. This method would ensure that the hype surrounding the event would stay alive until the next race commences.

With this campaign, UBC Recreation will be able to highlight different individuals that have actually participated in the PGT before. By doing so, UBC Recreation would be able to showcase that different individuals have different habits and motivations behind joining the event. With the interview being conducted shortly after the race, they would also be able to capture the euphoria of each participant. The UBC Recreation will be able to feel and reap the benefits of this campaign up until the 2018 PGT.

Tactic 3.1.2 YouTube promotional video

The second tactic to this strategy is to release a promotional video prior to the race. Similarly to the promotional video created for the opening of the UBC Aquatic Centre, the promotional video for the PGT should be a quick 30-second clip showcasing the key differentiators. This can be done through the help of UBC Recreation’s amazing volunteers, making this tactic extremely budget friendly.

In this promotional video, UBC Recreation would be able to showcase people of different genders, age, sizes and physical fitness participating in activities such as running, cycling and swimming. This would communicate the message that anyone would be able to join the PGT. This campaign would further highlight the desired diversity of participants for the race as well as the PGT itself being a “less intimidating, fun and sociable event”.

Logistically, UBC Recreation should start recording the materials for this video as soon as possible. Gathering people with different characteristics and asking them to do different physical activities will surely take time. This promotional video then should be released a few weeks prior to start of the registration date.

Strategy 3.2: Promote Splash & Dash by developing partnerships with key communities

In order to communicate that PGT, we also have to consider the Splash & Dash portion of the event that targets participants who are under the age of eighteen. To do this we decided to continue developing partnerships with key communities such as the lower mainland schools, spring break camps organizers, as well as the parents of the participants and reaching out to community and youth centers. By having strong relationships with these key communities, we believe that PGT will further showcase the message that they are a race that welcomes individuals of all ages.

Tactic 3.2.1 Partnerships with lower mainland schools

Establishing good connections with lower mainland schools is essential for the success of PGT. Having great partnerships with physical education teachers as well as the athletic department is a gateway to communicating PGT to the potential participants in these students. To stay consistent with the message that PGT welcomes individuals of all ages, students in these lower mainland schools have to be made aware that PGT has a special category of race for them.

We recommend for UBC Recreation to start reaching out to the key stakeholders in the athletic community within these schools themselves. They could then proceed and host small meeting to promote PGT to the students. This could also be used as an opportunity to promote other UBC Recreation's events such as the spring and summer camps. By communicating directly to the students, we hope that UBC Recreation will be able to capture the students' interest as well communicate that PGT is a challenging, yet enjoyable event.

Tactic 3.2.2 Partnerships with spring break camps organizers and parents' of participants

Considering that the date of the race for PGT usually falls in June; we decided that spring break camps (mid March) would be a perfect opportunity to target participants for the Splash & Dash event. This tactic involves communicating with both the spring break camp organizers, as well as the parents of the participants. UBC Recreation is responsible to make them aware that the Splash & Dash is apart the PGT. We suggest UBC Recreation to utilize their very own spring break camps to start. For instance, UBC Recreation could leverage the email information of the parents who enrolled their kids in spring break camps and send out a short email blast with the promotional video attached.

Alternatively dealing with spring camps from outside of UBC, UBC Recreation could contact the organizers and ask permissions if they could promote the PGT during their spring break camps. Once they are given the go ahead, UBC Recreation could ask volunteers to personally attend these camps and talk to the parents or participants. By engaging the community around the spring camps attendees, UBC Recreation is ensuring that they are including all of the demographics, staying consistent with the message of "an event for all ages".

Tactic 3.2.3 Reaching out to youth and community centres

Similarly to lower mainland schools and spring break camps, the community and youth centres are places that should not be overlooked. Community and youth centres host a lot of activities for kids to participate in, therefore it is the perfect avenue for UBC Recreation to continue their promotion of the Splash and Dash event.

We recommend UBC Recreation to talk to the administration in these community and youth centres and firstly ask whether or not they could distribute flyers all around the centres. Although flyers might not be the most effective marketing tool to use, they are one of the cheapest. These flyers could be distributed to the kids by the organizers after they attended certain sports classes or sessions. Moreover these flyers could also be posted all over the centres as well as the bulletin board within the centres.

Another way to approach this segment is to host a small booth somewhere near the lobbies showcasing the PGT. The advantage of having a booth is that UBC Recreation would be able to showcase the plethora of events that they have in their calendar. Having face-to-face interactions with these kids and their parents would be very beneficial as the volunteers would be able to communicate clearly the message and goal

behind the PGT. This would hopefully convert both the kids and their parents, and give them motivation to join the PGT.

Timeline for Implementation

The implementation of the timeline will be split into three phases. For a graphical representation, please see Appendix G.

Phase 1 (Current – June 2017)

We recommend implementing several tactics within the next few months until the month of the PGT 2017 (June). During this phase, some of the tactics are scheduled to be implemented for longer than Phase 1. The acquisition of partnerships for bike rentals (Tactic 1.1.1.) and sponsorships for a water-related sport brand (Tactic 1.1.4.) will be an ongoing tactic throughout the middle of the year 2018. Similarly, tactics to increase online engagement will be cataloged as ongoing by leveraging Hootsuite (Tactic 2.1.2.) and the usage of WeChat and Weibo social channels (Tactic 1.2.2.) for at least one and a half year into the future.

Other tactics include the implementation of targeted Facebook and Instagram Ads (Tactic 2.1.1.) until the date of the PGT to create online buzz and customer engagement with the PGT. Contact between the PGT and UBC summer and sports camps (Tactic 3.2.2.) and community and youth centres (Tactic 3.2.3.) will be essential to increase participation rates for the kids' 'Splash, Pedal and Dash' event.

Leading up to the event, video content should be recorded for marketing purposes. Between May and the date of the event, the PGT should gather as much digital content for ads and promotional campaigns for Youtube (Tactic 3.1.2.), as well as content for the #whyirun campaign (Tactic 2.2.1.). Most of content will be documented the date of the race.

Phase 2 (July 2017 – March 2018)

Phase 2 starts on July 2017 and ends on March 2018. As stated earlier, several tactics will be on an ongoing basis throughout the year 2017 to prepare for the PGT 2018. A new campaign similar in format to HumansofNY (Tactic 3.1.1.) will be implemented during this phase to promote the movement of 'sports are for everyone'.

