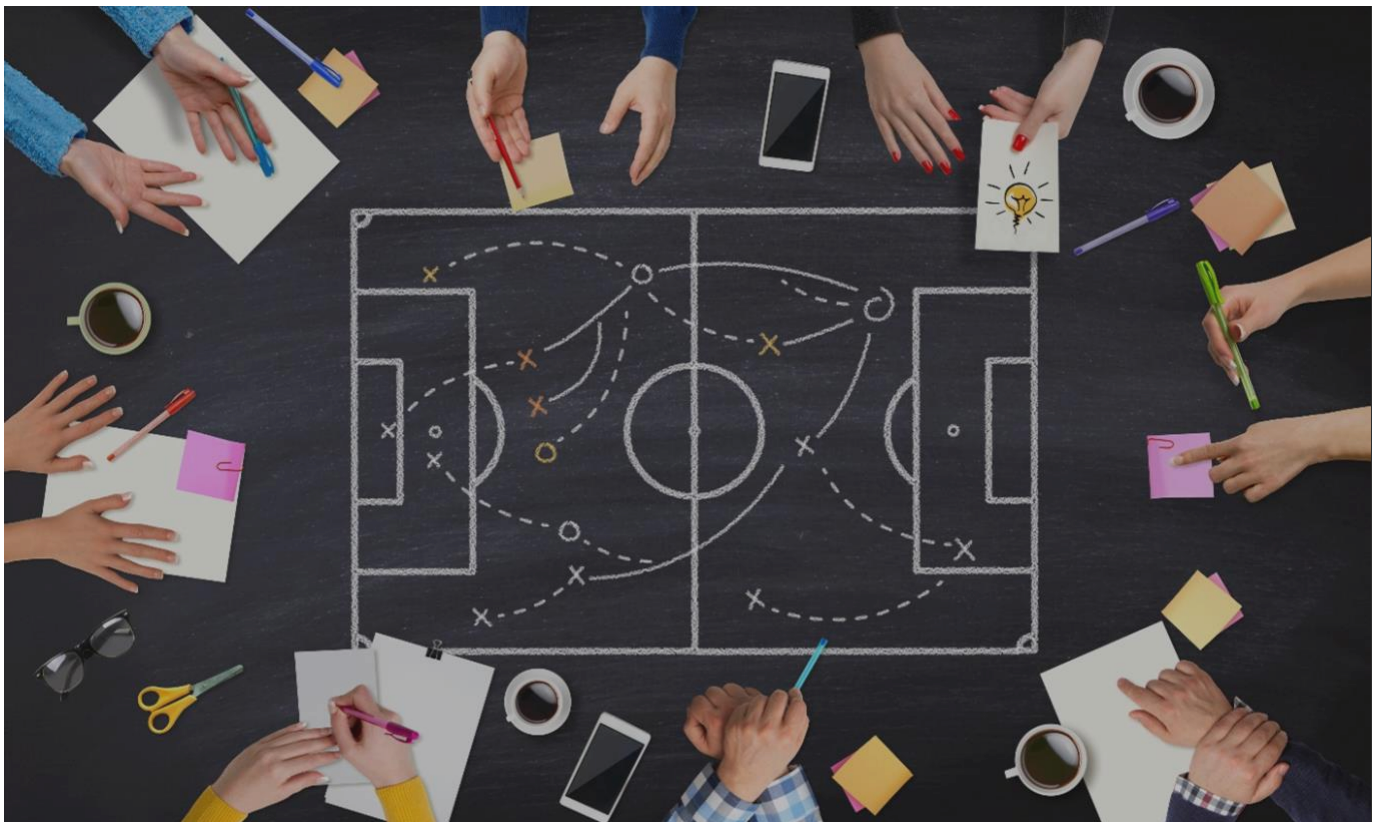


2020 Workshop Report

Governance, Branding, and Social Media in Canadian National Sport Organizations



PREPARED BY

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Executive Summary

On February 10th, 2020, national sport organizations (NSOs) that had participated in the SSHRC (Social Sciences and Humanities Research Council of Canada)-funded landscape study on governance, branding, and social media gathered at the House of Sport (RA Centre) for a **day-long workshop**. The purpose of this workshop was **to help identify best practices so NSOs can align their governance, branding, and social media practices to maximize benefits for their various clients and stakeholders and grow their sport**.

