

Workshop on Governance, Brand, and Social Media in Canadian National Sport Organizations

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House of Sport (RA Centre)



Meet the Team

Prof. Milena Parent



uOttawa

Prof. Marijke Taks



uOttawa

Prof. Benoît Séguin



uOttawa

Prof. Michael Naraine



Prof. Russell Hoye



Funding Partners



Social Sciences and Humanities
Research Council of Canada

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What did we do?



NSO Governance Ranges



Full-time Staff

0 - 58



Budget

\$140K - \$24M



Board size

4 - 15



Female Board Representation

0%-71% (*M=36%, SD=17%*)

Changes in the last 5-7 years

New hires 97%



Board bylaws 94%



Formalization 88%



Restructuring 78%



NSO Challenges



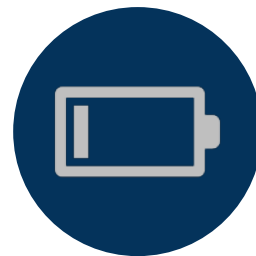
Brand Challenges

Moving from brand operations to brand governance



Social Media

Monetizing and controlling social media from governance perspective



Capacity Challenges

Increased expectations from stakeholders; funding not increased

Moving Forward



Develop action points based on the study's findings



Report of findings and workshop discussions mid -March



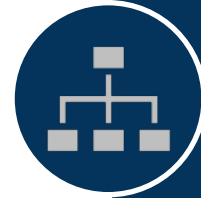
Host a webinar to solicit feedback
Date TBD

Session #1: Governance

Overall Key Findings



Photo by Carlos Muza on Unsplash



STAFF

Responsible for implementing strategic plan
Make operational decisions



GOVERNANCE BOARDS

Boards are governance Boards
Develop strategic plan and long-term vision



COMMITTEES & COMMISSIONS

Used as advisory and/or decision making
Incl. mix of Board members, staff, volunteers

Overall Key Findings

▶ ALL NSOs HAVE STRATEGIC PLANS

Larger NSOs: More business-like, operating like professional/for-profit organizations