Tactics limited to Phase 2 are the creation of post PGT YouTube video (Tactic 2.2.2.) where it highlights and recaps the event. Moreover, involvement with UBC residences and RAs (Tactic 1.2.1.) will be emphasized with a meeting in September and January where students come back to school and begin a new semester. The usage of Snapchat Geofilters (Tactic 1.2.3.) will be created and implemented the date the PGT's registration on March 2018. Moreover, contact between the PGT and PE departments from schools in Lower Mainland (Tactic 3.2.1.) will start in September 2017 and end in March 2018 because it coincides with the beginning and end of the school academic year.

Phase 3 (April 2018 – June 2018)

Phase 3, a repetition of Phase 1, starts on April 2018 and ends on June 2018. The continuation of previous tactics promoting partnerships, sponsorships and social media content and campaigns can still be seen in this phase. However, it is essential to continue promoting these tactics to enforce an increase in the number of participants for the PGT 2018.

One tactic limited to Phase 3 is the implementation of workshops (Tactics 1.1.2.) leading up to the date of the event. These will be offered between the months April and June 2018.

Budgets and Costs

While the recommended strategies and tactics require a large amount of resources, UBC Recreation is bears the advantage of being part of the University of British Columbia. While many of the suggested tactics require people and money to execute, UBC Recreation is able to utilize its current team of students in order to implement these tactics. While the PGT triathlon operates on a predetermined limited annual budget, UBC Recreation has the opportunity to acquire certain commercial services for free, in exchange for sponsorships or brand promotions. The following costs are estimates for the 2018 competition and are presented in the order they are outlined in our three objectives. Please refer to Appendix H for a full breakdown:

Bicycle Rentals

Tactic 1.1.1 suggests an improvement of the sponsorship relationship with More Bikes in order to provide additional bicycle rentals. In case a new agreement is not adapted, a potential bike rental partner could be Bike Rentals Pacific. This company offers performance road bikes rentals of \$55 for 4 hours or \$69 for a full day. While this presents a variable cost of up to \$69 per bike rental, it is likely that through negotiations UBC Recreation will be able to receive a better rental rate from this particular company.

Bicycle Workshops

Tactic 1.1.2 outlines an expansion of the number of workshops leading up to the triathlon. While this will require additional financial resources, these workshops are a great opportunity for cross-promotions of the sponsors and complementary brands, which would in turn finance the additional workshops.

In-Residences Promotions

Tactic 1.2.1 suggests an improved communication process with students living in UBC residences through their Residence Advisors. While these student staff members will not require additional funds in order to promote the PGT in residences, UBC Recreation will be responsible for funding promotion supplements such as posters. A standard colour poster sized 8.5" x 11" can be produced and printed at Copiesmart, a printing house located within UBC, offers a quote of \$60 for 150 posters. This printing house charges 1 fixed fee plus 35 cents per posters, considering at least 150 one-sided posters are ordered.

Snapchat Filters Ad Campaign

Tactic 1.2.3 outlines a Snapchat marketing campaign to target users that are on the UBC campus. Snapchat advertising offers snap ads, sponsored geofilters and sponsored lenses. According to the Snapchat cost structure, a sponsored geofilter running 24 hours a day for 3 days would cost around \$430. This takes into consideration the largest area you can target inside UBC without exceeding the 5,000,000 square feet limit on geofilters. The Snapchat sponsored geofilters system is very flexible and allows UBC Recreation to adjust its availability location within UBC, including the number of days and the specific hours, resulting in a highly flexible budget that can be changed on demand.

Facebook and Instagram Native Advertising

The Facebook and Instagram sponsored posts system allows the user to set a fixed budget that will be used to auction its reach and number of appearances on other users' timelines. While sponsored ads require additional funds, Tactic 2.1.1 recommends reallocating the current in person marketing budget to include promotional social media content.

Hootsuite

Tactic 2.1.2 requires the use of Hootsuite's analytics in order to gain a better understanding of how effective the proposed social media marketing campaigns will be. The company offers a team plan which allows 3 different users to utilize up to 20 social profiles and customized analytics from \$34.99 per month per user. While this presents a cost of \$105 per month for 3 users, it is likely UBC Recreation will be able to acquire a lowered rate from the Vancouver based company.

Monitors and Controls

We highly recommend keeping track of the process of each tactic and strategy to determine how close they are to reaching the goals. In order to easily track the overall progress, we have simplified it by observing from the objective level

Objective 1 focuses on increasing the number of first time participants by 15% in 2018. This can be calculated by simply gathering their skill level during the sign-up phase, and compare participant numbers annually.

Objective 2 aims to generate 5000 Social Media Buzz Points by the end of the first year after marketing initiatives begin. In order to track the progress, we recommend using the Hootsuite service as they provide a comprehensive summary of how well each marketing campaign is performing.

Objective 3 focuses on improving the brand perception of PGT by 15% through increasing community engagement by 2018. We recommend using a third party research company to conduct an association survey to previous participants.