Seventeen participants representing 15 NSOs participated in the workshop. It began with a summary of the findings from the research team. This was followed by three breakout sessions (one for each of the three topics). Each breakout session included the completion of worksheets and small group discussions, and was followed by a plenary session where invited experts provided comments and shared insights.

The contents of the present report are specific to findings stemming from the workshop. Briefly, we found that, for **governance**, systemic and capacity challenges dominated the discussion, followed by board-related challenges. NSOs acknowledged the following assets and resources could help in addressing the challenges: human resources; knowledge, education, and training; as well as processes and procedures. Finally, NSOs suggested a variety of **action points**, including:

- Developing a **compendium** or database of governance-related, curated resources, best practices, and templates;
- Fostering an NSO **network** to communicate best practices and promote synergies; and
- Rethinking the Canadian sport system by focusing on **alignment** across levels, regionalization, stakeholder relationships, resource efficiencies and removal of duplications, and funding that assists with governance – not just sport performance.

Besides the identified capacity issues, the biggest challenge for **branding** was to understand that branding is more than a logo; it is about a promise, a set of expectations for the stakeholders, as well as the need for internal and external stakeholder buy-in. Assets and resources included: a brand document, a budget for branding, opportunities for onsite promotion, and assistance from the Canadian Olympic Committee (COC). A selection of suggested **action points** for NSOs included:

- Developing a **brand architecture** (i.e., alignment between NSOs, P/TSOs [Provincial/Territorial Sport Organizations], clubs, and athletes);
- Developing a **strategy** on how to manage brand governance;
- Educating key **stakeholders** about your brand;
- **Co-creating** the brand with corporate partners and other stakeholders; and
- Understanding the importance of **values and good governance** for sponsors.

With respect to **social media**, participants indicated capacity (e.g., human, financial), message control (e.g., hijacking, creativity), and evaluation (e.g., metrics, lack of data) to be their key challenges. Organizations also believed critical strategic insight, stakeholder relationships, and internal capabilities could serve to alleviate or overcome those challenges. Participants collectively suggested several **action points** going forward including:

- **Embedding** social media within the greater strategic marketing and communications plans;
- **Developing goals and objectives** for social media; and
- **Segmenting** their social content to hit smaller segments and, consequently, to clarify their brand's social personality.

In summary, **the Canadian sport system would benefit from a better alignment in terms of governance and branding between the various levels in the system**. This would, in turn, **improve organizations' ability to do more**, including with social media. Despite these issues, **NSOs have been creative** in their efforts to maximize their resource use to meet their goals. To enhance these efforts, NSOs are encouraged to explore the resources noted in the report (see action points and toolbox sub-sections).

Introduction

On February 10th, 2020, national sport organizations (NSOs) that had participated in the SSHRC-funded landscape study on governance, branding, and social media gathered at the RA Centre (House of Sport) for a day-long workshop.

Workshop Purpose

The purpose of this workshop was to **help identify best practices so NSOs can align their governance, branding, and social media practices** to maximize benefits for their various clients and stakeholders, and grow their sport.

After sharing a summary of the main findings from the previous phases of the study (i.e., the online survey, semi-structured interviews, and documents analysis), the **one-day workshop** included small- and large-group discussions, where NSOs shared experiences, reflected on current and future assets, and suggested ways NSOs can overcome challenges related to governance, branding, and social media.

This then led to identifying potential best practices, which are detailed later in this report. Participants had a chance to review this report's content prior to and during a **one-hour webinar**, before the final version of the report was published.

Workshop Process

All NSOs that had participated in the previous phases of the landscape study were invited to the workshop. Seventeen individuals representing 15 NSOs attended. For a detailed schedule of the workshop, please refer to the [Appendix](#).

Following a summary of the research project, three breakout sessions were organized: one on governance, one on branding, and one on social media. Each session began with an overview of the main findings from the previous phases on that specific topic, followed by a small-group breakout session. Then, everyone reconvened in a plenary session where invited experts commented on the overall findings and shared their insights.

The small-group discussions consisted of about five participants per table purposively selected to create a diverse representation of NSOs: small, large, Olympic and non-Olympic, and Sport Canada-funded and non-funded NSOs. Each breakout group was facilitated by a member of the research team and had a note-taker who kept track of the conversations.

Using a worksheet, participants were asked to first reflect individually on: (a) challenges, (b) assets/resources, and (c) action points associated with the breakout topic. These were then shared and discussed within the small group. At the end of each breakout session, the group was tasked with summarizing their key findings, which were electronically projected on the main screen for further discussion during the plenary session.

