



How to create a strong snowboard community in your country



Report of the WSF Education Committee 2016

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Introduction

The World Snowboard Federation wants to give your NSA a proposal to increase the rider numbers of the snowboard generations to come. Therefore, the WSF Education Committee has been working on a general concept for nations to achieve this goal – especially if you should have to build your structure from scratch. It is split up into 4 general phases, 2 different levels and 8 different areas. *(This document currently focusses only on the 1st phase).*

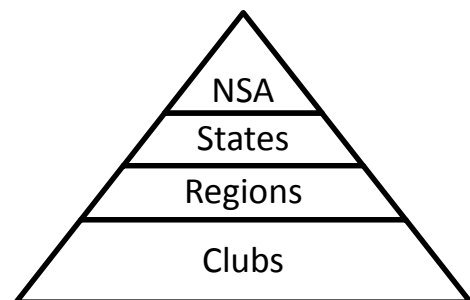
This concept can be rolled out on all **levels** in your country from NSA over state and/or regional associations down to club strategies. As the goals and issues on the association level more or less match on the national and state/regional level (Level 1: driven by competitive sports) the club level (Level 2) works rather different with a strong focus on a broad spectrum to develop a strong grassroots base for your system.

Each nation could find itself in either one of those **phases**:

1. **Initiation:** developmental phase in which your services have to be established using the maximum output of available early resources and marketed with minimal efforts *(start with 1 lighthouse region – 1 beacon program)*
2. **Growth:** invest in growth process (money & resources) to acquire new coaches and loads of athletes region by region, for sustainable growth internal processes, especially communication, basic education and knowledge management have to be developed *(develop more regional clusters & programs, embrace digital potential to scale)*
3. **Maturity:** start focusing on the quality of your services: quality control, professionally educating coaches on higher levels in more depth, strict nomination criteria for teams on all levels, establishing an own national rookie tour or international events, optimize your sports facilities
4. **Saturation:** complete professionalization of all services and re-innovate organization by constantly developing the vision according to external conditions

This strategic concept is taking scientific research results, analyzing the **main drivers** of successful sports associations, into regard. Those are:

- the total amount of kids in the system
- the total amount of coaches (not their experience or quality education)
- the total amount of (regional) training days (on- and off-snow)



The overall strategy consists of the most important **8 components** you will need to focus on in your country with different priority depending on the phase you are in at the moment:

1. Teams / Coaching
2. Culture of recognition and incentives
3. Marketing
4. Internal processes
5. On- and Off-Snow infrastructure
6. Resources
7. Competitions
8. Quality of training / education coaches

Keys to the concept:

1. **PRIORITIZE:** Start out with a strong focus on QUANTITY and TRAINING using small resources and lots of synergies. Then, in the second step focus on QUALITY and CONTESTS.
2. Focus on **PEOPLE:** only the right, motivated people filling important positions in the structure you are building can bring success to snowboarding in your country in the long run. The system should be ATHLETE-centered, also valuing the strong engagement of the coaches and all other volunteers by incentivizing them all properly.
3. **COOPERATE** with Freeski and other freestyle-oriented (summer) sports (like freerunning, skateboarding) to maximize synergies and speak with one strong voice regarding resources and infrastructure.

We will start out with phase 1 in regard to the priority of the 8 components the 2 different levels.

PHASES / LEVELS / FOCUS	1 INITIATION	2 GROWTH	3 MATURITY
National (NSA) & Regional (State/County)	Teams / Coaching Culture of recognition and incentives Marketing	Internal processes Resources Quality of training / education coaches Basic On- and Off-Snow infrastructure Basic competitions	On- and Off-Snow infrastructure Competitions (International & tours)
Club	Teams / Coaching Culture of recognition and incentives Marketing	Internal processes Resources Quality of training / education coaches	Local/regional competition organized by club

Step 1: Let's get started – develop your strategy in the “initiation” phase

A. Identify your national stakeholders

Here is a short overview of relevant, potential stakeholders:

Parents

It's extremely important to connect with the parents as the direct target group to reach the real young riders under 12 years of age is the parents. Your marketing strategy with the goal to acquire new, young riders should focus on communication channels that enable you to reach that audience. Over the past decade many of the early snowboarders became fathers and mothers – give them all the necessary information and platforms to connect – usually the concept of a local snowboard club or a yearly gathering of the snowboarding community.