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Appendices

Appendix A - Point Grey Triathlon 2016 Route Map

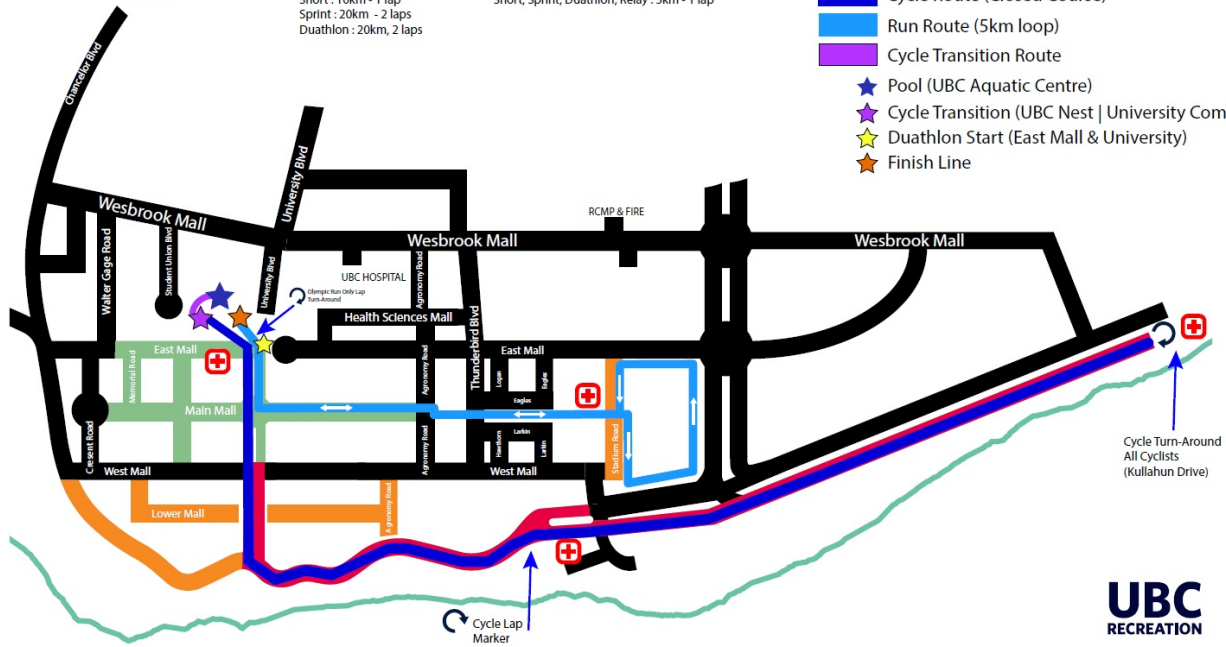


UBC Point Grey Triathlon
Participant Race Route 2016
June 18 2016

IMPORTANT CYCLE ROUTE NOTE
The cycle course is 10km, Short, Sprint and Olympic athletes need to do laps
Short : 10km - 1 lap
Sprint : 20km - 2 laps
Duathlon : 20km, 2 laps

IMPORTANT RUN ROUTE NOTE
The run course is 10km, Olympic athletes need to complete the course twice.
Short, Sprint, Duathlon, Relay : 5km - 1 lap

- Open - Normal Vehicle Access
- Road Closed (Cycle Route/Emergency Only)
- Road Closed (Restricted Access - Local Only)
- Pedestrian Access Only
- Cycle Route (Closed Course)
- Run Route (5km loop)
- Cycle Transition Route
- ★ Pool (UBC Aquatic Centre)
- ★ Cycle Transition (UBC Nest | University Commons)
- ★ Duathlon Start (East Mall & University)
- ★ Finish Line

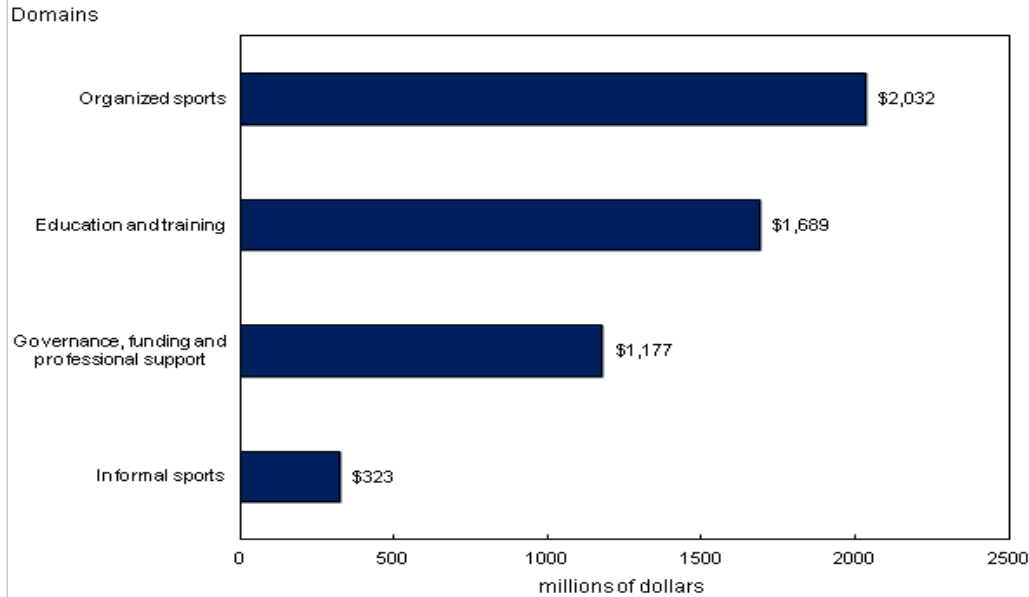


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More Information? Please Contact ubctriathlon@rec.ubc.ca

Appendix B - GDP of Sport Industries in Canada in 2010

Chart 6
Gross domestic product of sport industries, by sub-domain,
Canada, 2010 (industry perspective)



Source: Statistics Canada, Culture Satellite Account, 2010.

Appendix C - Online Survey Questions

Q1 Welcome to our COMM 468 Marketing Applications Survey! We are a group of students from the Sauder School of Business working with UBC Recreation and Intramurals for their event; The Point Grey Triathlon. Thank you for agreeing to take part in this important survey measuring customer's attitudes and behaviours towards the triathlon. This survey should only take 6-8 minutes to complete. We ensure that all the answers you provide will be kept in confidentiality. Please click the green arrow below to begin.

Q49 Please carefully read the consent form below.

- I consent to participate in this study. (1)

Q2 How often and how intensely do you exercise?

	Never	Less than once a month	Once a month	2-3 times a month	Once a week	2-3 times a week	4+ times a week
Light Exercise (e.g. hatha yoga)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Moderate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Exercise (e.g. jogging)							
Intense Exercise (e.g. bootcamp)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q3 What is your key motivator for engaging in physical activity?

- To lose weight
- To improve mood and energy
- For fun and for the social aspect
- To gain muscle mass
- To train for a specific competition or event
- It's part of my workout program as an athlete (ie. varsity team training)
- Other: _____

Q4 Please rank these three sports in order of your preferred choice (1 - most preferred, 3 - least preferred)

- _____ Running
 _____ Cycling
 _____ Swimming

Q5 Please select which option resonates most with you for each of the following individual sports events:

	I have never heard of this event	I've heard of, but I've never participated nor plan to	I'm planning to participate	I've participated once	I've participated multiple times
GranFondo	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lululemon SeaWheeze Half Marathon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BMO Marathon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UBC TriDu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
MEC Vancouver Sprint Triathlon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vancouver Sun Run	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list other individual events that you have participated in within the last 2 years (If none,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

please write "N/A" and select "Never heard of")					
--	--	--	--	--	--

Q6 Which event was your favourite?