At the start of the plenary session, a representative of each group shared a summary of their group discussion. Next, the panel of experts provided commentary and additional insights. Following the experts' commentaries, they answered questions from the audience.

For the governance session, the three experts were Prof. Lucie Thibault, Ph.D. (University of Ottawa), Debra Gassewitz (Sport Information Resource Centre), and Marg McGregor (Canadian Olympic Committee). For the branding session, the two experts were Prof. Frank Pons, Ph.D. (Université Laval) and Prof. Benoît Séguin, Ph.D. (University of Ottawa). For the social media session, the two experts were Prof. Frank Pons (Université Laval) and Prof. Michael L. Naraine, Ph.D. (Brock University).

The workshop concluded with a summary of the main points discussed and information for participants regarding next steps. This included the sharing of a draft of the report one month post-workshop followed by a one-hour webinar on May 20th, 2020, at which time, participants offered feedback on the draft report so it could be finalized and distributed publicly.

Summary of Previous Findings

Based on the data collected from questionnaires (i.e., Phase 1 of the research project), as well as semi-structured interviews and documents (i.e., Phase 2 of the research project), the following results were presented during the workshop in relation to governance, branding, and social media. Further details of these results can be found on the following webpages:

- [Overview of research](#)
- [The overall online survey landscape results report](#)
- [The workshop presentation](#)

Governance Findings

- There is a wide range of NSOs in terms of budgets, personnel, Board size, and gender representation on the Board.
- NSOs have undergone many governance changes over the past five to seven years:
 - Similar words are now found across NSOs in terms of their mission, vision, and values; and
 - With a few exceptions, similar governance processes are seen in relation to governance Boards, advisory and/or decision-making committees, and staff making operational decisions.
- Many NSOs struggle with capacity, as expectations from external stakeholders have increased (e.g., inclusion, Safe Sport) while funding or support has not necessarily followed suit.

Branding Findings

- Brand governance and branding are seen as important; and
- Managing the brand and moving from brand operations to brand governance is a challenge for many NSOs.

Social Media Findings

- Social media is seen as a low-cost way to connect with stakeholders; and
- NSOs struggle to monetize social media and control it from a governance perspective.

For more details pertaining to the findings presented above, you can also consult the following articles (see also the [References](#) section):

- NSO governance-related articles:
 - [Parent, Naraine, and Hoye \(2018\)](#)
 - [Hoye, Parent, Taks, Naraine, Séguin, and Thompson \(2019\)](#)
- NSO brand governance-related article:
 - [Taks, Séguin, Naraine, Thompson, Parent, & Hoye \(2019\)](#)

Workshop Results

The results below summarize what the participants wrote on their worksheets, the group discussions during the breakout sessions, and information shared by the panels of experts. Results are presented according to the challenges, assets/resources, and action points identified.

Governance

Challenges. For governance, challenges identified by participants were grouped into seven themes, as seen in Table 1.

Table 1: *Governance-Related Challenges Faced by NSOs*

Challenges	Sub-challenges
1. Systemic issues	<ul style="list-style-type: none"> ▪ Decentralization of the sport system ▪ Alignment <ul style="list-style-type: none"> ▪ P/TSO (provincial/territorial sport organizations) structures don't align with NSO structures ▪ No collective incentive for alignment ▪ What exists, exists in a silo ▪ Geographic diversity

-
- | | |
|--------------------------|--|
| | <ul style="list-style-type: none">▪ Duplication of efforts and resources between NSOs and P/TSOs▪ Time involved in managing relationships▪ Not able to be nimble and responsive as needed▪ Competing goals: sport participation versus high performance▪ Volunteers<ul style="list-style-type: none">▪ Political issues▪ Personal issues▪ Conflicts of interests |
| 2. Capacity | <ul style="list-style-type: none">▪ Lack of financial capacity▪ Lack of human resource capacity |
| 3. Strategic plans | <ul style="list-style-type: none">▪ Lack of implementing the strategic plan▪ Lack of measuring/follow-through▪ Ineffective strategic plans▪ Lack of focus on strategic plans by Boards |
| 4. Board challenges | <ul style="list-style-type: none">▪ Transitioning from operational to governance Board▪ Filling vacancies: lack of qualified people on Boards▪ Cost of onboarding and education of the Board▪ Conflict of interest when passion for sport supersedes actual Board responsibilities▪ Succession planning for Board members |
| 5. Type of Board members | <ul style="list-style-type: none">▪ Skill-based appointments versus passion for sport▪ Diversity<ul style="list-style-type: none">▪ Gender diversity▪ Ethnic diversity |
| 6. Education | <ul style="list-style-type: none">▪ Onboarding of the Board▪ Communicating importance of governance to members, sport participants, P/TSOs, and community sport organizations |
| 7. Organizational issues | <ul style="list-style-type: none">▪ Staff turnover and loss of institutional memory▪ Clarity of Board roles and responsibilities versus Chief Executive Officer (CEO)/Executive Director (ED) and staff▪ Culture of the sport can hinder effectiveness and desired governance changes▪ Lack of data▪ Information flow |
-