Messages:

- Awareness of any programs
- Know-How of how to reach the programs if interested
- Give them the opportunity to contribute as volunteers or even as coaches
- Image: Trust the offered programs and focus on longevity not on one-off events

Snowboard clubs

Non-profit snowboard clubs offer many activities to their members. The social component and nonprofit ideals built the heart of a club. Snowboard clubs don't have to be an old fashioned group of idealists. Good examples for living clubs are Iceripper from Switzerland (www.iceripper.com/snowboarding). And here you can find an overview of the fully developed Norwegian club structure: <http://www.snowboardforbundet.no/klubb/>.

If you are interested to hand the spirit of snowboarding on other people, then there are different ways to do so.

Found a snowboard club

One way is to found a snowboard club by yourself. Build a “home” for you and your shred buddies! Creating an autonomous club requires a lot of motivation and manpower, but gives you the possibility to comply the club with your true snowboarding spirit. As an association you should therefore maximize the convenience for interested parties in your country to open up a snowboard club. There is a lot of rules and regulations – make all this information available on your website or be available on the telephone to explain how it's done right.

Best Practice (Norway): An NSA can start a “national” club run by the association to get started centrally without struggling to create regional clubs. Example: Frikjørerlosjen (wordplay for Masonic Lodge) <https://www.facebook.com/Frikjorerlosjen> is a club run by the Norwegian Snowboard Association and directed towards snowboarders that do not have a local club. Through the community, the Association can easily spread news and encourage local kids to start a club. Once you have working clubs: Let's go for a splitboard day to find new coaches or offer competitive training or a small event to attract new riders.

Integrate snowboarding into existing (ski-)club

Another way is to integrate a snowboard section into an already existing ski or sports club. This proceeding has some advantages, for example sharing the knowledge, resources, infrastructure and costs. Many ski or sports clubs are struggling with a decreasing number of members or less people who want to participate in leisure or other activities. In this case, a snowboard section could win new members, especially younger ones.

Why should NSAs support clubs?

In almost all countries regional skiing associations (one level below NSA) or ski/snowboarding clubs meet the national requirements for financial aid programs by the government (e.g. depending on club membership numbers, qualified coaches, competition success). Use the available financial resources from official channels for the sport of snowboarding, although more often than not this means having to stand ground against the skiing disciplines – that’s our job. And its success usually stands or falls to integrate one or two very capable people into the right position inside the club and/or associations (remember what we said about parents).

- More kids get introduced, start loving our sport and might be future competitors
- Clubs ensure sustainable rider development with their snowboard teachers, teams & coaches from beginners to competitive junior/senior athletes
- Clubs represent a core value of snowboarding -> community, friendship, fun
- Clubs can offer cheaper services because of their members’ efforts
- Good clubs create new value on their own

Snowboard schools

Profit-oriented snowboard schools usually offer courses for beginners, intermediate and advanced riders, often also specials like freestyle or freeride courses. In addition to private lessons there are sometimes special offers for school classes or avalanche courses. Some snowboard schools design kids courses for children younger than eight years. Make sure you are in contact with the most important ones to connect!

The next level could be to launch a kids project. If you like to work long-term with enthusiastic children, then you could support young kids with a weekly shred group. Go snowboarding together, supporting the kids in learning new skills and tricks is one of the best ideas to support youngbloods. A great example is the shred-kids project of German snowboard school Schneesturm (www.shred-kids.de) where up to 30 kids meet every week (on Friday afternoon) to go snowboarding together and finish the season off with one event. These sessions cost less than a normal lesson and offer a whole season of fun in the community. It’s supported by local snowboarding brands, which contribute kids snowboard gear for a really good price to grant better access to snowsports.

Why should NSAs support kids programs in snowboard schools?

- More kids get introduced, start loving our sport and might be future competitors
- Snowboard schools have the knowledge to work with kids, the staff, the material and the infrastructure
- Snowboard schools often have capacities during the week
- Snowboard schools have a good regional communication
- Snowboard schools are places where a lot of people meet

Commercial camps

Every child and every teenager loves to take part in a snowboard camp, or even in an event that lasts one day. Go snowboarding with friends, chilling with old and new shred-buddies, having a tasty BBQ, getting some tips from pros or doing a video- or photo session... this are the highlights in a snowboarder's life! In the last few years many camps were initiated. Good examples are "Elooa" (www.elooa.com) or "The Step" (www.thestep.de) in Germany and Girl Shred Sessions (www.facebook.com/girlsshredsessions) or the free camp Shred School (www.shredschoo.at) in Austria. Even Pros get involved to introduce kids into their sport. Former Olympic Halfpipe Champion Nicola Thost launched a one-day-event six years ago. You'll find her project named "Sprungbrett" on facebook (www.facebook.com/sprungbrett.de). Professional snowboarders and coaches support the event (usually on Sunday). They all spend the previous day (Saturday) together receiving free lift tickets, accommodation, sponsored goodies and a great evening together – further strengthening the community. Camps are a perfect way to get in touch with kids of all ages and riding levels.

