

How To Open A Dojo



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Updated by Judo Canada

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1.0 INTRODUCTION

There are currently close to 400 dojos in Canada which are recognized by Provincial/Territorial Associations. These dojos serve more than 20 000 judo enthusiasts and there is a large demand for courses offered by qualified instructors who are recognized by their Provincial Association and by Judo Canada.

In Canada, a large number of black belts are acquired annually – close to 200 per year. Since its inception, Judo Canada has registered close to 3 000 black belts, but in fact less than 1 300 are active and of this number only one third choose to manage their own dojo.

The opening of a dojo presents many challenges for those who choose to take the initiative. This document's main objective is to outline the steps you should follow in order to start a dojo and thereby become a member of our growing family. The following information should be used only as a guide; certain items will not apply to your specific case and you may wish to elaborate on others. What is most important is that you are provided the basic tools necessary to start and maintain your dojo.

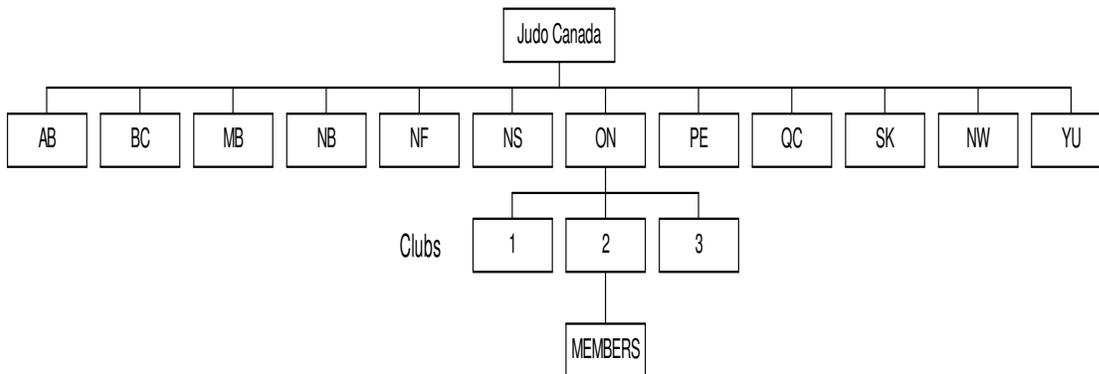
A dojo can be established in a pre-existing building such as a municipal building, a school, a community center, a YMCA or any other facility that offers physical activity programs. A two-party agreement can facilitate the start-up of a semi-private dojo or you can, if you have the commitment and drive, venture out on your own and open a private club.

The pages that follow will discuss subjects such as: the key objectives of a dojo; the regulations that must be followed; the technical requirements for setting up a dojo; steps to follow prior to opening; the opening itself; ideas for promotion and advertising; and, some useful references and addresses.

Pleasant reading and good luck!

2.0 ORGANIZATION OF JUDO IN CANADA

Judo Canada is the National Governing Body for Judo and is recognized by the International Federation, Sport Canada, the Canadian Olympic Association and the provincial governments. All clubs who wish to be recognized by any of the above levels of administration must be members of a Provincial Association that is recognized by Judo Canada.



2.1 Advantages of Being Recognized

A club that is officially recognized by a Provincial Association as well as by Judo Canada gains a number of advantages. Among them:

- Administrative recognition of their club
- Possible financial aid from provincial/federal government
- Athlete assistance programs
- 3M Coaching Certification Program
- Network of competitions from the local level to the Olympic Games
- National Grading Recognition
- Insurance
- Provincial and National communications

Your Provincial Association, in collaboration with Judo Canada, will likely have a number of additional services available – all that remains is for you to take advantage of them!

3.0 OBJECTIVES OF A DOJO

It is understood when opening a dojo that the establishment is committed to respecting the goals and objectives of the judo philosophy and to transmitting and encouraging the complete “judo lifestyle” which is based on the traditional philosophies of judo’s founder, Dr. Jigoro Kano.

In addition, through the dojo educational values should be conveyed and the promotion of physical, psychological and moral development of the participants should be of utmost importance. In other words, the dojo must not only promote the technical aspects of the sport, but must also encompass the philosophical concepts that distinguish judo from other sports.

4.0 PROJECT FINANCING

The opening of a dojo is a huge undertaking. Very few of us can, on our own, provide the amounts of money required. It is therefore necessary to establish partnerships with groups who may be able to offer financial assistance.

Before approaching any potential partners, it is imperative that you be well prepared. You cannot just knock on doors; you must present the attraction and values of judo as well as those of your programs. Two key elements of the start-up require a major financial investment: the locale (building) and the purchase of tatamis.

4.1 Facility

If the promoter is financially secure or already possesses a locale, you are in luck. In all other cases, the establishment of a partnership becomes almost inevitable. Potential partners most apt to support your project are:

Municipal Leisure Services – They usually possess locales that are dedicated to community services and that are generally at one’s disposal, based on space availability, for loan under certain conditions.

Community Centres – These Centres (YMCA and others) have a large need for variety in their programs. Their locations as well as their overall structure allows for good marketing of your programs.

Educational Institutions – If the project can be integrated with their programs or if a room already exists, especially at the secondary level, your chances of success are greatly enhanced. It is important to note that in most municipalities, the school boards have agreements with the municipal government involved.

Private Sport Clubs – These clubs are constantly looking for programs that will distinguish them from their competitors. If your project offers innovative programs (self-defense, psychomotor development for children) these clubs will be more interested in your proposal.

Do not hesitate to ask *your* friends as well as *their* friends. You may discover resources you didn't know existed.

4.2 Purchase of Tatami

The purchase of tatami represents another important financial investment. The partners mentioned above may also be able to help you in this area. If this is not possible, however, you have some other options:

Lions Clubs, Richelieu, Kiwanis, Trillium Foundation, – They hold fundraisers in support of community groups. They are often interested in projects for the youth in their area if these projects meet their mission objectives.

Past teachers/instructors – They may be financially successful or they may have a few tatamis to lend, give or sell to you for a reasonable price.

Certain Judo Associations (Provincial, Regional) – They may make available to their members a number of tatamis in order to assist in the opening of a new dojo. Contact them to find out their policy and terms.

Banks – While we may always hope to avoid them, they are sometimes our last option.

When searching for financial assistance, don't be afraid to look around you. Those who are charitable and willing to give a helping hand may be closer to you than you think.

5.0 LEGAL STRUCTURE OF YOUR CLUB

Each province has its own legislation concerning legal structures. You would do best to examine them carefully in order to choose the one which will offer you the most advantages.

6.0 HUMAN RESOURCES

6.1 Technical Director

6.1.1 Qualifications

The Technical Director must have a passion for judo and the desire to share the sport he loves. He should possess a high level of competence in teaching and in intervention with all age groups. Ideally, the Technical Director should be versatile in a large number of areas associated with judo, competition, officiating, Kata, etc.

Judo Canada recommends that a Technical Director be a black belt recognized by Judo Canada for at least one year and have fully completed Level II of the National Coaching Certification Program.

This knowledge should sensitize the Technical Director to his responsibilities and duties allowing for the development of intervention tools for the school setting and for an increased competence in the areas of first aid, security, training plans, the spirit of sport etc.

6.1.2 Types

Technical Directors can be divided into three groups, according to their involvement in the club.

The autonomous directors possess a great deal of power within the club and assume all responsibilities. They usually initiate the creation of the club, manage the club and have a strong interest in the future direction of the club.

The second and third groups are composed of those directors who are employees of the club and who fill the position of Technical Director due to their qualifications. Some fill this position in a full-time capacity, which gives them a joint partnership and allows them to participate in the decision-making process; others are employed on a part-time basis and participate very little, or not at all, in the deciding of the club's future.

6.1.3 Duties

The Technical Director is the heart and soul of the dojo and is responsible for all activities that are technical in nature. He selects his assistants; establishes schedules according to age groups (Appendix II.A); prepares course action plans; develops training programs; oversees the purchase of materials which will facilitate the teaching and increase the security; and establishes activity priorities (competitions, training camps) for the club in conjunction with its training plans.

