

Point Edward Minor Athletic Association

Rebranding Workshop

Workshop held April 27, 2022



BRYAN BOYLE & ASSOCIATES
FACILITATING YOUR FUTURE

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Executive Summary

On April 27, 2022, 34 participants with a genuine interest in the success of the Point Edward Minor Athletic Association (PEMAA) were involved in a rebranding workshop held at the Sarnia Golf and Curling Club facilitated by Bryan Boyle. Participants included players, coaches, Board members, elected officials, volunteers, and community members.

The purpose of the workshop:

- 1) To hear a presentation from Sarnia Sting staff relating to a potential Sarnia Sting sponsorship arrangement with PEMAA
- 2) To solicit valuable input from key stakeholders as to the desired outcomes, merits, and challenges of a potential Sting sponsorship arrangement with PEMAA as well as rebranding options and the role they might play to ensure that PEMAA remains strong and vibrant into the future

Jake Bourrie, Director, Marketing and Corporate Partnerships and Matt Abercrombie, Manager, Marketing and Sting Experience made a presentation on behalf of Sarnia Sting. They also responded to questions of clarification from those in attendance. Jake and Matt then left the meeting following their presentation and questions to allow for a frank and meaningful discussion by participants.

Participants were asked to share the first one or two words that come to mind when they think about Jake and Matt's presentation about the proposed sponsorship arrangement. Their comments were grouped into themes.

Rank	Themes	Number of Comments
1 st	Positive Attributes	23
2 nd	Point Edward Identity	7
3 rd	Sales Oriented	5
4 th	Impact of Change	3
5 th	Further Information Needed	2

Participants were asked, “How will we know that we “got it right” with a successful approach to a potential Sarnia Sting sponsorship arrangement with PEMAA or other rebranding?” Their comments have been grouped into themes.

Rank	Desired Outcomes Themes	Number of Comments
1 st	Point Edward’s Identity is Maintained	7
2 nd	Players are Enthused	6
3 rd	Minimal Impact on Cost	2
4 th	Alternative is Chosen	1

Participants identified many merits for a potential Sarnia Sting sponsorship arrangement with PEMAA. Their comments have been grouped into themes.

Rank	Merit Themes	Comments
1 st	Connection to and Engagement with Sting Players	8
2 nd	Financial Support	6
3 rd	Positive and Appealing Logo and Brand	5

Participants also identified many challenges for a potential Sarnia Sting sponsorship arrangement with PEMAA. Their comments have been grouped into themes.

Rank	Challenges Themes	Comments
1 st	Loss of Identity	6
2 nd	Jersey and Team Colours Issues	5
3 rd	Community Engagement	3
4 th	Accountability and Transparency	3
5 th	Increased Costs	3

There are many actions that could help to ensure that a potential Sarnia Sting sponsorship arrangement with PEMAA is properly evaluated and, if desired by PEMAA membership, implemented. These actions should build on the merits, reduce or eliminate the challenges, all the while keeping in mind desired outcomes. These actions could include other rebranding options.

Participants identified and grouped these potential actions into areas of focus using the following method. Each participant was given 100 points. They were asked to allocate their points to several areas of focus to show their relative importance. They based their allocation on where action would have the most positive impact on the future of PEMAA.

Rank	Areas of Focus	Total Score
1st	Ensure Point Edward's Identity is Maintained	1010
2nd	Consider Other Branding Alternatives	770
3rd	Verify or Tweak Details of the Sting Proposal	590
4th	Engage the Point Edward Community	510
5th	Negotiate Enhanced Support from Sting	320

On the ballots that are numbered from 1 (as lowest) to 30 (as highest), participants each chose the number that most accurately describes their personal perspective of a potential Sarnia Sting sponsorship arrangement with PEMAA. The bar graph of the results showed a wide range of perspectives with an average of 15.63

The workshop of PEMAA stakeholders was a very productive activity. The players, coaches, Board members, elected officials, volunteers, and community members present were very engaged and committed to the process. The participants took an important step by providing valuable input to help evaluate rebranding to ensure a strong and vibrant future for PEMAA.