Why should NSAs support commercial camps?

- More kids get introduced, start loving our sport and might be future competitors
- Often camps have a higher quality standard than snowboard clubs
→ Nobody would pay for a bad product
- Commercial camps need outstanding communication, so do you using those synergies
- Another voice for snowboarding in your country
- Commercial camps have perfect connections to the board industry and core magazines

Snowboard shops

Additional to the previous examples, snowboard shops can play an integral role in the commercial area of snowboarding. Local shops can provide trip packages and snowboard lessons where buddies or parents could accompany the kids. For the shops it's a win-win-situation, because they can sell through their gear. A good example is Pure Snowboarding Shop Gstaad (www.pure-snowboard.ch) from Switzerland or 58 Store (www.fifty-eight.de/kurse/snow) from Germany. The 58 Mini course is offered as an "All-round carefree package" with transfer, child care during lunch break, BBQ and a small gift.

Why should NSAs support kids programs in snowboard shops?

- More kids get introduced, start loving our sport and might be future competitors
- Snowboard shops have the equipment and the staff to support activities
- Snowboard shops have a good regional communication
- Snowboard shops are places where a lot of people meet
- Snowboard shops need new customers
- Snowboard shops have strong connections to the board industry and core magazines

Snowboard media

You should know your national snowboarding media outlets off- or nowadays mostly online. Use your connections or connections in your network to cooperate with your key media on different levels. The NSA's connection to the up-and-coming snowboard stars is an asset one shouldn't underestimate.

Snowboard brands

Snowboarding brands need new customers and should optimally give back to the snowboarding community in their respective market. Usually this can happen through sponsoring from barter deals (e.g. supporting coaches and athletes of a club with cheaper gear) up to larger sums of cash (e.g. to put a rookie competition series into place).

B. Try to bring those parties together on a round table once a year and listen to them

- It's important that everybody can present themselves and their program
- Everybody should tell their strengths / abilities and their problems
- Try to connect people to help them solve their problems together

C. Develop a strategy for your country, which includes as many parties as possible

- Remember, everybody who supports snowboarding is valuable
- There should be a position for everybody – try to find it
- Integrate current pros and veteran snowboard stars
- Not everybody needs financial support. Often they are yearning for recognition and respect for their work or they need simple things like equipment or insurance support.
- Or just information – which is very scalable in the digital world we live in
- Don't tell the existing stakeholders what they have to do or not
- Bring them on your path by asking them questions like “could it be a solution, if we change this and that” and adapt your strategy accordingly
- Accept them as they are and let them find their place in your strategy
- Don't be afraid of showing them the bigger picture – they have so much to do with their own programs

The main aim is to create a strong community, which cares for the sport and helps to sustainably grow it

Step 2: Start to create your own NSA offers

In the following chapter we explain the process and priorities in the 4 phases:

Initiation

Developmental phase in which the service has to be established using the maximum output of already available resources and marketed with minimal efforts.

Start with 1 lighthouse region – 1 beacon program.

Teams / Coaching

It's important to think in clusters! Don't establish a team, where it takes 4 hours to get to the nearest mountain (unless that's the nearest mountain). Choose a club right next to a ski resort (or maybe even an indoor skiing center with 365d access) and build your first community there – best is a location where several enhancing factors come together (see example concept below).

Develop a point of contact in 1 key region e.g. a local club, school or shop. It needs one very reliable and motivated contact person, which is optimally already well integrated into the local snowboarding community or has the potential to quickly become part of it. This responsible person then optimally acquires local resources (money, transport, coaches) and ensures the necessary infrastructure can be used (e.g. sports facilities, snow parks, etc.). No worries if you start with a local skate park, a soccer field and a slope without any obstacles as your infrastructure – get creative and find support – it will come faster than expected. Community is key!

Establish your local base first and make sure you informed all important parties. Don't forget to think about your "culture of recognition and incentives" for the voluntary helping hands you'll need (see next chapter). One all of this is in place you have to think about acquiring snowboarders for your team (see Marketing). You don't need to grow too fast! Keep in mind that the optimal size is 8 athletes per coach (bus size, concentration on the individuals, group dynamics, etc.)