Taking into account the important role that he plays within the club, the Technical Director should be available for Board meetings (if there is a Board) in the capacity of a voting member or, at the very least, in that of a consultant. This allows him to participate in decisions that could affect the quality of teaching and/or the imparting of judo's values. The Technical Director, as

the person who coordinates the dojo activities, must be informed of changes in club direction and priorities as voted by the Board of Directors or decided by the employer.

6.1.4 Remuneration

The Technical Director is remunerated based on his qualifications (education, grade, courses), skill and achievements. His salary can be paid by the hour, week or month. In addition he can benefit from bonuses based on his performance.

Fig 1: Remuneration of Technical Directors (recommended hourly wage)

	National Coaching Certification							
	No background in Phys. Ed.				With Phys. Ed. diploma			
Years of experience	none	I	II	III	none	I	II	III
1-5	\$10	\$15	\$20	\$25	\$15	\$25	\$30	\$35
5-10	\$15	\$20	\$25	\$30	\$20	\$30	\$35	\$40
10-15	\$20	\$25	\$30		\$25	\$35	\$40	
+ 15	\$25	\$30			\$30	\$40		

In summary, the salary of a Technical Director should reflect his level of competence and provide for bonuses within a balanced budget. The above table shows that the status of the Technical Director and the ability of the club to pay will be determining factors in deciding the remuneration level.

6.2 Board of Directors

6.2.1 Constitution

A Board of Directors is not necessary for the proper running of a dojo. At a certain point in the dojo's development, however, its usefulness becomes clear. A Board's constitution requires the development of a charter which identifies the mission of your Corporation and defines its goals, objectives and internal regulations. You must be vigilant and clearly identify your needs and wants as well as clearly defining the composition of your Board of Directors.

Your Board should consist mainly of club members who have experience with and an understanding of judo – allowing them to convey these values through general administrative tasks. The inclusion of outside administrators (e.g., parents) may also be beneficial. Caution must be used in selecting these individuals, however, so that you never lose sight of the primary goal - the appreciation of Judo by as many people as possible.

6.2.2 Roles

The administrators establish the club bylaws and regulations. They develop membership procedures (see Appendix III); oversee publicity and promotion; solicit sponsors; develop financial plans (Appendix IV); establish salary grids and approve expense accounts. They ensure adequate media coverage of club activities and nurture the relationships with their various partners (municipalities, schools, community organizations, etc.).

In order to receive support in club tasks, administrators should establish volunteer committees which can plan and manage complementary social activities (Appendix V). These committees are generally made up of parents and adult judokas.

6.2.3 Responsibilities

Below is a summary of the responsibilities of each member of the Board of Directors. We have already outlined the role and responsibilities of the Technical Director in the preceding section, noting that it is important that this individual have a key consulting role with the Board of Directors; therefore, we have omitted the Technical Director's description in this section.

President:

The President is responsible for the proper management of the club. He coordinates the activities and chairs the Board of Directors' meetings as well as the Annual General Assembly. Communications with other clubs, Provincial Associations and other community and business partners are also the responsibility of the President.

Vice President:

This person is a dedicated administrator. He assists the President with his tasks and replaces him when necessary. He accepts tasks delegated to him.

Secretary:

The Secretary keeps the club's administrative files up to date, ensures that all correspondence is followed up and is responsible for the minutes at all meetings. He maintains the mailing lists in collaboration with the Registrar. In addition, he manages the inventory of forms and policies.

Registrar:

Maintains responsibility for the registrations and administrative forms that are sent to the Provincial Associations and Judo Canada. He produces statistics with regards to participation and ensures that all members respect the clubs bylaws and pay their membership dues.

Treasurer:

The Treasurer is responsible for overseeing the preparation of budgets and ensuring that these budgets are adhered to. In collaboration with the President, he ensures financial stability for the club. He coordinates fundraising activities with the various committees in place.

6.3 Assistants

They are selected on the basis of their competence and the needs of the club. Their role consists of assisting the Technical Director during courses or teaching the introductory and beginner courses during which the basic elements of judo are taught. They are associates or partners but also counselors in whom all should have confidence.

6.3.1 Remuneration

Assistants should also be remunerated based on their qualifications, knowledge, performance and participant appreciation.

Below is a scale similar to the one presented for Technical Directors. When considering these figures it is important to keep in mind the actual dynamics of the dojo.

Fig 2: Remuneration of assistants (recommended hourly wage)

Years of experience	National Coaching Certification							
	No background in Phys. Ed.				With Phys. Ed. diploma			
	none	NCCP I	NCCP II	NCCP III	None	NCCP I	NCCP II	NCCP III
0-2	\$8	\$10	\$15	\$18+	\$10	\$15	\$20	\$30+
3-5	\$10	\$15	\$18	\$20+	\$15	\$18	\$25	\$35+
5-10	\$15	\$18	\$20	\$25+	\$18	\$20	\$30	\$40+
10-15	\$20	\$20	\$25+		\$20	\$25	\$35+	
+ 15	\$20	\$25+			\$25	\$30+		

6.4 Support Staff

These personnel are composed of individuals in charge of reception and secretarial duties. Their roles are complementary to and consist of supporting those of the Technical Director, the Assistants and the Administrators. They are responsible for the administration of registrations, sorting of mail, drafting of letters, press releases and for providing information, within the limits of their knowledge, to those who request it.

7.0 BYLAWS AND PERMITS

All Technical Directors must respect the regulations of their Provincial Judo Associations, as well as those specific to the region if these do not conflict with those of the Provincial Association.

Throughout your planning, you must respect all municipal regulations and obtain any permits necessary to start your dojo. Information regarding these regulations and permits can be obtained from your local City Hall or appropriate municipal office.

When all steps have been completed you can obtain, from your Provincial Association, the dojo information kit that contains all documents necessary for the official recognition of your Club and membership affiliation. This recognition gives you access to a multitude of services offered by your Provincial Association and Judo Canada.

8.0 SAFETY

High safety standards should be in place to ensure a safe teaching environment for participants. Judo Canada offers a guide that outlines recommendations for the safe practice of judo. It is strongly suggested that you include these recommendations as part of your safety standards.

9.0 CIVIL RESPONSIBILITY AND INSURANCE

9.1 Civil Responsibility

Like any other citizen, the coach is not covered against the possibility of a civil lawsuit. He is bound to the laws that dictate safety, and common sense should be foremost in all matters concerning his students and other clients.

The quality and strictness of the standards you impose demonstrate this diligence. There is the possibility of negligence if there is a relaxing of the safety standards and a participant sustains an injury as a result. The link between cause and effect must be demonstrated if this occurs; this is less likely to happen if you maintain your rules and standards.

Your standards will be evaluated through comparisons to those common to your surroundings. Published standards including those of your Provincial Association, Judo Canada and the Coaching Association of Canada will be closely scrutinized. Those that are not published but are generally accepted will also be evaluated. Such is the case with common sense: if it was used before, it should be used again in a similar situation.

In each Province/Territory, the laws are aimed toward the Technical Director of the dojo. It is your responsibility to be knowledgeable of these laws; all citizens should know the law.

In order to obtain further information pertaining to the laws and your responsibility, we encourage you to contact someone who is competent in this field, i.e. a lawyer, other club administrators, or facility managers.

9.2 Liability Insurance

In Canada, it is difficult to obtain liability insurance for athletic coaches. Your broker may be able to refer you to an organization that will assume the risks inherent with participating in sport. Certain Provincial Associations provide this coverage. Inform yourself about this.

The best way to avoid civil suits is to act as a responsible citizen and develop high safety standards in order to minimize the chance of accidents and resulting lawsuits.

10.0 TECHNICAL SPECIFICATIONS OF A DOJO

10.1 Training Space

It is important to offer participants a practice surface that will provide for their physical safety. Judo is a sport that addresses the needs of all individuals, young and old, and all levels of participation, from beginners to the elite. We do not want our participants to stop practicing our sport because of injuries sustained due to inappropriate equipment installation.

The training surface should be covered with tatamis or equivalent materials. This surface should provide energy distribution and shock absorption without becoming deformed under the weight of the participants. It is also important that this surface provide adequate grip for shifting, not limiting movement or becoming too slippery. The materials used should be juxtaposed, leaving no gaps, providing a uniform and homogenous surface. Lastly, the surface materials should be placed and secured in a manner to avoid shifting. The use of non-skid tatamis is an excellent solution. The dimensions of a tatami are usually 1m x 2m with a thickness of about 4cm and a density of 250-300 p.s.i. A new generation of “roll up tatami” has been recently approved by the IJF. This new product is thicker (5 cm) and has a higher shock absorption which reduces the need for a subfloor.