Point Edward Minor Athletic Association
Rebranding Workshop – April 27, 2022
Facilitated by Bryan Boyle

Purpose

- 1) To hear a presentation from Sarnia Sting staff relating to a potential Sarnia Sting sponsorship arrangement with PEMAA
- 2) To solicit valuable input from key stakeholders as to the desired outcomes, merits, and challenges of a potential Sting sponsorship arrangement with PEMAA as well as rebranding options and the role they might play to ensure that PEMAA remains strong and vibrant into the future.

Participants

Thirty-four participants with a genuine interest in the success of PEMAA were involved in the workshop. Participants included players, coaches, Board members, elected officials, volunteers, and community members.

**Note: Throughout this report whenever two or more participants offered the same or very similar comments they are noted with an “x” and the number, e.g. (x3).*

Outline of a Potential Sarnia Sting Sponsorship Arrangement with PEMAA

Jake Bourrie, Director, Marketing and Corporate Partnerships and Matt Abercrombie, Manager, Marketing and Sting Experience made a presentation on behalf of Sarnia Sting. They also responded to questions of clarification from those in attendance.

Jake and Matt then left the meeting following their presentation and questions to allow for a frank and meaningful discussion by participants.

First Impressions of Presentation

Participants were asked to share the first one or two words that come to mind when they think about Jake and Matt’s presentation about a proposed sponsorship arrangement.

Their comments have been grouped into themes. The specific comments are listed under each theme immediately following the summary chart.

Rank	Themes	Number of Comments
1 st	Positive Attributes	23
2 nd	Point Edward Identity	7
3 rd	Sales Oriented	5
4 th	Impact of Change	3
5 th	Further Information Needed	2

Positive Attributes

- Interesting (x4)
- Informative (x2)
- Organized (x2)
- Professional
- Short and sweet
- Well put together
- Well spoken
- Energy
- Exquisite
- Prepared
- Presented by a “Point Boy”
- Thought provoking
- No pressure
- Open
- Honest
- Sincere
- Valuable
- Positive

Point Edward Identity

- Loss of Point Edward identity (x2)
- Identity (x2)
- Not Point Edward
- Sarnia
- History

Sales Oriented

- Sales pitch (x2)
- Corporate takeover
- Slippery slope
- Unpolished

Impact of Change

- Change (x2)
- Different

Further Information Needed

- Want more information
- Cost

Desired Outcomes

Participants were asked, “How will we know that we “got it right” with a successful approach to a potential Sarnia Sting sponsorship arrangement with PEMAA or other rebranding?”

Their comments have been grouped into themes. The specific comments are listed under each theme immediately following this summary chart.

Rank	Desired Outcomes Themes	Number of Comments
1 st	Point Edward’s Identity is Maintained	7
2 nd	Players are Enthused	6
3 rd	Minimal Impact on Cost	2
4 th	Alternative is Chosen	1

Desired Outcomes
<u>Point Edward’s Identity is Maintained</u> <ul style="list-style-type: none"> • Pride (x2) • Keeping Point identity (x2) • Respect the past • Respect our history • Maintain team colours
<u>Players are Enthused</u> <ul style="list-style-type: none"> • Kids would be enthusiastic about the rebrand • Kids are proud of the rebrand • Players having pride in our new logo • We are putting the kids first • Families will not leave PEMAA • Making some happy

Minimal Impact on Cost

- People will not complain about cost
- Registration fees will not cost my parents more money

Alternative is Chosen

- If we say no

Merits that Exist for a Potential Sarnia Sting Sponsorship Arrangement with PEMAA

These may be strengths:

Any factors or conditions that are considered positive and over which we have some control, e.g. skills, expertise, involvement, facilities, etc.

They may be opportunities:

Any factors or conditions that are considered positive, over which we have little or no control but may be seized by ourselves or others, e.g. demographics, location, funding, etc.