Best practice: Local Rookie Network Concept (Snowboard Bayern)

German concept developed by "Snowboard Bayern" with a win-win for all stakeholders inside the community:

1. **Local Coach:** the sponsor brand's free gear, (free) education and financial support by the local association (official hierarchical structures)
2. **Brand:** multiple advantages in communication and the opportunity to interact with a highly interesting target group and important stakeholders, e.g. shop owners, presence in ski resorts and access to the country's snowboard talent pool
3. **Shop:** increased sales through marketing activities
4. **Snowboard schools:** profit from synergies: new clientele / coaches
5. **Ski resorts:** coverage and more customers
6. **Clubs:** new members and talents

Your regional association profits through a functioning grassroots program, plus better image and awareness by being connected with the target groups, finding rookie coaches inside the local team programs that might have a career as a coach.

Culture of recognition and incentives

Appreciate the huge amount of voluntary work it takes on all levels to accomplish a working snowboarding system with a strong community. In today's world with its many opportunities to spend one's free time and to earn money, working in a club just ain't that top-of-mind anymore when people decide on the use of their free time.

Therefore, when establishing your first local base, one of the most important things is to think about the community's culture. How can you find alternative ways to "pay" your volunteers and responsables, if you have very few financial resources. Two ways to appreciate the free work are:

Recognition:

- Think about ways how to authentically communicate your gratitude
- Create a vision and offer a perspective within your organization
- Give them responsibility for their own project
- Working in snowboarding is „cool“ and it's good for your resume
- Awards for clubs and coaches

Incentives:

- Introduce them to important people: contacts are often worth more than money (Vitamin B for their career? A sponsor? The next girl-/boyfriend?)
- Reimbursement of fees and training expenses (a subsidized season's pass?)
- Acquire certificates that you can show subsequently
- Smiling kids faces, fun helping other snowboarders to develop their riding
- Higher coaching fees for coaches with higher education

Source: <http://blog.fairplaid.org/ehrenamtliche-arbeit-im-verein-kostenlos-arbeiten-im-startup/>

Marketing

During your initiation phase your main marketing goal should be **acquiring new riders** (volunteers and coaches) by communicating your activities. You can also choose to outsource a lot of the necessary communication by cooperating with different partners. Partners can be great points of entry to your national snowboarding system as well (see below), but at some point you need internal offers to educate the riders successfully and develop them into teams on different levels.

Communication is key. In today's digital world it's easier and cheaper than ever. Through Web 2.0 classic gatekeeper function of media and big companies could be defused (direct contact with target groups and an interactive dialogue has become possible). Use the digital potential – especially in social media marketing – to interact with your community.

Online Communication channels

- Create a Facebook page:
 - a. Basic information, create awareness, point of contact
 - b. Share your content (images, videos)
 - c. Share events, etc.
- Create an Instagram channel: share images/videos and cross-promote on Facebook
- Create a Youtube/Vimeo channel: upload videos and cross promote
- Create a website yourself (e.g. with <http://www.squarespace.com/>)

The more important content you make available online, the more can be shared and used by other players in your nation to scale your strategy by using your know-how.

Starting out you may or may not have a corporate identity (CI). If you don't, you could ask your community to find a graphic designer to provide you with one to use on your online channels.

Offline Communication channels

- Word of mouth: use your contacts and your community's network
- Flyers and posters (@university for coaches, @ski-resorts, schools, etc. for riders)
- Etc.

Internal processes

As your community/organization is growing you need to make sure that there is a structured and constant flow of communication. Know-How within the organization should be made centrally available and regular meetings insure proper communication.

Software-/Online-Tools

Interesting **Tools** to use:

- Microsoft Office365 for non-profit-organizations
- Google Calendar, Docs, Sheets, etc.
- Dropbox for sharing files
- Skype, What's App, Facebook Groups
- Etc.

Meetings

One of the most important factors of communication are meetings on a regular basis. Face-to-face is better, but you can also use Skype or other social media tools to achieve this goal.

Meetings should take place inside your organization and between the different levels depending on the necessity of coordination and communication. You could establish one "jour fixe" per month (e.g. with associations CEO with budget, rookie development, marketing strategy, etc. on the agenda) or a quarterly gathering (e.g. between association, coaches, regional coaches). It can also be discipline/format specific meetings or geographically specific meetings.

On- and Off-Snow infrastructure

In the initiation phase this component is completely outsourced, which means you don't have absolutely zero infrastructure financed and run by associations. In the „growth“ it should be your focus to develop a strategy and put this in your long-term budget. And in „mature“ phase it should be your focus to establish an infrastructure to reach your associations and nation's goal, which usually is to create internationally recognized and successful snowsports athletes.

So for starters we differentiate between on- and off-snow infrastructure and we outsource both to partners that run and finance it.

On Snow infrastructure

If you don't have a ski-resort. Hike the mountain or the streets and build your own obstacles. All you need is a shovel and some creativity. But usually you have a ski-resort with a lift and that's a great start. All you need is some small jumps over the edges of or onto the slope to learn a whole lot of basics.