Assets/resources. Following the identification of governance-related challenges, three types of assets/resources were discussed by participants. A summary of these assets/resources is presented in Table 2.

Table 2: Governance-Related Assets and Resources

Assets and Resources	Examples
1. Human resources	<ul style="list-style-type: none"> ▪ Having strong leadership ▪ Using part-time positions, consultants, and contractors
2. Knowledge, education, and training	<ul style="list-style-type: none"> ▪ Having a manual for Board and committee orientation/onboarding ▪ Having knowledgeable Board and staff members ▪ Having professional development for Board and staff members
3. Processes and procedures	<ul style="list-style-type: none"> ▪ Having good communication ▪ Building trust ▪ Being transparent and having clear/strong key performance indicators ▪ Using technology (e.g., Cascade, Trello, Google Drive, Envisio, or SamePage)

Action points. Following the challenges and assets/resources, 16 potential action points for NSOs were identified, as shown in Table 3.

Table 3: Governance-Related Action Points Suggested by NSOs

Action Points	Details, Examples, and Recommendations
1. Compendium/database of governance-related curated resources, best practices, and templates	<ul style="list-style-type: none"> ▪ Could be accomplished through the Sport Information Resource Centre (SIRC) ▪ Templates <ul style="list-style-type: none"> ▪ The perfect Board ▪ Board skills-matrix ▪ Club evaluation ▪ Salary grids ▪ Succession planning for Board, CEO, and staff ▪ Board training toolkit from Canadian Sport for Life
2. Collaboration between NSOs: Fostering a network to	<ul style="list-style-type: none"> ▪ Shared services across NSOs

- | | |
|---|--|
| communicate best practices and promote synergies | <ul style="list-style-type: none"> ▪ Combine NSO buying powers so all have access to key resources (e.g. technological tools) ▪ Hold meetings between NSOs to increase collaboration ▪ Hold annual meeting of all NSOs' leadership to share strategies, challenges, best practices, resources, and tools |
| 3. Board-related actions | <ul style="list-style-type: none"> ▪ Handbook for the Board ▪ The aging demographic creates an opportunity for members to continue contributing to sport with skills and networks they have acquired ▪ Including athlete representation in the Board structure ▪ Advertising Board positions on different websites (LinkedIn, Globe and Mail, etc.) ▪ Board should use information from a broader perspective (outside) |
| 4. Skillset audits | <ul style="list-style-type: none"> ▪ Board ▪ Staff |
| 5. Promoting of diversity throughout the NSO | <ul style="list-style-type: none"> ▪ Gender diversity ▪ Ethnic diversity ▪ Promote internal opportunities |
| 6. Strategic planning and decision-making | <ul style="list-style-type: none"> ▪ Must develop and have a good strategic plan in place, as well as implement the plan ▪ Importance of having and using data to make good decisions |
| 7. Appropriate organizational structure | <ul style="list-style-type: none"> ▪ Must develop and have a good structure in place for the organization |
| 8. P/TSOs and community sport organizations' expectations | <ul style="list-style-type: none"> ▪ Develop standardized policies, procedures, and measures |
| 9. Internal communication | <ul style="list-style-type: none"> ▪ Communicate the importance of proper governance, planning, and policies to the Board and membership ▪ Create liaisons to share information between committees to ensure an alignment of mandates across the organization |
| 10. Policies | <ul style="list-style-type: none"> ▪ Formalize roles and responsibilities for the Board, CEO, and staff |

- House policies in a centralized location
 - Develop a conflict of interest policy for Board members and include it in the strategic plan

- 11. Regionalization of P/TSOs to decrease duplication
 - Have the FPTSC (Federal-Provincial/Territorial Sport Committee) provide leadership to help align NSOs and P/TSOs
 - Have a tiered implementation for regionalization
 - Rethink autonomy
 - Streamline resources and resource sharing
 - Have only one marketing department for the sport across the country
 - Set up memorandums of understanding (MOUs) with the P/TSOs to ensure compliance