- GranFondo
- Lululemon SeaWheeze
- BMO Marathon
- UBC TriDu
- MEC Vancouver Sprint Triathlon
- Vancouver Sun Run
- Other: _____

Q7 How many individual endurance sport events have you participated in within the past 2 years?

- 1
- 2
- 3
- 4
- 5
- 6+

Q9 Which of the following best describes your motivation behind joining an event(s)? (select all options that apply)

- Friends or Family encouraged me
- For personal achievements and goals
- For the fun and social aspect
- Because I enjoy the competitive spirit
- For a special cause or charity
- To check it off my bucket list
- Other (please specify): _____

Q10 Which of the following best describes the main factor deterring you from joining an individual endurance sport event? (select all options that apply)

- Competitiveness
- Cost
- Difficulty level of the event
- Injury
- Weather
- Location
- Lack of social or fun aspect
- Other (please specify): _____

Q11 Please select which option resonates most with you for each of the following group sports events:

	I have never heard of	I've heard of, but I've never	I'm planning to participate	I've participated once	I've participated multiple times
--	-----------------------	-------------------------------	-----------------------------	------------------------	----------------------------------

	this event	participated nor plan to			
UBC Rec - Day of Longboat	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UBC Rec - Storm the Wall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
UBC Rec - Faculty Cup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tough Mudder	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Warrior Dash	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Please list other group events that you have participated in within the last 2 years (If none, please write "N/A" and select "Never heard of"):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q12 Which event was your favourite?

- UBC Rec - Day of Longboat
- UBC Rec - Storm the Wall
- UBC Rec - Faculty Cup
- Tough Mudder
- Warrior Dash
- Other (please specify): _____

Q13 How many group sports events have you participated in within the past 2 years?

- 1
- 2
- 3
- 4
- 5
- 6+

Q14 Which of the following best describes your motivation behind joining a group event?

- My friends made me
- It seemed like a fun way to connect with friends
- I love competing, but I hate doing it alone
- Other (please specify): _____

Q15 Which of the following best describes the main factor deterring you from joining a group endurance sport event?

- Competitiveness
- Cost
- Difficulty level of the event
- Injury
- Weather
- Location
- I couldn't get a group together
- Other: _____

Q16 Have you ever heard of the Point Grey Triathlon?

- Yes
- No

Q17 How did you first hear about the Point Grey Triathlon?

- Family and friends
- Social media
- Print advertisements
- Other (please specify): _____

Q18 Have you ever participated in the Point Grey Triathlon?

- Yes
- No

Q19 Which of the following best describes your motivation behind joining the Point Grey Triathlon? (select all options that apply)

- Friends or Family encouraged me
- For personal achievements and goals
- For the fun and social aspect
- Because I enjoy the competitive spirit
- For a special cause or charity
- To check it off my bucket list
- Other: _____

Q20 From your experience at the Point Grey Triathlon, how do you perceive the following elements of the event?

	Poor	Borderline	Satisfactory	Good	Outstanding
Level of Enjoyment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of Volunteer Involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Conditions of the routes (cycle and running)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

routes)					
Level of Social Aspect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Value for Money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q21 Please read the paragraph below carefully!

The Point Grey Triathlon is an official sanctioned race by the TriathlonBC hosted by UBC Recreation and Intramurals. It offers a unique triathlon experience as participants will be able to swim in the newly built indoor aquatic center, cycle along the scenic Marine Drive and run through UBC's beautiful main mall and south campus. Options include Sprint, Short, Relay and a new Kids' Splash Pedal and Dash fun race. Race Distance (swim/ cycle/ run): Sprint - 700m, 20km, 5km Short - 400m, 11km, 5km Relay - 700m, 20km, 5km Kids' Splash Pedal and Dash fun race: This course is open for parents to be alongside/have access to their kids as they take part in this fun event! Certificate, gift and donuts for all kids after they finish; have a picture on the podium and tell the other kids at school how much fun you had at UBC in a real swim, cycle and run. This will NOT be part of the regular triathlon routes. Swim 1x length of Indoor Aquatics Pool; cycle 750m; run on Main Mall 750m and run across the main triathlon Finish Line to grab your Completion Certificate, water bottle gift and donuts! Please click the green arrow below to proceed.

Q22 Based on the information above, how likely are you to join the Point Grey Triathlon within the next 2 years?

- Extremely likely
- Somewhat likely
- Neither likely nor unlikely
- Somewhat unlikely
- Extremely unlikely

Q23 What is the likelihood that you would recommend the Point Grey Triathlon to your friends and family?

- Extremely likely
- Somewhat likely
- Neither likely nor unlikely
- Somewhat unlikely
- Extremely unlikely

Q24 UBC Recreation would like to improve their communication strategies for their upcoming events. Which promotional medium would you most likely interact with?

	Extremely unlikely	Somewhat unlikely	Neither likely nor unlikely	Somewhat likely	Extremely likely
Facebook	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Instagram	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Twitter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Print Advertisement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Email &	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Newsletters					
UBC Recreation Website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In person at sporting or athletic events	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In person at UBC fitness facilities (Birdcoop, pool, etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q25 Do you have children?

- Yes
- No
- Prefer not to answer

Q26 Have your children participated in any of these events?

	I've never heard of this event	I've heard of, but don't plan on registering my kids	I plan on having my kid(s) participate	My kid(s) have participated once	My kid(s) have participated multiple times
UBC TriDu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Point Grey Triathlon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
TRi Kids Triathlon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
"Kids of steel" - North Shore Triathlon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (If not applicable, select "Never heard of"):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q27 Have you participated in any of the same events with your children?

	I've never heard of this event	I've heard of, but do not plan on participating with my kids	We are planning to participate together	We have participated once together	We have participated multiple times together
UBC Rec - TriDu	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

UBC Rec - Point Grey Triathlon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
North Shore Triathlon & Kids of Steel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vancouver Sun Run & Mini Sun Run	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (If not applicable, select "Never heard of"):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q28 What is your age?