Participants identified many merits. Their comments have been grouped into themes. The specific comments are listed under each theme immediately following this summary chart.

Rank	Merit Themes	Comments
1st	Connection to and Engagement with Sting Players	8
2nd	Financial Support	6
3rd	Positive and Appealing Logo and Brand	5

The individual merits identified by stakeholders and used to generate the themes are shown below.

1. Connection to and Engagement with Sting Players

- Kids connection to the Sting
- Belonging to something bigger
- Sting players as role models
- Little kids putting on a Sting jersey
- Sting practice and player participation
- Development
- Mentorship
- Lots of Sting experiences for our kids including Sting coming to our arena

2. Financial Support

- Financial backing
- Money
- Financial support
- Jersey costs
- \$5000 kickback
- Saving of \$3500 on centre ice logo

3. Positive and Appealing Logo and Brand

- Well known and popular brand already established
- Strong logo established
- Change in the logo on our jerseys
- Logo change would be compliant with Human Rights Commission requirement
- Experience and knowledge

Challenges that Exist for a Potential Sarnia Sting Sponsorship Arrangement with PEMAA

These may be weaknesses:

Any factors or conditions that are considered negative and over which we have some control, e.g. inactivity, lack of direction, lack of stakeholder support, etc.

These may be threats:

Any factors or conditions that could negatively impact us, over which we have little or no control, e.g. political climate, COVID-19, national or world conditions, etc.

Participants identified many challenges. Their comments have been grouped into themes. The specific comments are listed under each theme immediately following this summary chart.

Rank	Challenges Themes	Comments
1 st	Loss of Identity	6
2 nd	Jersey and Team Colours Issues	5
3 rd	Community Engagement	3
4 th	Accountability and Transparency	3
5 th	Increased Costs	3

The individual challenges used to generate the themes are noted below.

1. Loss of Identity

- We could lose our Point Edward identity (x4)
- Control of identity lost
- Loss of control

2. Jersey and Team Colours Issues

- Jersey quality is inferior
- Lose our colours
- Black and yellow
- Everything has to match so there would be more costs, e.g., socks, windbreakers, etc.
- Point Edward identity is not prominent on the sweaters with a crest on the shoulder

3. Community Engagement

- Community backlash
- Grumpy alumni
- Trust factor

4. Accountability and Transparency

- Accountability
- Transparency
- More beneficial for the Sting than PEMAA

5. Increased Costs

- Increased costs
- Forced fundraising in Flex Pack program
- Flex Pack

Key Areas of Focus

There are many actions that could help to ensure that a potential Sarnia Sting sponsorship arrangement with PEMAA is properly evaluated and, if desired by PEMAA membership, implemented. These actions should build on the merits, reduce, or eliminate the challenges, all the while keeping in mind our desired outcomes. These actions could include other rebranding options.

Participants identified and grouped these potential actions into areas of focus using the following method. Each participant was given 100 points. They were asked to allocate their points to several areas of focus to show their relative importance. They based their allocation on where action would have the most positive impact on the future of PEMAA.

Rank	Areas of Focus	Total Score
1 st	Ensure Point Edward's Identity is Maintained	1010
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5 th	Negotiate Enhanced Support from Sting	320

Specific Actions that Created Areas of Focus

The actions identified by the participants that were grouped and prioritized to create the Areas of Focus table above are listed below:

1. Ensure Point Edward's Identity is Maintained
 - Promote village identity
 - Make it more Point Edward
 - Include Point Edward on the front of the jersey
 - Make Point Edward's name more prominent in the logo
 - Improve the jersey quality
 - Create an identity of Point Edward Sting
 - Ensure that Point Edward is still identified
 - Nowhere does it say Sting
2. Consider Other Branding Alternatives
 - Consider alternate rebranding
 - Investigate options other than Sting Hockey
 - Discuss other potential rebranding options
 - What happens to the current Sting/PEMAA relationship if we say "No"?
 - Vote "No" to the Sting rebrand to keep our identity
3. Engage the Point Edward Community
 - Solicit more community input
 - Create a united front
 - Promote a positive transition to new branding for all concerned, particularly the kids
 - Hold a pep rally to promote rebranding
4. Verify or Tweak Details of the Sting Proposal
 - Identify the exact costs and compare it with multiple options
 - Establish the length of the partnership with Sting Hockey
 - Make sale of Flex Packs optional
 - Negotiate with Sting for financial support so our costs do not increase

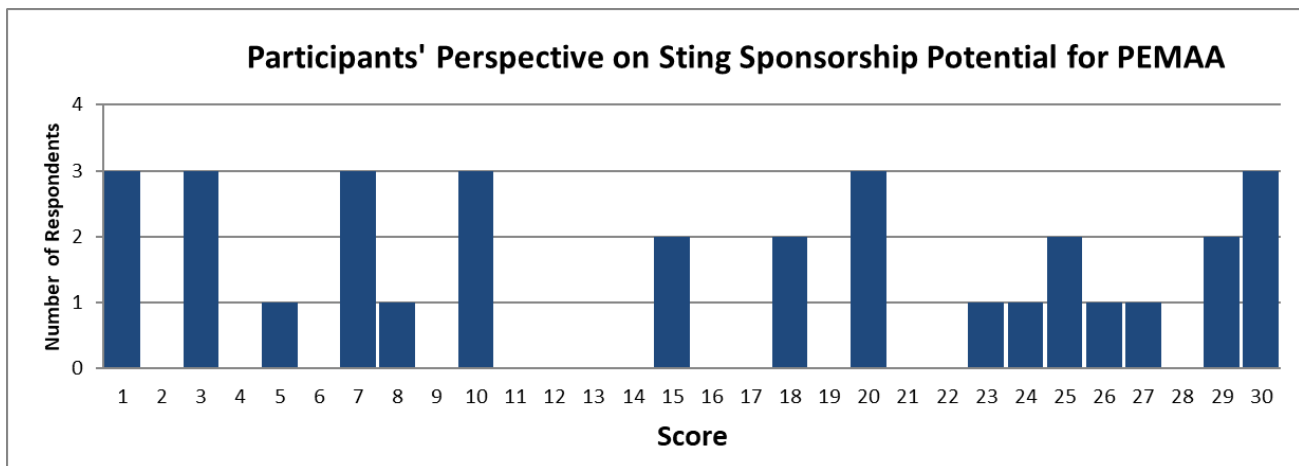
- 5. Negotiate Enhanced Support from Sting
 - Negotiate a higher annual donation from Sting
 - Encourage Sting to provide us with a scoreboard

Sharing the Perspectives of All Stakeholders’ Present on a Potential Sarnia Sting Sponsorship Arrangement with PEMAA

Using ballots that are numbered from 1 to 30, participants each chose the number that most accurately describes their personal perspective of a potential Sarnia Sting sponsorship arrangement with PEMAA.

#30 = “Top of our Game”: A Sarnia Sting sponsorship arrangement with PEMAA has excellent potential to help ensure a strong and vibrant future for PEMAA. I would encourage PEMAA Board of Directors to move forward immediately to negotiate a meaningful sponsorship arrangement with Sarnia Sting.

#1 = “Dead in the Water”: A Sarnia Sting sponsorship arrangement with PEMAA has no potential to help ensure a strong and vibrant future for PEMAA. I would encourage PEMAA Board of Directors to immediately drop any plans to negotiate a sponsorship arrangement with Sarnia Sting.



Average = 15.63

Summary of the Workshop

The workshop of PEMAA stakeholders was a very productive activity. The players, coaches, Board members, elected officials, volunteers, and community members present were very engaged and committed to the process. The participants took an important step by providing valuable input to help evaluate rebranding to ensure a strong and vibrant future for PEMAA.