- 12. Funding
 - Diversification plan to access new funding sources
 - New and simpler Sport Funding and Accountability Framework (SFAF) for funding to address governance aspects
 - Funding availability for governance-related changes (see SFAF)
 - Budget that can be allocated beyond high performance
 - Clear and appropriate criteria to evaluate NSOs based on competency and accountability

- 13. Sport Canada mandate
 - Re-examine Sport Canada's mandate in terms of:
 - System alignment leadership
 - Technical leadership
 - Endorsing and supporting core training (professional development) for Board members and staff

- 14. Stakeholder relationships
 - Continue developing corporate and mass participation relationships

- 15. New technologies
 - Use new technologies, platforms, and online tools:
 - For meetings (e.g., Skype, Adobe Connect, Google Hangouts, Zoom)
 - For better communication
 - To facilitate work, such as who does it, what to do, and deadlines (i.e., project management)
 - Training of volunteers to use technology

16. Knowledge, education, and training
- Board
 - Staff
 - NSO members (e.g., P/TSOs, community sport organizations)
 - Use resources or organizations such as SIRC and Canadian Sport for Life (e.g., Canadian Sport for Life Board training online module)
-

Toolbox. In addition to the above action points, different resources are at NSOs' disposal. Please consult the links below for governance-related resources:

1. Canadian Olympic Committee (COC)
 - a. [NSO governance tools website](#)
 - b. [Effective governance in sport, learning from failure](#)
 - c. [How to rethink, redefine and revamp your business model](#)
 - d. [Governance change as a starting point for strategic change](#)
 - e. [Board policy manual](#)
 - f. [Example Board item report](#)
 - g. [Human resource leadership guidelines](#)
2. Sport Information Resource Centre (SIRC)
 - a. [Good governance, what it is and how to do it](#)
 - b. [Governance](#)
 - c. [Challenges to trust re-shaping governance](#)
 - d. [Board models and structures](#)
 - e. [Creating a value-based sport system in Canada](#)
 - f. [Gender equity and good governance](#)
 - g. [Gender equity](#)
 - h. [Governance and operations](#)
 - i. [Capabilities for transformation, honing director skills for generative governance](#)
 - j. [The business and behaviours behind executive agreements](#)
 - k. [Board evaluation](#)
 - l. [Succession planning](#)
 - m. [Board governance succession planning: Volleyball Canada](#)
3. Canadian Sport for Life
 - a. [Video for Board members](#)
 - b. [Effective governance online education/training](#)
4. Ottawa Sport Council
 - a. [Building your best Board](#)
 - b. [Volunteer management](#)
5. Business Development Bank of Canada

- a. [Writing and communicating a strategic plan](#)
 - b. [5 tips on implementing your strategic plan](#)
 - c. [7 steps to create an action plan for your strategic plan](#)
 - d. [How to measure the success of your strategic plan](#)
6. Top Nonprofits
- a. [Guide to creating mission & vision statements](#)
 - b. [30 example vision statements and best practices](#)
 - c. [50 example mission statements and best practices](#)
7. International Olympic Committee
- a. [Good governance](#)
 - b. [Basic universal principles of good governance of the Olympic and sports movement](#)
8. Australian Sport Commission
- a. [Sports governance principles](#)
 - b. [Mandatory sports governance principles](#)
 - c. [Governance reform in sport](#)
 - d. [One management, modern, effective, and efficient governance](#)
 - e. [Careers, join a sports Board](#)
 - f. [Governance framework co-design update](#)

The following websites and documents are considered good examples related to governance in Canadian NSOs:

1. Curling Canada
 - a. [By-laws](#)
 - b. [Board policy registry/manual](#)
 - c. [Annual meeting minutes](#)
 - d. [Business plan and measurement](#)
 - e. [Human resources policy handbook](#)
2. Nordiq Canada
 - a. [By-laws](#)
 - b. [Board policy manual](#)
 - c. [Business plan with key performance indicators](#)
 - d. [Terms of reference for committees, policies, and documents](#)
3. Rugby Canada
 - a. [By-laws](#)
 - b. [Strategic plan with key performance indicators and assessment scorecard](#)
4. Triathlon Canada
 - a. [Business plan with steps to build plan and key performance indicators](#)
 - b. [Core policies](#)

Branding

Challenges. Branding challenges identified by participants were grouped into six themes, as seen in Table 4.