- 20 and under
- 21 - 25
- 26 - 30
- 31 - 35
- 36 - 40
- 41 - 45
- 46 - 50
- 51 and above

Q29 Where do you currently reside?

- East Vancouver
- North Vancouver
- West Vancouver
- Downtown Vancouver
- West side of Vancouver
- UBC
- Richmond
- Burnaby
- Other (please specify): _____

Q30 Which gender do you best identify with?

- Male
- Female
- Other

Q31 What is your current employment status?

- Employed
- Unemployed
- Student
- Retired

Q32 Are you interested in participating in an interview for further research? (Participants will receive a \$10 Starbucks gift card as reward)

- Yes
- No

Display This Question:

If Are you interested in participating in an interview for further research? (Participants will receive a \$10 Starbucks gift card as reward); Yes Is Selected

Q33 What is your email?

Appendix D - In-Depth Interview Questions

Part 1: General Screening Questions

1. Have you participated in a triathlon before?
2. How long has it been since then?
3. Do you have any children?
4. Are you older than 18 years old?
5. Have you heard about the the Point Grey Triathlon?

Part 2: Only for Participants who are Familiar with Triathlons

1. In three words describe your experience of participating in a triathlon?
2. What made you originally register for a triathlon?
3. What are the top three elements you look for when choosing a triathlon?
4. What are the top three elements you avoid when choosing a triathlon?
5. What three characteristics do you look for when deciding between two triathlons?
6. How do you typically find out about events; in particular triathlons or similar events?
7. If there was just a running and cycling duathlon, would you be more inclined to join the race?
8. How many triathlons (or similar events) do you participate in a year?
9. How many months does it take to train for triathlon?
10. Do you usually participate in the race with friends or family?
11. How do you usually purchase your ticket to for the race?

Part 3: Only for Participants who are not Familiar with Triathlons:

1. What are the first three words that come to mind when you hear “triathlon”?
2. Do you consider yourself physically active?
3. Have you ever thought of participating in a triathlon? Why?
4. If there was just running and cycling duathlon, would you be more inclined to join the race? Why?
5. If there was a workshop available, prior to the event, to help you prepare for the race, would you be more inclined to join? (for instance Running Room workshop about pacing while running).
6. How do you typically hear about similar events?

Part 4: Questions for Parents:

1. Would you allow for your child to participate in a triathlon?

- a. If yes, what are your key motivators?
 - b. If no, what are your major deterrents?
2. If there was a workshop available, prior to the event, to help you prepare for the race, would you be more inclined to join? (for instance Running Room workshop about pacing while running).

Part 5: Demographics:

1. Where do you currently reside?
2. How old are you?
3. Are you currently employed/ student/ retired?
4. Do you have any extra comments?

Appendix E - Survey Results

Q2 - How often and how intensely do you exercise?

Question	Never	Less than once a month	Once a month	2-3 times a month	Once a week	2-3 times a week	4+ times a week	Total Count
Light Exercise (e.g. hatha yoga)	23.97%	5.79%	1.65%	6.61%	24.79%	24.79%	12.40%	121
Moderate Exercise (e.g. jogging)	9.09%	4.96%	2.48%	6.61%	18.18%	36.36%	22.31%	121
Intense Exercise (e.g. bootcamp)	25.62%	7.44%	8.26%	6.61%	18.18%	18.18%	15.70%	121

Q3 - What is your key motivator for engaging in physical activity?

Answer	%	Count
To lose weight	17.36%	21
To improve mood and energy	32.23%	39
For fun and for the social aspect	8.26%	10
To gain muscle mass	10.74%	13
To train for a specific competition or event	19.01%	23

It's part of my workout program as an athlete (ie. varsity team training)	2.48%	3
Other:	9.92%	12
Total	100%	121

Q4 - Please rank these three sports in order of your preferred choice (1 - most preferred, 3 - least preferred)

Question	1		2		3		Total
Running	42.98%	52	26.45%	32	30.58%	37	121
Cycling	30.58%	37	38.84%	47	30.58%	37	121
Swimming	26.45%	32	34.71%	42	38.84%	47	121

Q5 - Please select which option resonates most with you for each of the following individual sports events:

Question	I have never heard of this event		I've heard of, but I've never participated nor plan to		I'm planning to participate		I've participated once		I've participated multiple times		Total
GranFondo	49.58%	59	31.93%	38	13.45%	16	1.68%	2	3.36%	4	119
Lululemon SeaWheeze Half Marathon	44.54%	53	35.29%	42	17.65%	21	1.68%	2	0.84%	1	119
BMO Marathon	21.67%	26	55.00%	66	10.00%	12	5.83%	7	7.50%	9	120
UBC TriDu	40.83%	49	26.67%	32	12.50%	15	4.17%	5	15.83%	19	120
MEC Vancouver Sprint Triathlon	50.42%	60	38.66%	46	7.56%	9	2.52%	3	0.84%	1	119
Vancouver Sun Run	14.17%	17	40.83%	49	22.50%	27	6.67%	8	15.83%	19	120
Please list other individual events that you have participated in	67.83%	78	3.48%	4	2.61%	3	7.83%	9	18.26%	21	115

within the last 2 years (If none, please write "N/A" and select "Never heard of"):

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Q6 - Which event was your favourite?

Answer	%	Count
GranFondo	6.82%	3
Lululemon SeaWheeze	4.55%	2
BMO Marathon	9.09%	4
UBC TriDu	27.27%	12
MEC Vancouver Sprint Triathlon	2.27%	1
Vancouver Sun Run	13.64%	6
Other:	36.36%	16
Total	100%	44

Q7 - How many individual endurance sport events have you participated in within the past 2 years?