If your local ski resort is motivated, you can explain them how to build a small park. Size does not matter – don't build 1 huge kicker for your pro target group – it will leave 90% of the groms and rookies without a jump. Rather build good small, maybe 1-2 medium jumps for your most important target group – the future pros. Use shovels, if you don't get a snowcat from the resort – buy 2-3 plastic waste pipe from your local construction store for obstacles or organize some used cheaper obstacles from another resort. All these activities together will already strengthen your community – and if you integrate the kids in the process they can learn first hand how to build a good park.

Everybody loves shaping and building stuff at a young age. Put someone in your community in charge to be the “head shaper” – it will be “his/her park” and responsibility (see chapter incentives)

Outsource this component: In case you have one ski resort with an existing snowpark, make sure a “national park coordinator” lets the park builders know that you would really appreciate a small (S) line in the park for your kids and youngsters. This will also be a huge benefit for the resort, as it will be way more attractive for young families and beginners – the biggest target group.

Off-snow infrastructure

Off-snow infrastructure are gyms (with/without trampolines), studios, skate-parks (incl. halfpipes), diving towers water jumps and others. In the first phase your nation does not necessarily have to invest into and build this infrastructure yourself.

Cross-fit outside and jumping from sidewalk with a skateboard will already give your kids a basic competitive advantage back on the snowboard when the season starts. It’s more often than not best to use what’s already available in your country/region – be tolerant (hope for tolerance) and ask schools and classical gymnastics clubs etc. for help. Most importantly: it’s fastest. If you ever witnessed the process of how long it takes administrations to grant the funds for an investment, you will understand that this definitely belongs in the growth or maturity phase of your NSA’s strategy.

Resources

Resources mainly depend on your financial funds. How much funding you get on the different levels depends on nation, region, club specific quotas you need to find out. With a well-rounded financial base you can lease and operate vehicles for driving your teams around, pay a justifiable coaching fee and even more importantly reimburse the expenses of your coaches. No one should drive to the mountain, buy her lift pass, use up the minutes on his phone in the long run.

Don’t take those resources from the ministry of the Interior as granted, or expect your local club to hand over their alpine skiing bus – at least at first. Once you contribute with a growing base of snowboarders, organize a lot of activities within the community and maybe some of your riders win some bigger competitions, you could start to push for access to more resources.

Potential sources of income:

1. Government / Club funding
2. Team fees
3. Level-specific sponsoring potential
4. Crowdfunding-Platforms

Competitions

In the first phase, if you start from scratch, you don’t need to focus on competitions at all. If you have the available resources (potential: sponsors) to create a good contest you could create your national championship (e.g. slopestyle). Every nation needs sport-specific champions – government funding are also taking this into account.

Contests can be a could way to acquire new candidates for your top teams, but only if you have a large enough group of higher skilled snowboarders in the first place. If you don’t it might be better to just organize a fun session together on the club level (e.g. photo session with a local photog or a small “tricks for goods” session with a local (shop) sponsor).

Outsource this component: Take your best riders with you on the “World Rookie Tour” and comparable high quality international events. You don’t necessarily need your own contests. Make sure you communicate all available competitions, that are in reach or generally interesting to your target group, in all your communications channels (see Marketing).

Quality of training / coach education

If you're starting out with very few resources and potentially little high-quality freestyle coaching know-how – don't worry! In the beginning it is way more important to focus on the previous chapters. Once you have 1 working beacon project with a well working team, good culture and processes, which is really well communicated you have already achieved a lot.

As stated in the beginning, the quantity of trainings sessions is a lot more important in the beginning – people learn the basics, sometimes teach each other, but most importantly get to know each other (incl. the parents). Nevertheless, you obviously need to make some basics available to your new coaches – some ideas from different countries:

1. Structure (Canada): <http://www.canadasnowboard.ca/en/programs/coaching/>
2. On-Snow Tricks (USA): <http://snowboardaddiction.com/>
3. Etc.

Usually there might also be the standard curriculums for snowboard (school) teachers available within your association. As long as there is no freestyle coaching educational material this content should suffice. Again **outsourcing** is a viable option. Send your freestyle coaches to gymnastics, trampoline and parkour classes to get already existing certificates there. In the off-snow area this is one very important building block in your educational freestyle coaching strategy.

Growth

Invest in growth process (money & resources) to acquire new coaches and loads of athletes region by region, for sustainable growth internal processes, especially communication, basic education and knowledge management have to be developed (*embrace digital potential to scale*)

Teams / Coaching

Once your first regional project you focused on for 1 season got really successful, you can scale this concept. Depending on your resources go to region/club/ski-resort 2 to x and pitch the idea to this community – remember to integrate the important players in your network to maximize synergies. But focus on the real important ones, as your capacity in time, motivation and money won't be endless.