Table 4: *Branding Challenges Faced by NSOs*

Challenges	Sub-challenges
1. Identify the brand beyond the logo	<ul style="list-style-type: none"> ▪ Brand is more than a logo ▪ Brand is a promise, a set of expectations (a value proposition) that an NSO offers to people who interact with their organization ▪ Brand is a promise to meet those expectations because of who you are
2. Stakeholder buy-in	<ul style="list-style-type: none"> ▪ Internal stakeholders: <ul style="list-style-type: none"> ▪ Education: Not everyone understands or embraces a new brand (e.g., athletes, Board, staff) ▪ Alignment issues with internal stakeholders ▪ External stakeholders: <ul style="list-style-type: none"> ▪ Misalignment with external stakeholders (e.g., P/TSOs, community sport organizations) ▪ Once P/TSOs take on a new look you also want them to take on the brand of the NSO ▪ Brand not accepted by external stakeholders (e.g., sponsors, governments, P/TSOs) ▪ Brand gets diluted by sponsors and broadcasters instead of co-creating your brand ▪ Difficulty to create brand awareness in a cluttered environment
3. Capacity (Resources)	<ul style="list-style-type: none"> ▪ Lack of data/unable to access data from market research ▪ Bilingualism <ul style="list-style-type: none"> ▪ Shortage of human resources who are bilingual ▪ Shortage of financial resources ▪ Multisport environment poses an extra challenge for branding ▪ Cost of rebranding: implementation is expensive
4. Safe Sport	<ul style="list-style-type: none"> ▪ How does it fit in with the brand (i.e., is this an expectation you promise to deliver?)
5. Reaching beyond the sport enthusiast	<ul style="list-style-type: none"> ▪ Branding to the broader participant and spectator market

6. Disconnect between high performance and participation
- Should both be pursued simultaneously, or one over the other?

Assets/resources. Based on the identified challenges, participants discussed four assets/resources, which are presented in Table 5.

Table 5: *Brand-related Assets and Resources*

Assets and Resources	Examples
1. Brand guidelines document	<ul style="list-style-type: none"> ▪ Educational document tailored to different audiences on how to develop and manage a brand
2. Budget for branding	<ul style="list-style-type: none"> ▪ Helps to create website ▪ Helps to create brand-related documents, merchandise, etc.
3. Onsite promotion	<ul style="list-style-type: none"> ▪ Activation of teams at events
4. COC	<ul style="list-style-type: none"> ▪ Helps with sharing market research data with NSOs

Action points. Following the challenges and assets/resources, various potential action points for NSOs were identified in relation to branding. A summary of the action points is shown in Table 6.

Table 6: *Branding-Related Action Points Suggested by NSOs*

Action Points	Sub-action Points
1. Define who you are branding for	<ul style="list-style-type: none"> ▪ High performance versus grassroots ▪ Broader audience ▪ Be realistic
2. Learn from others	<ul style="list-style-type: none"> ▪ Leverage important resources in the industry ▪ Share resources, knowledge and best practises between NSOs
3. Conduct a brand architecture study	<ul style="list-style-type: none"> ▪ Investigate alignment: analyze your own brand and those of P/TSOs, community sport organizations, and athletes

- Have one clear brand
- 4. Develop a strategy on how to manage brand governance
 - Includes all levels (NSOs, P/TSOs, and community sport organizations)
- 5. Brand guidelines document
 - Formalize and make technical guidelines accessible
 - Know/clearly define the commercial rights (brand protection)
- 6. Educate your key stakeholders about your brand
 - If you want your brand to be powerful, you need the CEO and/or the Board to bring it back to governance
 - Work on defining the promise, the set of expectations (value proposition), and how to fulfill it
 - Board education to help them understand, buy into, and ultimately invest in the brand
 - Get buy-in and planning
 - Consistency throughout is key, but it takes time. This includes athletes, coaches, P/TSOs, community sport organizations, and events
 - Identify a brand champion in your organization, someone who not only understands brand strategy, but lives it
 - Use multimedia formats (e.g., videos, documents, and websites) to inform and educate key stakeholders and general audience about the brand
 - Training/Webinar on brand governance
- 7. Start with internal branding buy-in, then move onto external branding buy-in
 - Create “the vibe” internally, then deliver that promise and the set of expectations to all stakeholders
- 8. Do more to help P/TSOs and community sport organizations to brand themselves
 - Provide and/or share resources
- 9. Co-create with corporate partners and other stakeholders
 - Use sponsors to help develop and govern the brand
 - Co-create with athletes through events (e.g., consistency with the athletes in terms of look)
 - Co-create with P/TSOs, community sport organizations, COC, sponsors and media
 - Identify strategies and tactics for stakeholders to help get the message across