Answer	%	Count
1	18.18%	8
2	13.64%	6
3	9.09%	4
4	9.09%	4
5	2.27%	1
6+	47.73%	21
Total	100%	44

Q9 - Which of the following best describes your motivation behind joining an event(s)? (select all options that apply)

Answer	%	Count
Friends or Family encouraged me	18.18%	8
For personal achievements and goals	72.73%	32
For the fun and social aspect	29.55%	13
Because I enjoy the competitive spirit	20.45%	9
For a special cause or charity	6.82%	3
To check it off my bucket list	4.55%	2
Other (please specify):	4.55%	2
Total	100%	44

Q10 - Which of the following best describes the main factor deterring you from joining an individual endurance sport event? (select all options that apply)

Answer	%	Count
Competitiveness	19.09%	21
Cost	23.64%	26
Difficulty level of the event	35.45%	39
Injury	10.00%	11
Weather	10.00%	11
Location	15.45%	17
Lack of social or fun aspect	23.64%	26
Other (please specify):	20.00%	22
Total	100%	110

Q11 - Please select which option resonates most with you for each of the following group sports events:

Question	I have never heard of this event	I've heard of, but I've never participated nor plan to	I'm planning to participate	I've participated once	I've participated multiple times	Total

UBC Rec - Day of Longboat	31.40%	38	36.36%	44	4.96%	6	16.53%	20	10.74%	13	121
UBC Rec - Storm the Wall	18.18%	22	47.11%	57	10.74%	13	14.88%	18	9.09%	11	121
UBC Rec - Faculty Cup	49.59%	60	41.32%	50	2.48%	3	1.65%	2	4.96%	6	121
Tough Mudder	20.66%	25	52.07%	63	16.53%	20	6.61%	8	4.13%	5	121
Warrior Dash	61.16%	74	28.93%	35	4.96%	6	4.96%	6	0.00%	0	121
Please list other group events that you have participated in within the last 2 years (If none, please write "N/A" and select "Never heard of"):	86.78%	105	9.92%	12	0.00%	0	0.83%	1	2.48%	3	121

Q12 - Which event was your favourite?

Answer	%	Count
UBC Rec - Day of Longboat	31.58%	18
UBC Rec - Storm the Wall	38.60%	22
UBC Rec - Faculty Cup	3.51%	2
Tough Mudder	21.05%	12
Warrior Dash	1.75%	1
Other (please specify):	3.51%	2
Total	100%	57

Q13 - How many group sports events have you participated in within the past 2 years?

Answer	%	Count
1	36.84%	21
2	24.56%	14
3	19.30%	11

4	8.77%	5
5	0.00%	0
6+	10.53%	6
Total	100%	57

Q15 - Which of the following best describes your motivation behind joining a group event?

Answer	%	Count
My friends made me	24.56%	14
It seemed like a fun way to connect with friends	47.37%	27
I love competing, but I hate doing it alone	15.79%	9
Other (please specify):	12.28%	7
Total	100%	57

Q16 - Which of the following best describes the main factor deterring you from joining a group endurance sport event?

Answer	%	Count
Competitiveness	15.60%	17
Cost	9.17%	10
Difficulty level of the event	18.35%	20
Injury	5.50%	6
Weather	1.83%	2
Location	3.67%	4
I couldn't get a group together	29.36%	32
Other:	16.51%	18
Total	100%	109

Q17 - Have you ever heard of the Point Grey Triathlon?

Answer	%	Count
Yes	40.50%	49

No	59.50%	72
Total	100%	121

Q18 - How did you first hear about the Point Grey Triathlon?

Answer	%	Count
Family and friends	48.98%	24
Social media	16.33%	8
Print advertisements	10.20%	5
Other (please specify):	24.49%	12
Total	100%	49

Q19 - Have you ever participated in the Point Grey Triathlon?

Answer	%	Count
Yes	11.57%	14
No	88.43%	107
Total	100%	121

Q20 - Which of the following best describes your motivation behind joining the Point Grey Triathlon? (select all options that apply)

Answer	%	Count
Friends or Family encouraged me	0.00%	0
For personal achievements and goals	78.57%	11
For the fun and social aspect	21.43%	3
Because I enjoy the competitive spirit	21.43%	3
For a special cause or charity	0.00%	0
To check it off my bucket list	0.00%	0
Other:	7.14%	1
Total	100%	14

Q21 - From your experience at the Point Grey Triathlon, how do you perceive the following elements of the event?

Question	Poor		Borderline		Satisfactory		Good		Outstanding		Total
Level of Enjoyment	0.00%	0	0.00%	0	7.14%	1	71.43%	10	21.43%	3	14
Level of Volunteer Involvement	0.00%	0	0.00%	0	35.71%	5	50.00%	7	14.29%	2	14
Conditions of the routes (cycle and running routes)	0.00%	0	0.00%	0	14.29%	2	64.29%	9	21.43%	3	14
Level of Social Aspect	0.00%	0	0.00%	0	42.86%	6	50.00%	7	7.14%	1	14
Value for Money	0.00%	0	0.00%	0	28.57%	4	64.29%	9	7.14%	1	14

Q23 - Based on the information above, how likely are you to join the Point Grey Triathlon within the next 2 years?

Answer	%	Count
Extremely likely	4.67%	5
Somewhat likely	29.91%	32
Neither likely nor unlikely	13.08%	14
Somewhat unlikely	26.17%	28
Extremely unlikely	26.17%	28
Total	100%	107

Q24 - What is the likelihood that you would recommend the Point Grey Triathlon to your friends and family?

Answer	%	Count
Extremely likely	7.48%	8
Somewhat likely	31.78%	34
Neither likely nor unlikely	40.19%	43
Somewhat unlikely	11.21%	12

Extremely unlikely	9.35%	10
Total	100%	107

Q25 - UBC Recreation would like to improve their communication strategies for their upcoming events. Which promotional medium would you most likely interact with?

Question	Extremely unlikely		Somewhat unlikely		Neither likely nor unlikely		Somewhat likely		Extremely likely		Total
Facebook	13.08%	14	4.67%	5	4.67%	5	36.45%	39	41.12%	44	107
Instagram	24.30%	26	9.35%	10	10.28%	11	30.84%	33	25.23%	27	107
Twitter	50.47%	54	19.63%	21	12.15%	13	14.02%	15	3.74%	4	107
Print Advertisement	18.69%	20	23.36%	25	16.82%	18	33.64%	36	7.48%	8	107
Email & Newsletters	18.69%	20	17.76%	19	14.02%	15	40.19%	43	9.35%	10	107
UBC Recreation Website	35.51%	38	10.28%	11	21.50%	23	26.17%	28	6.54%	7	107
In person at sporting or athletic events	21.50%	23	15.89%	17	12.15%	13	36.45%	39	14.02%	15	107
In person at UBC fitness facilities (Birdcoop, pool, etc)	27.10%	29	10.28%	11	14.02%	15	35.51%	38	13.08%	14	107

Q26 - Do you have children?