The size of the practice surface required for each participant is estimated at a minimum of 3 square metres, and should be surrounded by a safety area of 2 metres, which is covered by an absorbing material. Using the above guidelines you can estimate the surface area (in square metres) necessary for use by any number of participants. This equation has been modified to take into account the characteristics of two types of clientele: children and adults. The two versions are:

$$X = (\sqrt{y} + 4)^2 \text{ for children (under 15)}$$

$$X = (\sqrt{4y} + 4)^2 \text{ for adults}$$

Where X = the training area (in square metres)

Y = the number of participants

Example – The number of participants (Y) is 20 adults and we would like to know the surface area (X), in square metres required for this group.

$$\begin{aligned} X &= ((\sqrt{4} \times 20) + 4)^2 \\ &= (\sqrt{80} + 4)^2 \\ &= (8.9 + 4)^2 = (12.9)^2 = 166.4\text{m}^2 \end{aligned}$$

Therefore, for 20 adults we should have, ideally, a surface of about 166m, or approximately 83 tatami.

To obtain the number of tatami that are required, you should divide your result by two as tatami measure 2 square metres each.

These calculations work well for groups with more than 15 participants and for a room without obstacles or unusual shape. It is up to you to adapt the results to suit your situation.

Example: You know the training surface (X) that is available is 166m² and you want to estimate the number of participants that you can accommodate (Y).

$$Y = \frac{(\sqrt{166} - 4)^2}{4}$$

$$Y = \frac{(12.88 - 4)^2}{4}$$

$$Y = \frac{(8.88)^2}{4}$$

$$Y = \frac{78.85}{4}$$

$$Y = 19.7$$

Therefore, with the area available you can accommodate around 20 participants.

Judo places strong demands on the body, especially on the skeleton when a participant falls. In order to diminish the risks of trauma caused by impact vibrations from the floor, it is of extreme importance that the surface meet training requirements.

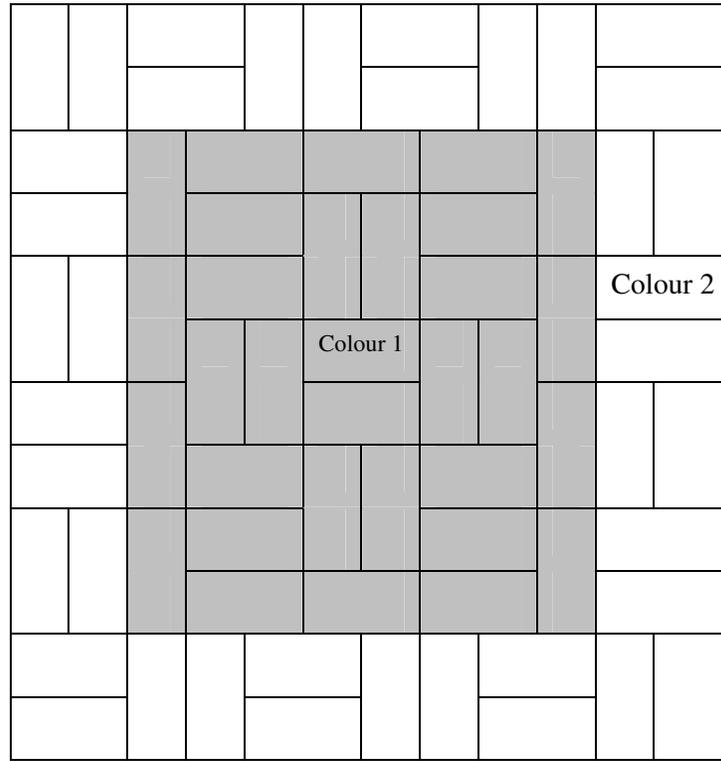
The surface should have an absorption potential that fits the needs of the participants. It is evident that the needs of a child differ from those of an adult. As well, the anticipated volume of training should be considered when choosing the surface. The tatami itself offers a certain absorption factor; we can modify this capacity, however, by adapting the floor or the lay of the tatamis. We can do this by fabricating a false floor which rests on a layer of wood, soft hockey pucks, old tatamis, springs or any other system that would allow for a better distribution of impact shock waves.

A surface with an optimal absorption capacity is indispensable for those who engage in more than 5 hours of high level training a week. On the other hand, a simple surface of foam filled, anti slip tatami, placed on a wooden floor can be sufficient for children who practice judo less than 3 hours a week.

The training room must be well ventilated allowing the participants to train comfortably. The ceiling must be at least 2.5 metres high (8 feet), to be measured from the level of the practice surface. The lighting should provide 200-300 lux at the height of 1 metre from the floor. Fluorescent lighting is the most popular type. Proper lighting is needed for the comfort and security needs of the judoka. The temperature of the main room should be maintained at about 18°C. The training surface should be obstacle-free within a perimeter of one metre. If this is not possible, all obstacles should be padded. Emergency exits and access to these exits must be identified and free of any obstacles that would impede a rapid evacuation.

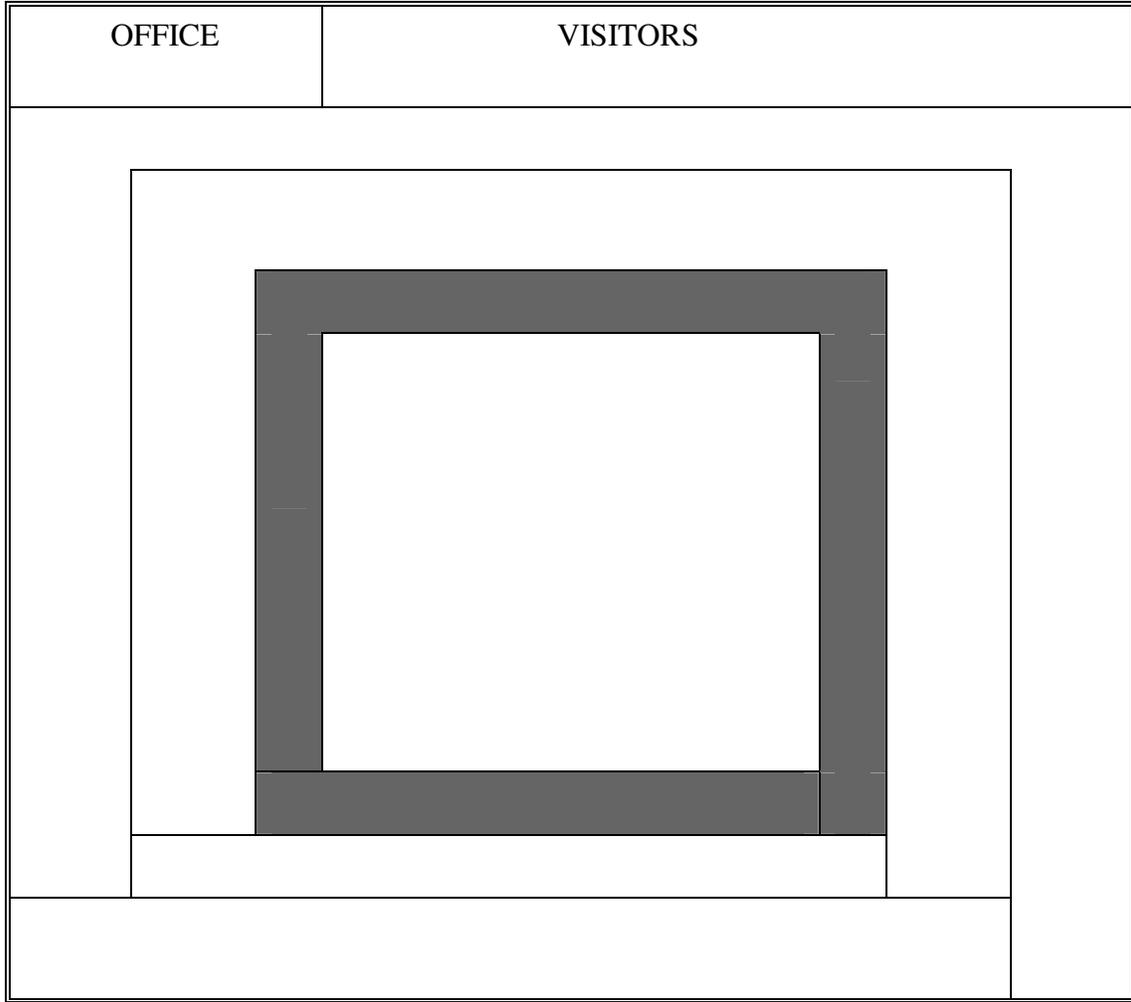
The model shown here requires 72 tatami of a traditional size (32 of one colour for the centre and 40 of another colour for the safety zone). This layout allows for the practice of realistic competition tactics and strategies as well as defining the training zone. The fact that we vary the orientation of the tatamis allows for more stability to the anti slip surface. However, with the availability of the roll out tatami, the colours and lay out of the dojo may be done to individual specifications as requested from the equipment supplier.