- 10. Implementation of brand strategy takes time, even several years
 - Need buy-in first from the Board, then all your other stakeholders
 - Requires patience
 - 11. Values and good governance are important for sponsors
 - Leverage good governance for the brand
 - 12. Bilingualism
 - Use interns to help with bilingualism
-

Toolbox. In addition to the above action points, different resources are at NSOs' disposal. Please consult the links below for branding-related resources:

1. Canadian Olympic Committee (COC)
 - a. [NSF enhancement initiative Deloitte assessment tool](#)
2. Landor
 - a. [Revolutionizing the way we manage brand](#)
3. Hulse & Durrell
 - a. [Main website \(with access to resources and information\)](#)
4. U Sports
 - a. [About the brand](#)
5. Mackman
 - a. [Brand identity toolkit](#)
6. Ryerson University
 - a. [Brand overview](#)
7. Los Angeles Lakers
 - a. [Design and brand guidelines](#)
8. World Intellectual Property Organization
 - a. [Sport and branding](#)

The following websites and documents are considered good examples related to branding in Canadian NSOs:

1. Canada Artistic Swimming
 - a. [Our new brand](#)
 - b. [Logos](#)
 - c. [Brand launch video](#)

2. Rugby Canada
 - a. [About the brand](#)
3. Equestrian Canada
 - a. [New Logo and Identity for Equestrian Canada by Hulse & Durrell](#)
4. Nordiq Canada
 - a. [About the brand](#)
 - b. [Website](#)
5. Curling Canada
 - a. [The Curling Canada brand](#)
6. Skate Canada
 - a. [Brand standards guide](#)

Social Media

Challenges. For social media, four groups of challenges were identified by participants, as shown in Table 7.

Table 7: *Social Media-Related Challenges Faced by NSOs*

Challenges	Sub-challenges
1. Capacity	<ul style="list-style-type: none"> ▪ Lack of financial capacity ▪ Lack of human resource capacity, especially bilingual staff ▪ Capacity to learn new skills
2. Message Control	<ul style="list-style-type: none"> ▪ Managing multiple platforms and personas ▪ Crisis management ▪ Managing multiple stakeholders ▪ Hijacking/message consistency ▪ Creativity with content ▪ Permission rights (e.g., broadcasting, photographs) ▪ Operating in multiple time zones ▪ Poor social activations
3. Measurement and Evaluation	<ul style="list-style-type: none"> ▪ Lack of quantitative and qualitative data ▪ Poor board and staff education of social benefits ▪ Analytics (e.g., social media metrics) ▪ Shifting demographics

Assets/resources. Based on the identified challenges related to social media, participants identified various assets/resources, which are shown in Table 8.

Table 8: *Social Media-Related Assets and Resources*

Assets and Resources	Examples
1. Strategic Insight	<ul style="list-style-type: none"> ▪ A pre-existing marketing/communications strategy ▪ Using calendars to engage in pre-planned content dissemination ▪ Understanding that younger demographics want social content
2. Use Key Stakeholders	<ul style="list-style-type: none"> ▪ Involving athletes as brand ambassadors ▪ Working with partners and sponsors to leverage and co-create content
3. Internal Capabilities	<ul style="list-style-type: none"> ▪ Having infrastructure to accept and deploy interns for special projects ▪ Using stock photographs and multimedia ▪ Accessing existing software resources to develop content (e.g., Microsoft Office, Adobe) ▪ Downloading accessible social metrics (e.g., Facebook insights)

Action points. Following the challenges and assets/resources, different potential action points for NSOs were identified in relation to social media. A summary of the action points are shown in Table 9.