Answer	%	Count
Yes	16.53%	20
No	83.47%	101
Prefer not to answer	0.00%	0

Total

100%

121

Q27 - Have your children participated in any of these events?

Question	I've never heard of this event		I've heard of, but don't plan on registering my kids		I plan on having my kid(s) participate		My kid(s) have participated once		My kid(s) have participated multiple times		Total
UBC TriDu	15.00%	3	60.00%	12	15.00%	3	5.00%	1	5.00%	1	20
Point Grey Triathlon	15.00%	3	75.00%	15	10.00%	2	0.00%	0	0.00%	0	20
TRi Kids Triathlon	15.00%	3	70.00%	14	10.00%	2	5.00%	1	0.00%	0	20
"Kids of steel" - North Shore Triathlon	25.00%	5	70.00%	14	5.00%	1	0.00%	0	0.00%	0	20
Others (If not applicable, select "Never heard of"):	55.00%	11	30.00%	6	5.00%	1	0.00%	0	10.00%	2	20

Q28 - Have you participated in any of the same events with your children?

Question	I've never heard of this event		I've heard of, but do not plan on participating with my kids		We are planning to participate together		We have participated once together		We have participated multiple times together		Total
UBC Rec - TriDu	15.00%	3	70.00%	14	10.00%	2	0.00%	0	5.00%	1	20
UBC Rec - Point Grey Triathlon	15.00%	3	80.00%	16	5.00%	1	0.00%	0	0.00%	0	20

North Shore Triathlon & Kids of Steel	15.00%	3	80.00%	16	5.00%	1	0.00%	0	0.00%	0	20
Vancouver Sun Run & Mini Sun Run	10.00%	2	70.00%	14	15.00%	3	0.00%	0	5.00%	1	20
Others (If not applicable, select "Never heard of"):	45.00%	9	30.00%	6	10.00%	2	0.00%	0	15.00%	3	20

Q29 - What is your age?

Answer	%	Count
20 and under	9.92%	12
21 - 25	46.28%	56
26 - 30	10.74%	13
31 - 35	14.05%	17
36 - 40	5.79%	7
41 - 45	0.83%	1
46 - 50	3.31%	4
51 and above	9.09%	11
Total	100%	121

Q30 - Where do you currently reside?

Answer	%	Count
East Vancouver	9.92%	12
North Vancouver	5.79%	7
West Vancouver	3.31%	4

Downtown Vancouver	17.36%	21
West side of Vancouver	16.53%	20
UBC	23.14%	28
Richmond	3.31%	4
Burnaby	5.79%	7
Other (please specify):	14.88%	18
Total	100%	121

Q31 - Which gender do you best identify with?

Answer	%	Count
Male	44.63%	54
Female	55.37%	67
Other	0.00%	0
Total	100%	121

Q32 - What is your current employment status?

Answer	%	Count
Employed	44.63%	54
Unemployed	5.79%	7
Student	46.28%	56
Retired	3.31%	4
Total	100%	121

Q33 - Are you interested in participating in an interview for further research? (Participants will receive a \$10 Starbucks gift card as reward)

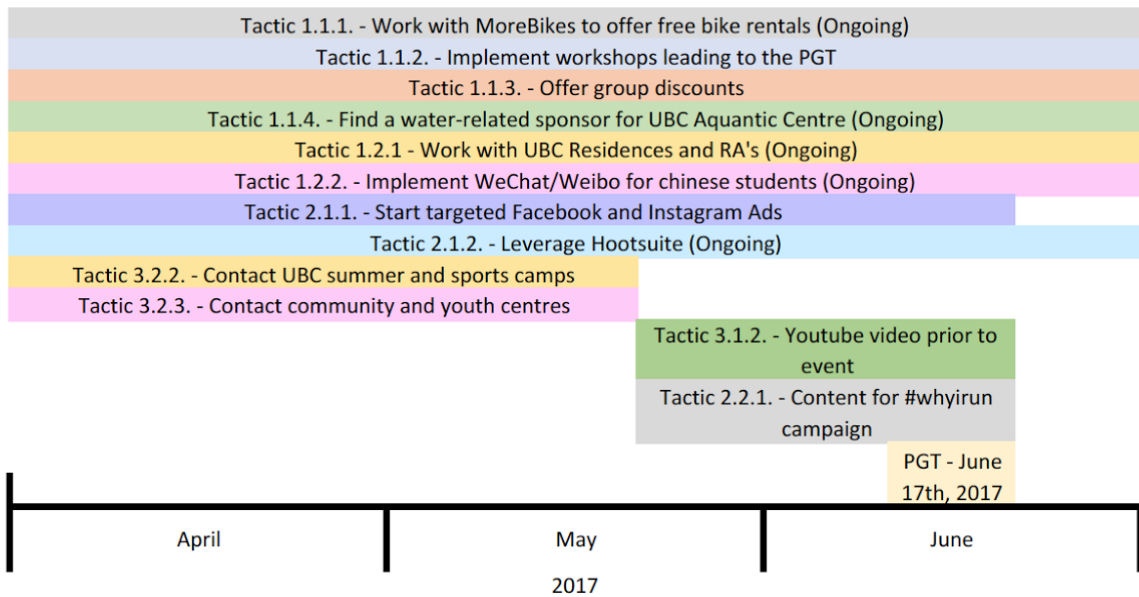
Answer	%	Count
Yes	21.49%	26
No	78.51%	95