The tatami lay out should reflect the competition surface regulations and since these change from time to time, consult the IJF Website for the most recent recommendations. Tatami lay outs are included in the Tournament Organization Rules. However, the lay out for training purposes can be different as long as the safety standards are respected. In egzample see the traditional lay out proposed below:

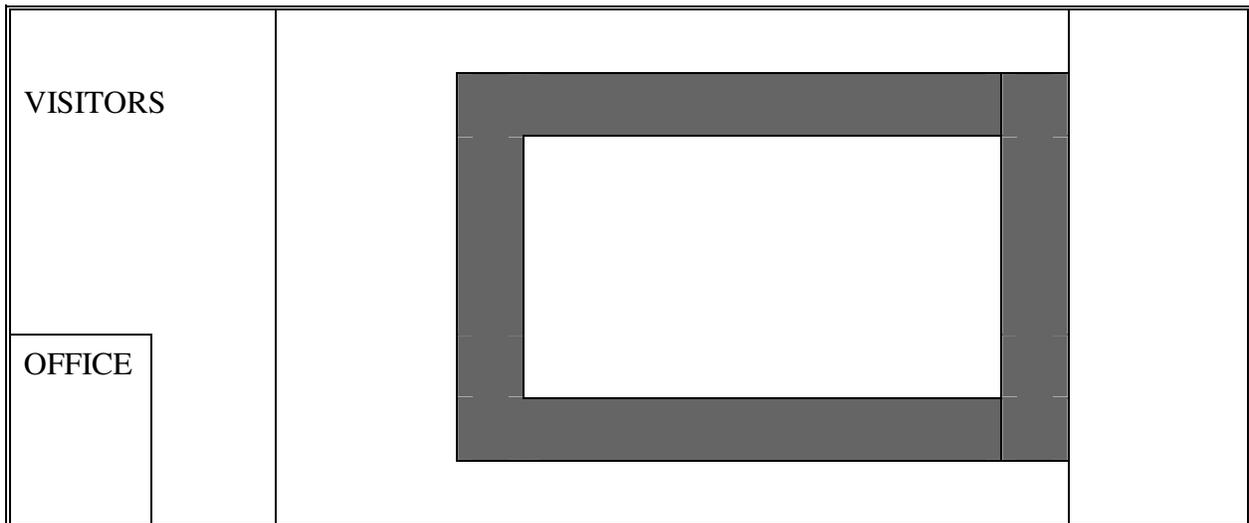


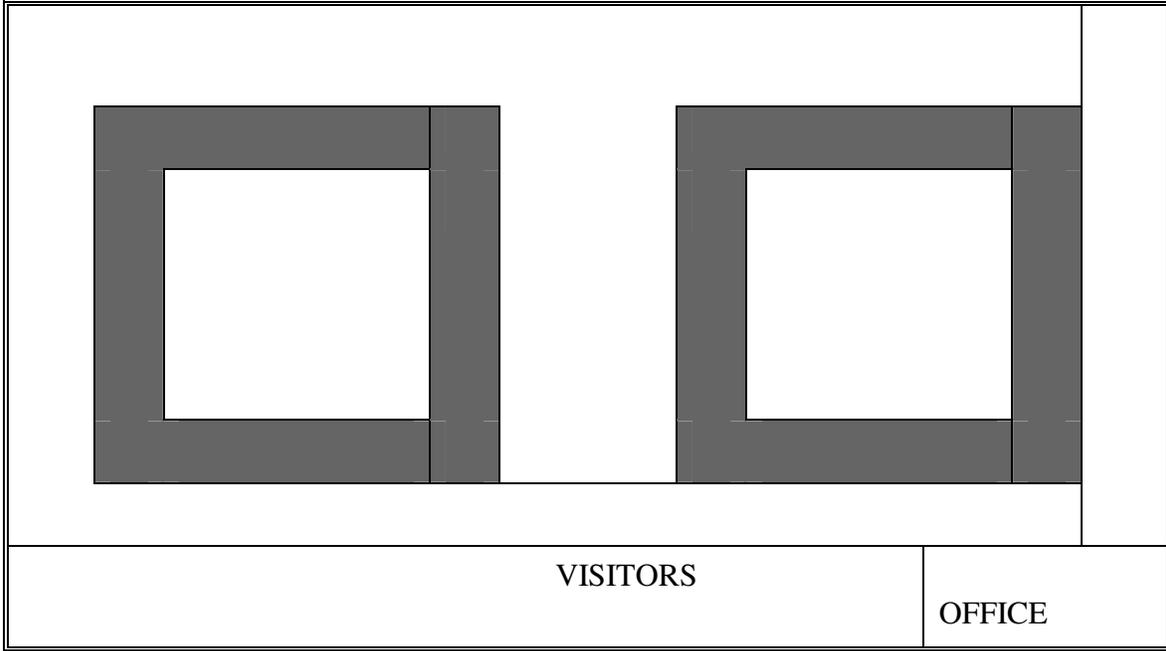
10.1.2 Layout Variations

Based on the available space, you can arrange your training area in a manner similar to the following diagrams. You must keep in mind any support pillars and arrange your surface in a way that minimizes the interference of these structures. The following diagrams do not account for change rooms, toilets, showers, weight rooms and meeting rooms.