Table 9: *Social Media-Related Action Points Suggested by NSOs*

Action Points	Sub-action points
1. Develop a social media calendar in advance	<ul style="list-style-type: none"> ▪ Identify key dates such as athlete birthdays, major events and competitions, and other sport and non-sport milestones and begin to populate content
2. Develop a multi-media asset bank for immediate access to dynamic content	<ul style="list-style-type: none"> ▪ Build a cloud repository of photos and videos. ▪ Regardless of competition or event, ensure all photos are saved and stored

3. Partner and athlete activation
 - Speak with partners about how to co-create content via social media and develop new campaigns that are mutually beneficial
 - Engage athletes and coaches during non-technical training sessions to explain importance of social
4. Board education
 - Consider making social media an item for discussion at the board level
 - Bring in external consultants and academic partners to continue board education
5. Develop a marketing strategy with social media section
 - Formalize social media use within the context of the organization's overall marketing plan
 - Consider who will operate, when, how, and the details of the brand's persona
6. Build digital stories consistent with organization's brand
 - Consider the narratives for which the organization wants to be known to its stakeholders, and develop guidelines and content pieces on said narratives
 - Develop narrative pieces across the main social platforms on which the brand operates
7. Engage in social media analytics
 - Download the metrics available for the major social platforms (e.g., Facebook Insights, Twitter Insights, Google Analytics)
 - Use this data to adjust your content pieces to maximize engagement
8. Goal setting
 - Define key performance indicators (KPIs) and objectives for the various social platforms the organization operates.
 - KPIs may consider engagement rates, clicks, ticket sales, follower growth, and earned media valuations
9. Develop crisis communications plan
 - Consider how the organization responds to crises via social and who is responsible for managing discussions across social channels
10. Clarify the voice/brand/personality
 - Important to define the parameters and breadth of how content is displayed via social.
 - Organization should have a clear understanding of what its online personality is and how it connects back to its mission, vision, and values

11. No one-size-fit-all approaches

- Not all content needs to be a one-to-many scheme; content can be produced for certain segments to achieve certain objectives.
- The Organization must make it clear what type of content is geared toward which audience and with what outcomes hoping to be derived

Toolbox. In addition to the above action points, different resources are at the disposal of NSOs. Please consult the links below for social media-related resources:

1. Sport Information Resource Centre (SIRC)
 - a. [Canadian national sport organizations' use of social media](#)
 - b. [Athlete perspective, how to management social media during competition](#)
 - c. [Twitter made easy](#)
2. Hootsuite
 - a. [How to schedule tweets to save time and engage your followers](#)
 - b. [How to create social media content calendar, tips and templates](#)
 - c. [How to conduct a social media competitive analysis, free template](#)
3. Talkwalker
 - a. [Which social media metrics matter?](#)
 - b. [Social media dashboards, a guide](#)
 - c. [How to create your marketing plan template](#)

Conclusion

In sum, **the Canadian sport system would benefit from a better alignment** in terms of **governance and branding between the various levels in the system**. This would, in turn, **improve organizations' ability to do more**, including with social media. Despite these issues, **NSOs have been creative** in their efforts to maximize their resource use to meet their goals. To enhance these efforts, NSOs are encouraged to explore the resources noted in this report.

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Appendix

**Workshop on Governance, Branding, & Social Media
in Canadian National Sport Organizations
Agenda**

Date: February 10th, 2020 / Le 10 février 2020

Location / Lieu: House of Sport (RA Centre) / La maison du sport (Centre RA)

Time / Temps: 9:00 – 16:00 / 9h à 16h

- 9:00 Registration // Inscription
- 9:30 Introduction and overview of the research project // Introduction et survol du projet de recherche
- 10:00 Introduction for session #1 on governance // Introduction pour la session #1 au sujet de la gouvernance
- 10:15 Transition to breakout session // Transition à la session de discussion
- 10:20 Breakout session #1 on governance // Session de discussion #1 au sujet de la gouvernance
- 11:10 Plenary: groups report back & expert discussion // Plénière : rapport des groupes et discussion d'experts
- 11:45 Break & lunch // Pause et dîner
- 12:45 Introduction to session #2 on branding // Introduction pour session #2 au sujet de la marque
- 13:00 Transition to breakout session // Transition à la session de discussion #2
- 13:05 Breakout session #2 on branding // Session de discussion #2 au sujet de la marque
- 13:50 Plenary: groups report back & expert discussion // Plénière : rapport des groupes et discussion d'experts
- 14:20 Health break // Pause-santé
- 14:35 Introduction for session #3 on social media // Introduction pour session #3 au sujet des médias sociaux
- 14:45 Transition to breakout session // Transition à la session de discussion #3
- 14:50 Breakout session #3 on social media // Session de discussion #3 au sujet des médias sociaux

- 15:20 Plenary: groups report back & expert discussion // Plénière : rapport des groupes et discussion d'experts
- 15:45 Wrap-up: workshop debrief // Sommaire: débriefing de l'atelier
- 16:00 Conclusion of workshop // Conclusion de l'atelier