Appendix F - SWOT Matrix

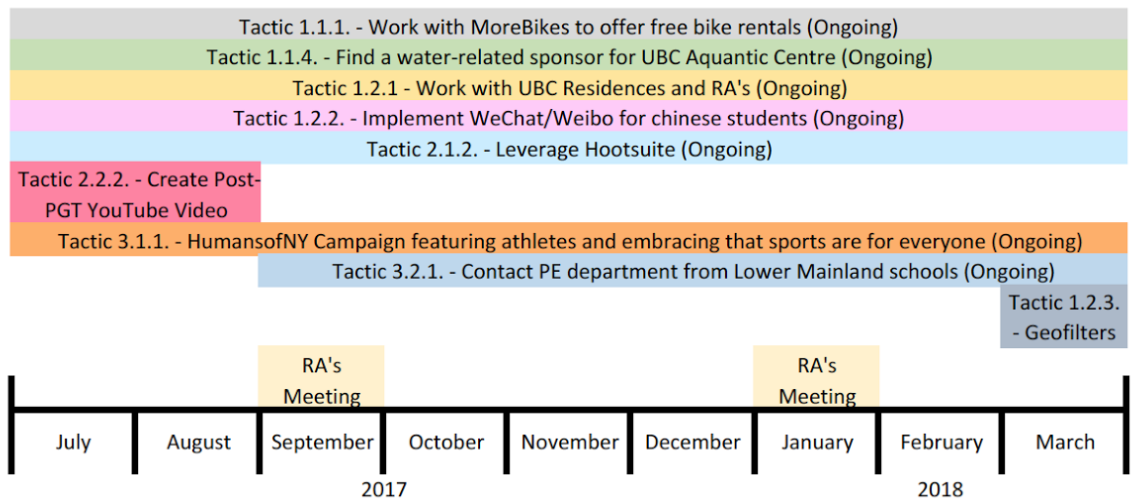
STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ● Multiple options for race distances were given: Sprint, Short, Duathlon, Relay ● Implementation of Kid's 'Splash, Pedal and Dash' event ● The PGT has financial support from UBC ● The PGT has reliable UBC students' support ● UBC Recreation has a reputation of high quality events ● No oncoming traffic due to closed roads ● Introduction to new indoor pool at UBC Aquatic Centre ● Free clinics are provided by sponsors ● Sponsorships ● Strong work culture and consistent operational support ● The PGT is TriBC sanctioned 	<ul style="list-style-type: none"> ● Traditional marketing strategies such as flyers distribution and no social media usage ● Seasonality – PGT occurs during summer period only ● No charity incentives ● Few sponsor 'prizes' ● 'Fun/social' label is not as established because there's less support from volunteers and not much on site activity ● Low customer data and market research from previous years
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Offer free bike rentals ● Share UBC location of the PGT in an engaging video ● Better 'goody bags' ● Integrate more sponsors or partners with PGT to be more creatively involved ● Provide social media content through photos, blogs, snapchat filters, etc. ● Possibility of rebranding ● Add referral discounts ● Contact parents of kids involved in UBC's summer camps programs ● More digital engagement using video promos 	<ul style="list-style-type: none"> ● High industry rivalry can lower participation numbers ● Possible conflicted dates in the future because one or more events are scheduled on the same dates as the PGT ● Weather uncertainty

Appendix G - Timeline Implementation

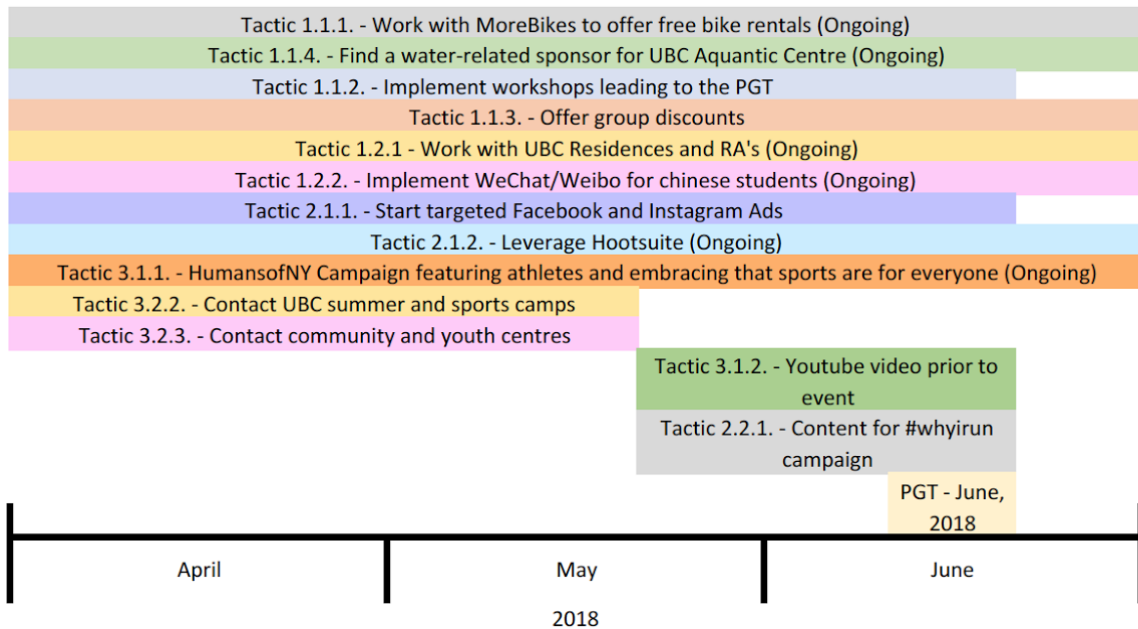
PHASE 1



PHASE 2



PHASE 3



Appendix H - Budget and Costs Breakdown

Item	Estimated Cost
Objective 1	
<i>Strategy 1.1: Accessibility</i>	
1.1.1 Bike Rentals	\$69/day/bike
1.1.2 Workshops	\$-
1.1.3 Group Discount	\$-
1.1.4 Swimming Sponsor	\$-
<i>Strategy 1.2: Brand Awareness</i>	
1.2.1 Rez RAs	\$60
1.2.2 WeChat/ Weibo	\$-
1.2.3 Snapchat	\$170/12hrs
Objective 2	
<i>Strategy 2.1: Social Media</i>	
2.1.1 Native ads	\$300
2.1.2 Hootsuite	\$105/month
<i>Strategy 2.2: Public Relations</i>	
2.2.1 Hashtag Campaign	\$-
2.2.2 Event Recap Video	\$-
Objective 3	
<i>Strategy 3.1: Integrated Campaign</i>	
3.1.1 Storytelling	\$-
3.1.2 YouTube	\$-
<i>Strategy 3.2: Partnerships</i>	
3.2.1 Schools	\$-
3.2.2 Spring Camps	\$-
3.2.3 Community Centres	\$-