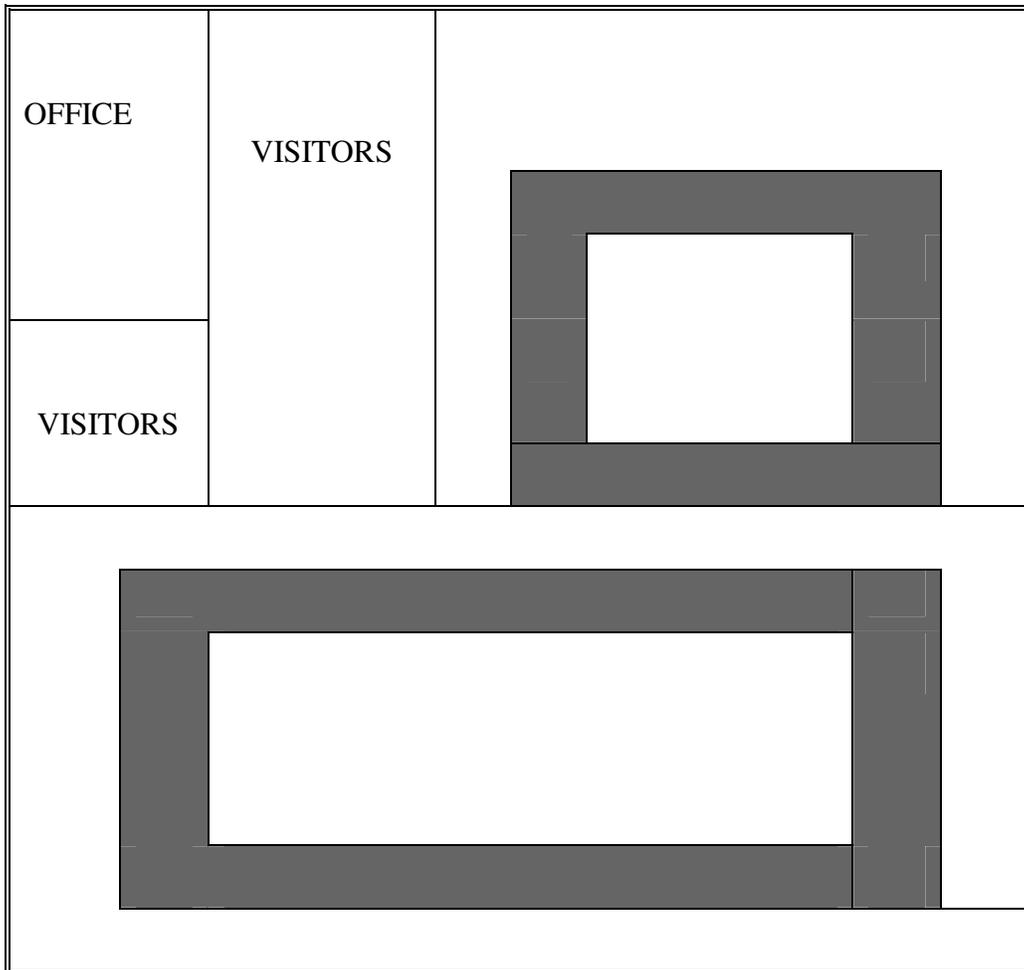


LONG & NARROW

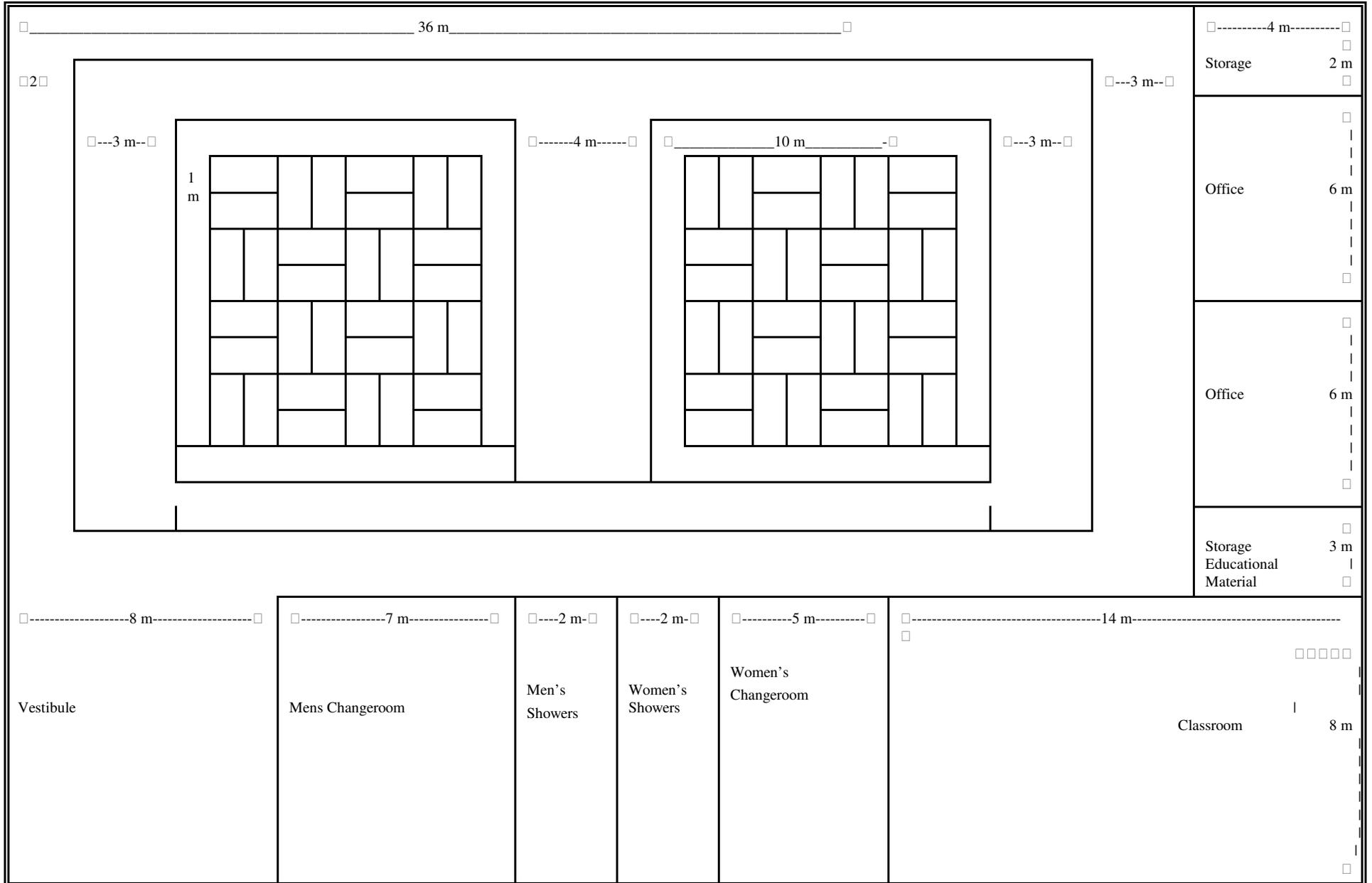




"L" SHAPE



10.1.3 The « dream dojo »



10.2 Equipping your Dojo

In addition to the training area, your dojo should allow access to washrooms, change rooms and showers. A first aid kit and easy access to a telephone, where local emergency numbers should be posted, are also essential.

10.3 Multipurpose rooms

10.3.1 Meeting room/audiovisual room

It would be extremely useful to have, if space permits, a room where you can gather for meetings, discussions, video analysis, and other related activities that require a separate room.

10.3.2 Weight room

Installing a weight room will become important if you develop high level athletes (national and international) or if you wish to offer additional services to your clients.

The weight room should be designed in such a way as to allow for optional space between the equipment (for safety reasons). The equipment should offer the individual an opportunity to work the principle muscle groups used in judo as well as their antagonists. Basic equipment should include free weights, a variety of training benches and a Universal machine. It is always beneficial to have more specific equipment when possible. In order to facilitate aerobic training, the purchase of two stationary bicycles should be considered.

10.3.3 Other

Supplementary services such as a lounge, a sauna, or a massage room could be advantageous for your club. Certain clubs also offer lodging possibilities. With the space and budget available, it would be interesting to envision the establishment of a dormitory or of small rooms, especially if you want your dojo to become of national or international interest.

10.4 Recommended Dimensions for Various Rooms

Description	MINIMAL SURFACE REQUIREMENTS		
	Number	Basic equipment required	Dimension
Training Surface	1	20-72 tatami	64 - 196 m ²
Entrance Hall	1		3 - 6 m ²
Men's public washroom	1	1 toilet, 1 urinal, 1 sink	6 - 8 m ² (Optional)
Woman's public washroom	1	2 toilets, 1 sink	6 - 8 m ² (Optional)
Office	1-2		8 m ² (Optional)
Men's Change room	1		15 m ²
Women's Change room	1		12 m ²
Men's Showers	1	4 to 6 shower heads	8 - 10 m ²
Women's Showers	1	2-4 shower heads	6 - 8 m ²
Men's Washroom	1	2 toilets, 2 urinals, 2 sinks	10 m ²
Women's Washroom	1	2 toilets, 1 sink	8 m ²
Weight room	1		30 m ² (Optional)
Meeting and Audiovisual Room	1	Large table, T.V., VCR etc.	20 m ² (Optional)
Boutique	1		25 m ² (Optional)
Spectator area	1-2	Chairs or benches	30 m ² (Optional)
TOTAL			251- 394 m ²

10.5 Decorating

A unique atmosphere can be developed in your dojo through the careful use of action photos, posters depicting various techniques, displays of awards won by club members, and recent newspaper clippings. In choosing your decorating scheme it is recommended to keep in mind the spirit of judo: remain simple and avoid decorations that are too elaborate. The secret to an effective decorating scheme is simplicity.

11.0 PRE-OPENING AND OPENING DAY ACTIVITIES

During the process of developing your dojo, you have thought of a name and have developed a logo that will suit it well. It is important that your logo represent the image of the club name and your mission as well as the sport and all that it encompasses. During your research, you can look at existing logos and images relating to judo but beware of copyright laws.