Culture of recognition and incentives

Make sure your community's culture is consistent across the different levels and phases. The bigger you grow the harder it gets to make sure that the responsables on all hierarchy levels have the same understanding and motivation to treat and incentivize all your community members properly (compare to the importance of internal processes)

Marketing

Your marketing focus should be on acquiring new community members. The more you grow, the more coaches you will need for all the kids. And on top of that you need more administrative staff and more volunteers to help you with regional communication, regional and national events etc. Sports students, parents, snowboard stars and legends are all very important contacts to find new volunteers.

On- and Offline Communication should match your current needs. Focus on those activities with the highest return on invest. For example: if you find that your \$100 flyer campaign offline resulted in absolutely no feedback, why don't try spending \$100 on Facebook ads online.

We also found that it is highly important to get to know the kids at an early age to integrate them into your snowboarding community. Therefore, school programs, cooperation with snowboard schools, the use of rookie scouts etc. are highly interesting (see above).

As you have established a working team and show some first success, it might also be time to acquire **sponsors** to grow your budgetary base.

Internal processes

As your national snowboarding community is growing with the help of the NSA and its partners, it's especially important to focus good internal communication.

On- and Off-Snow infrastructure

Resources

More money, more coaches, more vehicles, more administrative staff to help the regions and clubs (grassroots development), more communication, event staff, etc.

Opening the opportunities for volunteers to work as coaches, other staff or at events is very valuable for an association. Young people can use events as a way to receive work that they can use in the CV and gain experience for their work and social life.

Integrating volunteers

Requirements for the activities in question (incl. coaches, helping hands at events, etc.) should be well defined:

- Detailed content and scope of the activity
- Investment of time & known potential deadlines
- Personal expectations of the volunteers taken into account
- Decision-making powers are clear
- Contact person are known by the volunteer and informed about the volunteer
- Introduction to the activity is ensured
- Activity can be completed by differing colleagues if necessary
- Volunteer is ensured
- Attractive working environment and potential incentives (free/cheaper gear)

Competitions

As second step you could establish regional championships/events that ultimately connect to a tour through which you determine a national ranking or qualify for a specific team or the national champs.

Quality of training / education coaches

As soon as your national coaches have a well developed know-how on freestyle coaching on- and off-snow you could offer a "Rookie Coach" education (1x summer weekend: skate, acrobatics, trampoline; 1x winter weekend: slope, park, and pipe basics)

Editorial information: This chapter only holds rudimentary information and could be written in more depth for 2017.

Maturity

Start focusing on the quality of your services: quality control, professionally educating coaches on higher levels in more depth, strict nomination criteria for teams on all levels, establishing an own national rookie tour or international events, optimize your sports facilities.

- acquire sponsors for further financing
- establish a rookie contest tour
- optimize your on-snow infrastructure
- grow your partner network (see below chapter)
- bring your sports organization to the next level (see below chapter)

Organized sport on the national/regional level

Once your basics are covered after the initial stage and your association has been growing well, you should develop a central strategy that trickles down from top to bottom. You basically build a pyramid structure with respective goals on all levels and matching financial backup – depending on your resources. Apart from building teams on different levels (with different entry criteria) you need to develop your education system to enable the coaches to make sure the athletes can perform accordingly and fulfil your goals. In addition to that you should ensure that your teams are healthy and won't suffer from injuries due to lack of physical fitness.

Best Practice DOSB (Germany):

- **Basics:**
 - Coordinated regional concept or competitive sports concept / structural plan matching the national plan
 - National and regional goals: target agreements between the umbrella organizations / national Olympic sports association and the countries (Dep. Of the Interior)
 - Individual contributions to finance competitive sports on the rookie level
- **Sports-level:**
 - Yearly sports plan broken down from the respective goals
 - Official squad structures (teams)
 - Federal uniform criteria for joining the teams on the different levels (including age levels)
 - High-quality education and training of coaches
 - Junior competition structures
- **Health:**
 - Annual physical exams of the different teams
 - Measures for doping prevention in place (according to NADA)

Source: <https://www.dosb.de/fileadmin/fm-dosb/arbeitsfelder/leistungssport/Konzepte/Rahmenrichtlinien26-01-10.pdf>

Reward your partners

Don't forget to show your partners that you appreciate their work. For example you can invite them to a high class competition or you can honor the best youth program. Most of them are doing their program for little or no money. You have to keep them motivated.