You should prepare for the official opening day of your new dojo by organizing a press conference. Included amongst your invited guests should be prestigious partners, the mayor, the deputy mayor, directors of financial institutions (banks), and presidents of various community groups. A light lunch, a judo demonstration and a souvenir should be provided for these dignitaries and members of the press. A press guide that includes an overview of judo, accomplishments of the Technical Director and his coworkers, a list of partners, the club's mission and objectives and any other information you feel is important should be available as well.

When the reception is over, you must be sure to follow up with the media (a phone call or a thank you card), so that they will mention your club in their forum. Eventually, you will arrive at the point where you can promote and publicize your club, astutely exploiting, the contacts established at the press conference; hopefully, this exposure will aid your recruiting campaign.

12.0 PROMOTION AND PUBLICITY

As soon as you are ready to offer your services to the public, you should seek out economical means of promoting your dojo. Your promotions should include: the benefits of judo, the competency and quality of your instructors, your facilities and, if relevant, your management partners.

The cost of establishing a dojo usually leaves very little in the budget for publicity and promotion. On the other hand, depending on the status of your club, you can exploit the opportunities available in your community as well as with your Provincial Association, (the latter often have materials they can provide you with). Some options that are available:

- List of leisure activities in your area
- Posters in public places
- Booth with demonstrations in shopping malls close to your club
- Articles and/or advertisement in the neighborhood, community or regional papers
- Yellow pages or district phone book
- List of regional activities, (i.e. Recreation Guide for the regional area)
- Encourage your members to invite a friend or family member and provide discounts

12.1 Public Relations

It is important for your club to have a strong presence in your community. This presence heightens the credibility of the club and increases your opportunity for local media coverage. Public relations activities are to be recommended – demonstrations in a local shopping mall or other public place, for example, can increase your exposure. Participation in a youth oriented showcase or a sporting exposition can also be an investment for the future.

Obtain a list of the media outlets that are in your area.

12.2 Press Releases

Another way to increase your public visibility is to send out press releases. Any activity or new development can be the basis for distributing a press release.

Press releases can be addressed directly to local or national media. The communiqué should serve to inform the media and the public and, therefore, it must contain the details required to quench their thirst for news.

Ideally, the press release should answer five questions: Who, What, Where, When and Why. It should contain quotes from a known person, (the club president, the instructor or one of the club's financial partners), as well as a contact person and a number at which they can be reached.

A press release should be formatted in a certain way. The header should clearly indicate "Press Release", and the note "For Immediate Release" if applicable. A catchy title should be used to sum up the information in the release. The latter should not surpass one 8½ x 11 page.

Another important step is to invite the media to your events. To facilitate this, it would be good to become acquainted with those journalists who have an interest in judo. Compile a list of their names, addresses, telephone and fax numbers and e-mail addresses.

Make sure that these people as well as the Head of the News Desk receive all information concerning your event. Mail outs should be made two or three weeks before the event and the week of the event. Results or reports should be compiled and distributed each day of the event.

The most pertinent information, which should be available, includes: athlete biographies, a brief description of the sport and a complete schedule of the event. In the event that a journalist arrives, he should be greeted by someone who can explain the ins and outs of a competition or any other club related activity.

13.0 REGISTRATION

The registration period follows the opening of the dojo and is done annually or perhaps more than once a year. Most clubs offer 2-3 sessions a year and hold a registration period before each one. Other clubs accept registrations throughout the year offering privileges to those who register during a specific time frame at the start of the season.

End of August – Start of September (Fall session)

End of January – (Winter session)

End of May – Start of June (Summer session)

These registrations take place at the club or even at a booth set up in a public place. No matter where registration occurs, those in charge should be able to provide basic information on schedules, courses, costs and methods of payment and be able to explain the difference between the various martial arts. It is important for these people to pass out information on judo (available through your provincial judo association) and the club. Your club representatives should also have registration forms. The use of a video can be especially effective in promoting your club.

13.2 Registration Fees

These costs vary significantly depending on your club bylaws and status. The financial reality is very different based on the type of support you may expect from your municipality, community groups or in case when you open a dojo as a private business. Regardless of the situation you can not disregard your financial obligations.

These costs should take into account the following factors:

Operational Costs – rent; salary; honoraria; maintenance; permits and insurance; National and Provincial Association registration fees; publicity/promotion; professional costs (accounting, lawyer); taxes; and the cost for an activity equivalent to a competition.

14.0 RETAINING YOUR MEMBERS

14.1 Motivation

People belong to your dojo for a variety of reasons. Some are motivated to join out of a need to get into shape or to learn self-defense techniques. Youth may be seeking to identify with a hero involved in the martial arts or may sign up because it is what their parents want.

If you wish to attract and retain club members, you must understand and appreciate the reasons that prompt them to register and to want to continue. It is difficult to sustain participants' interest in practicing judo. For intrinsic motivation, judokas must derive some satisfaction from the practice of the sport. We will attempt to determine what motivates participants to make deeper commitments and to persevere.

A participant's satisfaction can be either physiological or psychological. To ensure that everyone is motivated, we must meet all kinds of needs and take participants' characteristics (age, sex, where they are from) into account. If we know our clients and what motivates them, we are more able to come up with the combination of factors required to encourage them to stick with judo.

Several motivation theories exist. First of all, motivators can be internal or external. The latter deal mainly with the gratification judokas derive from their commitment (belts, trophies and medals and selection). This form of motivation is based on rewards and it is safe to say that it is solidly rooted in judo in the form of the ranking system. Motivation of this type is effective for only so long, however, and more is needed to motivate a judoka.

Internal motivation consists of desires and aspirations, which are generally more long-lasting since they come from within the participants themselves. Main motivators are:

The desire for achievement involves the search for effectiveness, competence and the mastery of a new skill in an environment which favours success;

The desire for affiliation represents the willingness to maintain cordial, friendly and warm relationships, and to feel a sense of belonging and acceptance in groups;

The search for sensations, which takes in strong emotions, pleasant sensations, experiences which excite the senses (hearing, sight, smell, touch and all kinesthetic sensations).

Internal and external motivations complement one another. The ultimate goal is to have our members take part in judo out of satisfaction and not to achieve rewards. On the other hand, internal motivation can be developed through the judicious use of external motivators. An approach which combines the use of play during teaching and the establishment of prizes based on diligence and the athletic spirit can increase pleasure and self-esteem. It is recommended, however, that ranks not be used as a lone source of external motivation, since this would have an adverse long-term effect on the quality of judo and not increase the likelihood of long-term participation in the sport.

The motivation principles proposed by Maslow are based on a hierarchy of six basic needs:

- | | |
|------------------------|--|
| 1. Physiological: | hunger, thirst, sleep |
| 2. Safety: | shelter, a feeling of confidence |
| 3. Need to belong: | belonging to a group, a family |
| 4. Self-esteem: | the need to feel loved, respected and useful |
| 5. Self-actualization: | acquiring knowledge, realizing accomplishments |
| 6. Self-fulfillment: | being up to date and feeling a sense of progress |

The primary needs (physiological, safety and need to belong) must be satisfied before any of the others. It is therefore useless to motivate someone who is hungry by offering him a challenge to achieve self-actualization. Intrinsic and extrinsic motivators are found within this hierarchy.

In principle, we should focus on the need for belonging, self-esteem and self-fulfillment, since the physiological and safety needs should be met in a family setting.

Motivation, or the application of such principles, should be an integral part of our dojo teaching programs, regardless of how they are presented. We must strive to have everyone who walks through the door appreciate judo and ensure that they continue on in the sport. Once this foundation is established, we can concentrate on establishing team spirit in our dojo, making it possible to achieve a minimum of success while offering stimulating challenges, ensuring that everyone has fun and allowing our students to acquire a knowledge base that can be built upon.

14.2 Communication

Developing good communication skills is a complex process; such abilities are much more difficult to master than it would appear. Communication skills are essential when working in the education field and are important in the development of our interpersonal skills. There are many facets to effective communication; you must take it upon yourself to refine and utilize your abilities.