Create education materials for your partner programs

At a later stage “Education is the key”. Therefore you should run coach and snowboard teacher education (for clubs’ coaches and snowboard school teachers), organize park & judge clinics or print youth education materials.

Different kids recruiting projects are driven by the National Snowboard Associations (NSAs). NSAs are happy to share their ideas and you can get a brief overview of some programs at the education platform at WSF webpage <http://www.worldsnowboardfederation.org/education/grass-root-projects/>

One example presented at the web page is the Plan 5 program developed in Norway. Originally, the Norwegian Snowboard Association got to know about this kid program from a local club. This is an example of how important it is for an association to have a close relationship with the clubs and also how clubs can give the association ideas for different projects that the association can develop and implement. It started with a father that came to the club (Bærum snowboard) and asked if he could implement some ideas and then invite also younger kids to activities run in the club. The father developed his ideas and started the activities for the kids. Once the association heard about it they asked for permission to develop the concept to the next level and produced some stash as a trick overview, stickers, diplomas and t-shirts.

Shortly it ran like this: The kids pick out 5 tricks from “a trick list” that they would like to learn. Once they achieved the tricks they have reached the first level “cruiser” and can put the first sticker on the board. Then they pick out 5 new tricks and so on. There are 6 levels; cruiser, rookie, hero, pro and finally legend (<http://www.worldsnowboardfederation.org/2011/06/18/plan-5-kids-snowboard-project/>)

The goal is to snowboard with a focus on the progression of riding – not the level of riding. It is a simple tool and it easily gets the parents involved. Since the start in 2003, more than 8 000 Norwegian kids have been involved in this program. The concept can be used in the clubs weekly activity plan or integrated within an event for kids or you can just run a local “Plan 5 event” during the season.

Offering a “Backcountry Guide” could be an important additional education document.

Editorial information: This chapter is not finished yet

Saturation

Complete professionalization of all services and re-innovate organization by constantly developing the vision according to external conditions.

- Professionalization
- bigger competitions incl. international comps (WC, etc.)
- quality checks, constant innovation

Editorial information: This chapter is not finished yet

Step 3: Create partnerships and activities to get more kids into your system

If you have enough offers for snowboarders, which are working fine and sustainable, try to get more kids / riders in your system. To keep snowboarders in snowboarding, there should be offers for every age group from kids snowboarding, over youth competition to banked slaloms and split board days for older guys. Always remember, first you need stable offers to send kids to reliably, then you can start your marketing programs to get them into those offers. Kids need to be supervised on the long run, otherwise they leave the sport to play soccer, where they have a stable supervised environment.

Potential Partners to acquire new kids

There are many ideas to get kids into the sport. Here are some of the best:

Sponsor offers like the Burton Riglet Tour

Get even the 3-6 year old kids on snowboards with a setup that makes getting started easy. And it brings snowboarding into the cities to catch young families where they live. The figures speak for themselves: in the 14/15 season Europe saw 130 Riglet events in 16 countries for more than 12,300 children. Since 2010, sections of pistes or pedestrian zones and shopping centers are transformed into a mini-park with artificial elements. The boards, boots and bindings are made exclusively for kids including a "Riglet Reel" - a pull rope that is attached to the snowboard – with which the little shredders can be pulled through the park. Learn more: www.burton.com/riglet



Scouting days like „Kids on snow”

School classes are a new target group for the clubs, snowboarding associations, shops and snowboard schools. The national snowboard association of every country is always searching for new blood. One idea is to cooperate with a local snowboard school to reach this aim. The Scouting Days are a great chance for both sides: It's a possibility for school classes to try their

first turns with a snowboard and a professional snowboard instructor. And for the national snowboard association to discover talented children. Nevertheless a winter sports day with a snowboard under the feet is a great experience for all participants. The costs should be low or free, for example a local snowboard school provides the children with gear and a professional instructor. The national association is responsible for the organization, marketing and information while the snowboard school is responsible for the gear, instructors and the on-the-spot support. It's a great thought of teachers to make such an experience possible! For more information ("How to organize a scouting day?") or ideas please contact your national snowboard association.

Link: <https://www.skilehrerverband.de/profi-schule/programme/kids-on-snow>

Cooperation school – snowboard club

Physical education is an important point in the school life of young people. It's a great aim to get pupils to do further optional sports. To get more pupils active, the classical physical education should be pimped by some popular offers. This could be snowboarding! For a school it's often difficult to start a snowboard group by itself. Know-how and manpower could be generated by the local snowboard club supported by NSA. Working together, these two organizations inspire more pupils to learn this sport and to take part in a continuous snowboard group at school.