Clarity is essential

It is particularly difficult to communicate with a group. Even if it is easy to give orders or to relay complex instructions, there is often at least one member who does not understand the message you are trying to pass along. This lack of understanding may be related to the message itself, or to the words and images used to relay it. If the message is not understood, we conclude that there was a communication problem. Children have a

tendency to take what we say literally; if our message is confusing, a child will be unable to understand the meaning of both the message and the messenger.

The art of speaking

It is often the tone of our voice and not the words themselves that give meaning to a message. A hostile tone of voice will deliver a completely different message than a soft tone. Delivering an order in a loud, authoritarian way will certainly grab the attention of the group; however, using a calm voice can also be very effective, especially when it is used as a contrast.

Using the appropriate words is also very important. A great way to lose someone's attention or even the attention of a group is to allow your presentation to drag on and on. Remember that your role is to direct and bring life to a meeting, not to be a guest speaker. You must therefore be concise; say exactly what you mean and tailor your vocabulary to suit your group.

Body Language

In order to be properly understood, as well as to retain the interest of a group, we can use certain movements and gestures: moving amongst the participants, miming our actions, and using signs to signify our emotions are all examples. A gesture or a movement may also serve to indicate the importance of a concept or an instruction.

Facial expressions and body movements often say much more than words. These non-verbal messages can be positive or negative; a simple smile can tell a participant that we are interested in their input or that we are satisfied with them and approve of them. Giving a participant a tap on the shoulder or a pat on the back are non-verbal signs of understanding, approval and recognition. Sometimes a smile or a physical contact says even more than words.

On the other hand, participants will also use body language to show their satisfaction, dissatisfaction and emotional state. You must be aware of this and respond to them in a proper manner.

Know how to listen

In good communication, knowing how to listen is just as important as knowing how to speak. This is something we have a tendency to forget. Listening is an extremely important part of conversation, yet it can be very difficult to do. We must give our full attention to the person speaking and show interest in what is being said. We should not only work on our ability to listen but help the members of our group develop these same qualities.

Feedback

Feedback compliments communication. It allows the participants to hear vocalized appreciation of their understanding and their work. Feedback has a major impact on the self-esteem and motivation of the participants. Well-communicated feedback could help stimulate the group or one of its members. Good feedback contains the following elements:

- It should be specific, that is to say, contain specific information pertaining to the situation or the task.
- It should be constructive, presented in a way that is perceived as positive.
- It should be immediate so that the person or group can adjust while completing the task at hand.
- It should be clear, do not leave any room for interpretation.

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If you have a negative message to relate, I suggest that you use the “SANDWICH” method: insert your message between two positive aspects of performance or behavior of the person in question (ex. Excellent teamwork Peter, you should try to respect your opponents, your passing is great).

Whenever possible, feedback should be spontaneous and sincere while respecting the elements mentioned above.

“It is when we speak that we understand”

14.2.1 Circulation of Information

Efficient communication also includes the circulation of information. The members of your club will appreciate being informed of what is happening at the club, as well as in the judo world outside their club. They will be interested in receiving up to date results of local and national athletes, international results, and changes in rules, regulations, and policies.

This information can be presented to members in a number of ways. Some examples are:

- 1- The simplest method is to post it. It is easy to install a bulletin board in a high traffic area where a large majority of your members can have access to this information.
- 2- **A newsletter/bulletin** – This requires a little more effort, but is still an incomparable asset to the club if the content is educational and useful. This newsletter can also help to increase club visibility as well as provide much sought-after exposure to the club's partners and sponsors.
- 3- **Telephone Chain** – This is the most useful tool if an urgent message must be passed on to members of the club. For example, the cancellation of a course, a reminder that the season will begin, or the announcement of an important event.
- 4- **Mail** – This also fulfills an important role. Mail outs can, request financial aid from the club's members for a special event, contain invitations for a gala night, or announce new club programs. They can also be used to send birthday wishes or season greetings.

14.3 Registration Management

A manual or automated registration system that keeps records of your members is a tool that allows you to quickly acquire member profiles and to better communicate with these members. A computerized registration system facilitates the tracking of grades and sending of renewal notices. Such a system may also help to increase the sense of belonging – imagine sending a card to your members wishing them a Happy Birthday or a Merry Christmas.

A good management information system allows you to trace the statistical evolution of your members and determine their profiles in terms of age, sex and origin. This information can help you better target your advertising and aid in the development of programs that better fit your specific clientele.

Whatever membership system you choose, it should be used to its full potential. The information that you collect represents an important resource for your dojo; you must have access to this information and use it as often as possible. Your partners will appreciate having the ability to consult a report that outlines the popularity of the dojo they are supporting. As well, sponsors may be interested in the mailing list or in the distribution of certificates of recognition that can be produced by your system.

15.0 Financing

15.1 Product Sales

Your clients will surely appreciate the opportunity to purchase items they need for their activities on site. In addition to the basic equipment, do not hesitate to offer complementary products such as books, sports bags with Judo logos, and others. You can benefit from this additional source of revenue, at the same time increasing your client satisfaction.

You will probably offer these articles for purchase within a boutique in your club. You will need a basic inventory of those items required by your clients; judogi, zooris, belts and other items that can be used during the practice of judo.

Included in the merchandise that you offer should be such items as caps and pins. These will heighten the sense of belonging and pride within the membership of your dojo. These articles generally sell well and can represent a good source of revenue.

15.2 Regular Programming

A dojo that is well padded offers a safe environment for a number of activities. As well, a dojo with a "permanent" set-up offers, in addition to safety, other advantages for the users as well as a certain amount of variety in programs.

Advantages:

- Better shock absorption for falls. This gives a sense of safety and provides a better environment.
- Promotes a decor that symbolizes the image of a dojo and establishes a peaceful and pleasant atmosphere.
- An ideal dojo will attract participants and help in developing their sense of belonging, both of which are extremely important.
- Better stability for the "tatamis" during the quick and spontaneous movements.
- Diminishes the need to handle, and as a result increases the life of, the "tatami".

Programs

The advantages mentioned above allow for the following programs to be offered:

JUDO

1. Traditional Judo Courses

- Beginners
- Developmental
- Advanced
- Competition Training

2. Physical conditioning (TAISO...)

3. Self-defence (women, policemen, seniors, hospital staff)

Structure
Space rental

4. Psychomotor activities for children (balance development, muscular development, spatial orientation)**5. Week-end technical sessions****OTHER****6. Other Martial arts such as Tai Chi, Kendo, AiKido...****7. Modern Dance****8. Gymnastics and other related disciplines****9. Yoga/meditation and other relaxation techniques****10. Massage**

Quality facilities can be rented to groups for their use or can be used by the organizers of different programs for various functions. It is quite possible for a dojo to become a profitable venture. This has been demonstrated by academic institutions (CEGEP and universities), and other organizations (municipalities, YMCA). With the help of many supporters, these sorts of programs can be profitable and can help to diversify the services offered within the community.

15.3 Special programs

This category includes summer camps, annual clinics and special evenings for your regular members. It is also possible to offer complementary programs that require more detailed planning and special expertise.

Summer Camp

These camps allow your members to take advantage of the summer to work on their technical knowledge. It is also possible for you to invite other clubs to participate. This will help cover costs and perhaps generate additional funds.

Annual Clinic

Once or twice a year you may want to organize a clinic to which you invite a well known master teacher, national or Olympic athletes or a specialist. It is sometimes risky to take on such a venture, but if it is well organized, it can be very successful.

Special Evenings (Parties)

It is also possible to organize a gala evening or a reception for a particular event. For example, a casino night can raise funds for a developmental activity or a competition. An end of year gala to present awards could attract a large number of people as members may invite their family and friends.

16.0 Conclusion

Starting up a dojo is quite a challenge, but is probably easier than you think. We hope that this guide will help to guide you through the various stages involved in opening a dojo.

Once all of the steps are completed, you will begin embark on one of your life's most gratifying experiences. By teaching Judo to beginners through to the advanced you will experience great satisfaction and facilitate your own development as a judoka.

At all times, and during all developmental stages of your dojo, do not hesitate to communicate with your Provincial Association if you have any additional questions. Their staff is there to help you and can provide you with videos, reference lists and their own professional support.

Good Luck!

17.0 USEFUL ADDRESSES

17.1 Provincial Judo Associations – you find all updated address's via the Judo Canada Website
www.judocanada.org

17.2 Other Addresses

Judo Canada

Unit 212; 1725 St. Laurent Blv. Ottawa, ON, K1G 3V4

K1B 5N4

Tel:(613)738-1200

Fax:(613) 738-1299

www.judocanada.org

Coaching Association of Canada

www.coach.ca

Your City Hall

Your community recreation services

17.3 **Judo Materials/Equipment**

GENESPORT

<http://www.genesport.net/>

JUKADO

<http://www.jukado.com/>

TORAKI Trading Company Limited

<http://www.toraki.com/>

HATASHITA ENTERPRISES

<http://www.hatashita.com/productcart/pc/Home.asp>

GILL SPORT

<http://www.gillsports.ca/>

APPENDIX II Sample of schedule and lesson plans

II.A. Type I Schedule

The course schedule should meet the needs of everyone. Children’s courses should not finish too late and the adult courses should not start too early. We have developed a sample schedule that can be used by a club with a large number of diversified groups. We understand that not all clubs can offer this varied a schedule but hopefully this example can provide you with some inspiration.

PROGRAM ME	LEVEL	MON	TUE	WED	THUR	FRI	SAT	SUN
6-9 yrs	Introduction		17:00-18:00		17:00-18:00			
6-9 yrs	Beginner	16:30-17:30					09:00-10:00	
6-9 yrs	Advanced			16:30-17:30			10:00-11:00	
10-12 yrs	Beginner		18:00-19:30		18:00-19:30		11:00-12:30	
10-12 yrs	Advanced		18:00-19:30		18:00-19:30		11:00-12:30	
13-17 yrs	Beginner		19:30-21:00		19:30-21:00	19:30-21:00		
13-17 yrs	Advanced		19:30-21:00		19:30-21:00	19:30-21:00		
+ 18 yrs	Beginner	19:30-21:30		19:30-21:30		19:30-21:30		
+18 yrs	Advanced	19:30-21:30		19:30-21:30		19:30-21:30	13:00-15:00	
Competitors		17:30-19:30	08:00-09:30	17:30-19:30	08:00-09:30	17:30-19:30	13:00-15:00	11:00-13:00
Family								09:30-11:00

Note: Family = all ages

Competitors = Those preparing for tournaments at the provincial level or higher

APPENDIX II Sample of schedule and lesson plans

Type II Schedule

	2-5 YRS 5-7 YRS	7-8 YRS	9-10 YRS	11-17 YRS	17 YRS & +	WOMEN	SENIORS
MORNING 8:00-12:00	PRE- JUDO	INTRODUCTIO N RECREATION		SPORT STUDIES	FITNESS SELF- DEFENCE	FITNESS SELF- DEFENCE	FITNESS SELF- DEFENCE
AFTER- NOON 13:00-17:00	PRE- JUDO	INITIATION RECREATION		SPORT STUDIES	FITNESS SELF- DEFENCE	FITNESS SELF- DEFENCE	FITNESS SELF- DEFENCE
EVENINGS 18:00-22:00		INITIATION RECREATION	INITIATION RECREATION COMPETITIVE	INITIATION RECREATION COMPETITIVE	RECREATION COMPETITIVE EXCELL	RECREATION COMPET EXCELL	
WEEK ENDS	FAMILY	FAMILY	RECREATION COMPETITIVE FAMILY	RECREATION COMPETITIVE	RECREATION COMPETITIVE EXCELL	RECREATION COMPETITIVE EXCELL	

II.B. Sample Lesson Plan

A course plan should be diversified in order to cover a variety of items. The following lesson plan is only one of many possibilities; with time, you will develop your own.

=====
Course # _____

Course Type: _____ Date: ____ / ____ / ____

Greeting

Message: _____

Warm-up: _____

Ukemi: _____

Nage waza: (1 per colour, from the same group whenever possible or a complementary)

White: _____	Green: _____
Yellow: _____	Blue: _____
Orange: _____	Maroon: _____

Randori: _____

Break

Games: _____

Ground work

Ne waza:(based on the grade or type of course)

Osae komi waza _____

Shime waza _____

Kansetsu waza _____

Other

Randori: _____

Games: _____

Cool down

Departure

Comments: _____

Messages: _____

APPENDIX III. Samples of registration forms

Sample A

Surname: _____ Judo Québec Passport: _____
 Name: _____ Judo Canada Passport: _____
 Age: _____ Date of birth: ___ / ___ / ___
 Sex: M ___ F ___ Health Insurance: _____
 Occupation: _____
 Address: _____
 City: _____ Postal Code: _____
 Phone - Business: _____ Phone - Residence: _____
 Do you suffer from illness or allergies? yes _____ no _____
 If yes, describe: _____
 Do you take any medications? yes _____ no _____
 If yes, please list them: _____
 Please list any physical, pathological or other problems you may have:

Have you had an operation? _____ If yes, what type? _____

Contact in case of an emergency: Family name: First Name: Tel – Business : Tel – Residence:

I, _____ (Name) _____ hereby join the club and accept the risks involved with the practice of judo.

Signature: _____
(Parent or guardian if under 18 years)

Date: ___ / ___ / ___

Sample B

Surname: _____ Name: _____ Date of birth: ___/___/___
 Address: _____ Height: _____ cm
 City: _____ Weight: _____ kg
 Postal Code: _____ Tel:(____) _____ - _____ Health Insurance #: _____

Previous judo club:

Present belt: _____ Date obtained: ___/___/___
 Provincial passport number : _____ Judo Canada passport number: _____

Registration fees

	4 months	8 months	1 year	Provincial/ National Association
under 10 yrs	\$	\$		\$
10 - 16 yrs	\$	\$	\$	\$
17 - 20 yrs	\$	\$	\$	\$
over 20 yrs	\$	\$	\$	\$
Black Belts			\$	\$

I understand and accept that there can be no reimbursement after the fourth lesson of the session in progress.

I the undersigned declare that the above information is correct. I confirm that I have read, understand and agree with the above conditions and I understand and accept the inherent risks involved with the practice of judo.

Date: ___/___/___ _____
 Signature of applicant

I, _____, parent or guardian of the above applicant, in view that he/she is a minor, certify that the above information is correct. I declare to have read, understand and agree with the above conditions and I understand and accept the inherent risks involved with the practice of judo.

Date: ___/___/___ _____
 Signature of parent/guardian

FRONT

CLUB IDENTIFICATION		
Surname : _____ Name : _____		
Address: _____ _____		
Postal Code : _____		
Tel. residence : () - _____ Tel. office : () - _____		
Health Insurance Number : Profession: _____ Employer : _____		
IN CASE OF EMERGENCY, contact :		
Surname : _____ Name : _____		
Tel. residence : () - _____ Tel. office : () - _____		
		DOB: _ / _ /

BACK

Previous club : _____	Technical Director : _____
Grade : _____	Provincial Passport : _____ Judo Canada Passport: _____
I, the undersigned declare that the above information to be correct. I adhere to <u> (Name of club) </u> of <u> (city) </u> and accept the risks inherent with the practice of judo. I remove any responsibilities for accidents, for lost or stolen property from within the club or at the location of one of the club's activities, from the affiliated instructors and members.	
Signed at <u> (city) </u> , the <u> (date) </u>	
Member's signature : _____	
Signature of parent/guardian : _____ in the case of a minor	

Appendix IV - Fundraising

A variety of fundraising activities can be used to accumulate funds for the various club activities. The best ideas are those that are creative. Here are some suggestions:

- subletting your space (for other activities or martial arts)
- selling chocolates
- selling cheese
- car wash
- casino
- Evening Gala (Awards night)
- lottery (grand prize, 50/50)
- bingo
- Sale of promotional items (pins/clothing)
- Boutique with judo articles
- Hosting camps
- Hosting inter regional or provincial competitions
- etc.

Appendix V - Parent Committee Activities

- Transportation to tournaments
- Organization of club or interclub competitions
- Judo demonstrations
- Interclub exchanges
- Organization of fundraising activities
- Opening ceremonies
- Closing ceremonies
- Special summer activities
- Promotional activity support
- Organizing a Gala night
- Organizing various social activities
 - galas
 - corn roast
 - camping
 - picnics
 - casino
 - Christmas party
 - community supper, trips etc.