Best Practice: example from Switzerland <http://www.schneesportinitiative.ch/>

School competition

Which school has the best snowboarders? The answer could be found in competitions between different schools. This competition is often organized by the national or a regional snowboard association and rotating schools. A school competition is often a highlight for schools, who cooperate with snowboardclubs. Participation should be possible for all interested children. Teachers and pupils should be able to get further information by the national snowboard association.

Students at University

There are many universities with different sport programs (e.g. sport management, sport business, etc.) that include internships in their curriculum. National Associations can take advantage of cooperating with universities by offering the students an internship at their organization. This will be of advantage for both, the students gaining work experience within an association and the association receiving young, creative and motivated work force. The creation of knowledge and development of expertise within organized and unorganized snowboard movements is important. The associations are encouraged to plan the internship period together with the students so that a positive output is guaranteed for both. A study program like that can be found at for example at the Norwegian School of Sports Sciences, Oslo, Norway – click [here](#).

Women Riders

Bringing together local female pro riders and resorts at their facilities opens up possibilities to host camps and clinics tailored to women and girls. A program like this, maybe called the "WSF PRO WOMEN" could be launched at a few select places next season, and then become a full fledged initiative.

WSF supports with: program ideas, planning support, media coverage

WSF PRO WOMEN NSA organizer to do: identify project leader, pull in a well known local female rider- the "host", pull in a resort with good terrain facilities, host a 1/2 day event for women and girls that comprises (for example...) a free lesson in a snowpark, a meet and greet including a Q&A with the pro rider... etc.

The Norwegian Snowboard Association has had a success with a women project named “Powder Puff Girls”. In 2006 WSF organized an EU-funded women project based on this concept. <http://www.worldsnowboardfederation.org/2006/07/07/powderpuff-girls-camp-06/> Professor Mari Kristin Sisjord has written research papers about both this international camp and the Norwegian women project. For more information, see the WSF education platform at WSF web page.

World Snowboard Day

World Snowboard Day is a one-day event which offers the opportunity to discover and celebrate, snowboarding as a sport and culture across the world. It allows federations, brands, resorts, snowboard schools, clubs, shops, associations and riders to organize their own event and bring together the snowboard community to enjoy snowboard related activities.

More information under: <http://www.world-snowboard-day.com>

Step-by-step NSA partnership program

The offers presented follow a step-by-step idea. Step 1 is the easiest and fastest to implement. All usually starts with a non-monetary barter deal, getting to know your partner, while the later steps are using up the NSAs resources and might therefore not be applicable if the NSA is relatively new or small with a tight budget.

Association offers:

1. Communication services promoting trustworthy stakeholders (basic quality control first!)
2. Partnering with those stakeholders on a deeper level (e.g. NSA logo use)
→ in return stakeholder names potential athletes to join local, regional or national teams
3. Supports the stakeholder with the necessary information how to create and run their respective offer for the snowboarding target group (some resources necessary to create, maintain updated and distribute the information e.g. bringing the in contact with the right brand to support them with the necessary kids snowboarding gear, which is usually pretty rare)
4. Certifying the stakeholder: which means respective criteria have to be set up and constantly monitored – e.g. snowboard school scout program
5. Financial benefits for the stakeholder: e.g. €1.000 per season to cover costs or define criteria to nominate the “best national groms program” each season that receives a special price.

About WSF

The World Snowboard Federation (WSF) is the only **international non-profit organization** exclusively dedicated to develop the sport of snowboarding on all levels including competitive snowboarding, education, adaptive snowboarding and developing activities for riders of any age. Delegates from 14 nations formed WSF on August 10 2002 in Munich in order to fill the void after the collapse of ISF. The initiative was taken by Japan and Norway – with support from most of the nations worldwide. The Federation became operational end of November 2002. WSF represents a network of national snowboard associations that cooperate worldwide with the common goal to develop the sport. Members find a strong backbone of support and source of inspiration for their activities from WSF. WSF creates added value for everybody involved in snowboarding on a national level and can offer ideas, manuals and initiatives as a result of being together in one organization with the same goal: to progress snowboarding at all levels.

About the WSF Education Committee

The WSF Education Committee is working in order to gain, collect and spread the knowledge and expertise about the development of snowboarding. Its vision is to create an arena to share and develop education across the National Snowboard Associations as well as among the snowboard community including industries, riders, coaches, media, etc.

WSF Education Committee Members

Andreas Jügelt, Snowboard Germany
Anna-Maria Strittmatter, Norwegian School of Sport Sciences, Oslo Norway
Annika Bodemar, Norwegian School of Sport Sciences, Oslo Norway
Boris Kilvinger, Snowboard Germany
Meinhard Trojer, New Austrian Snowboard Association
Miriam Deller, China Snowboard Association