Smaller NSOs: May not have operational plans/KPIs or consistently track progress

▶ NFP ACT USED IN DIFFERENT WAYS

Larger NSOs: Piece of legislation/box to ✓ or already undergoing changes

Smaller NSOs: Justification/legitimizing tool for desired governance changes

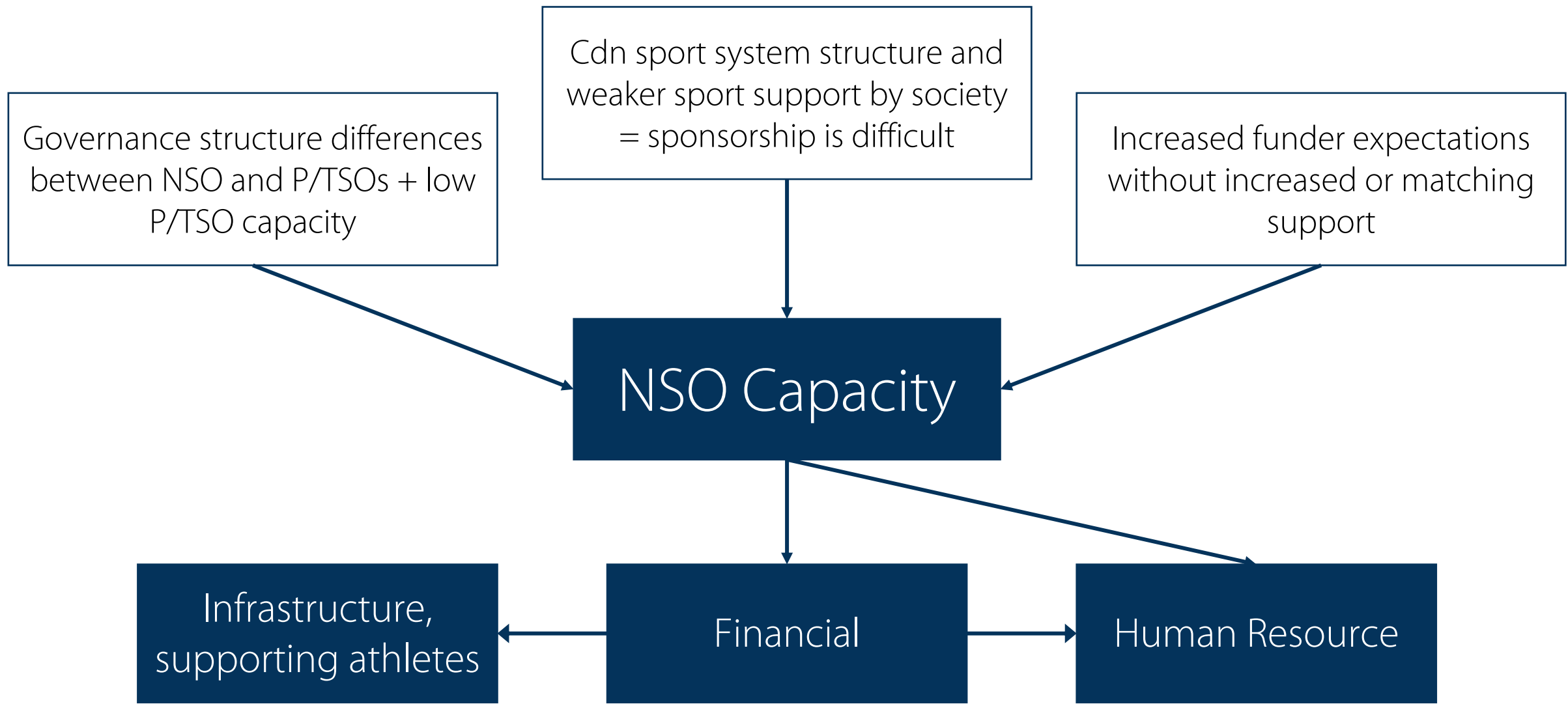


Canadian NSO Archetypes for the 21st Century

	Board-Led (n=14)	Executive-Led (n=16)	Professional-Led (n=7)	Corporate (n=6)
Key differentiating values	Stakeholder engagement and governance	Governance, and some stakeholder engagement and diversity	Stakeholder engagement	Governance, stakeholder engagement and some diversity
Organizational complexity	Low specialization Low formalization Centralized	Medium specialization Medium formalization Centralized	Medium-high specialization Medium-high formalization Mixed centralization	High specialization High formalization Decentralized
Capacity and revenue sources	Low capacity Public & membership dominant revenues	Medium-low capacity Public-dominated revenues	Medium-high capacity Public & membership dominant revenues	High capacity Sponsor & broadcaster-dominant revenues
Governance	Participant-focused performance High efficiency Medium accountability Medium-high transparency Low stakeholder participation	Financial performance focus Medium-high efficiency High accountability Low transparency High stakeholder participation	Performance based on organizational objectives Medium accountability Low transparency Medium stakeholder participation	Performance based on organizational objectives High accountability High transparency High stakeholder participation

The Capacity Challenge

The ability to meet our strategic objectives and to grow our sport.
Having the (financial and human) resources to meet the needs of our
participants.



Potential Solutions to NSO Capacity Issues

1. Increase org. efficiencies, where possible;
2. Reduce duplication of efforts between NSO and P/TSOs (e.g., provide templates to P/TSOs);
3. Rely on network/partnerships to increase capacity;
4. Hire consultants/contractors instead of full time (for smaller NSOs) or just for expertise (for larger NSOs);
5. Use software/online tools (e.g., Cascade, Envisio, Samepage)

Breakout Session #1



Meet back at 11:10



Plenary Session #1: Experts



Prof. Lucie Thibault
Dean of the Faculty of Health Sciences
University of Ottawa



Debra Gassewitz
President and Chief Executive Officer
Sport Information Resource Centre
(SIRC)



Marg McGregor
Director, Sport System Excellence at
Canadian Olympic Committee



LUNCH

Session #2 to commence at 12:45



Photo by Tim Mossholder
on Unsplash

Session #2: Branding

Figure 1: Brand Governance of NSOs and the Interrelationship with Stakeholders and Social Media: An Exploratory Model



Note. Solid lines: represents how engagement of NSOs' decision makers with stakeholders and social media may affect their brand governance processes.
Dotted lines: represents how NSOs' decision makers perceive the effects of stakeholders and social media on their brand governance processes.
MVV = Mission, Vision, Values

Brand Governance

97% of NSOs agreed they communicate differently with different stakeholders

3.91
/ 5

NSOs agreed stakeholder communications fits with their mission, vision, and values

(SD=0.96)

2.44
/ 5

But, NSOs indicated stakeholders were not as involved in their brand management

(SD=0.88)

3.13
/ 5

NSOs indicated stakeholders sometimes influenced their brand management

(SD=0.91)

Brand Governance



NSOs need: identity, differentiation, and vertical alignment of brands (NSO-PSOs-LSOs)



Importance of values, stakeholders and social media



NSOs struggle to move from operational aspects of branding to governing their brands. Brand strategy is a struggle to implement

Brand Governance Issues

1. Alignment with PSOs: one overarching brand
2. Resources: HR, expertise, and money
3. Mis-use or misunderstanding of 'brand' (i.e. logo vs brand as who you are)
4. COC taking too much space: challenge for NSOs to differentiate and have some presence in marketplace (i.e. media coverage, sponsorship, etc.)

Brand Governance Issues

5. Stakeholders involvement in brand governance
6. Many NSOs have similar logos (maple leaf with sport)
7. Corporate brand versus discipline brands (alignment)
8. Need decision-makers to understand importance of brand
9. Two mandates: HP vs sport participation in perception of the brand

Good Practices in Brand Governance

1. Branding as being the leading edge of the wedge that would change our organization.
2. Engage the board in brand governance.
3. Make the brand more consistent and homogenous.

“You change how you look. That changes how you feel, etc., but there’s more to our brand strategy than just logos.”

“Making sure that people understand our values, and that when they see our brand they know that where our values around trust, integrity, and excellence are, that we’re living the values and that the brand, that they feel that way when they see the brand and when they interact with us.”

Good Practices in Brand Governance

4. Brand is more than a logo: it is a promise.

"[we promise you a] set of expectations and we will deliver them."

"Yeah, brand is everything, whether it's getting people to engage in your sport, whether it's getting funding, whether it's building the right organizational culture, yeah, brand is everything."

"it's really important for us to brand together across the country. We're too small to have 11 different 'brands' out there."

"It's the backbone of everything we're doing, like our brand, who we are."

Breakout Session #2



Meet back at 13:50



Plenary Session #2: Expert



Frank Pons

Full Professor, Université Laval

Directeur de l'Observatoire international en
management du sport

Directeur du Carré des affaires FSA ULaval-
Banque Nationale



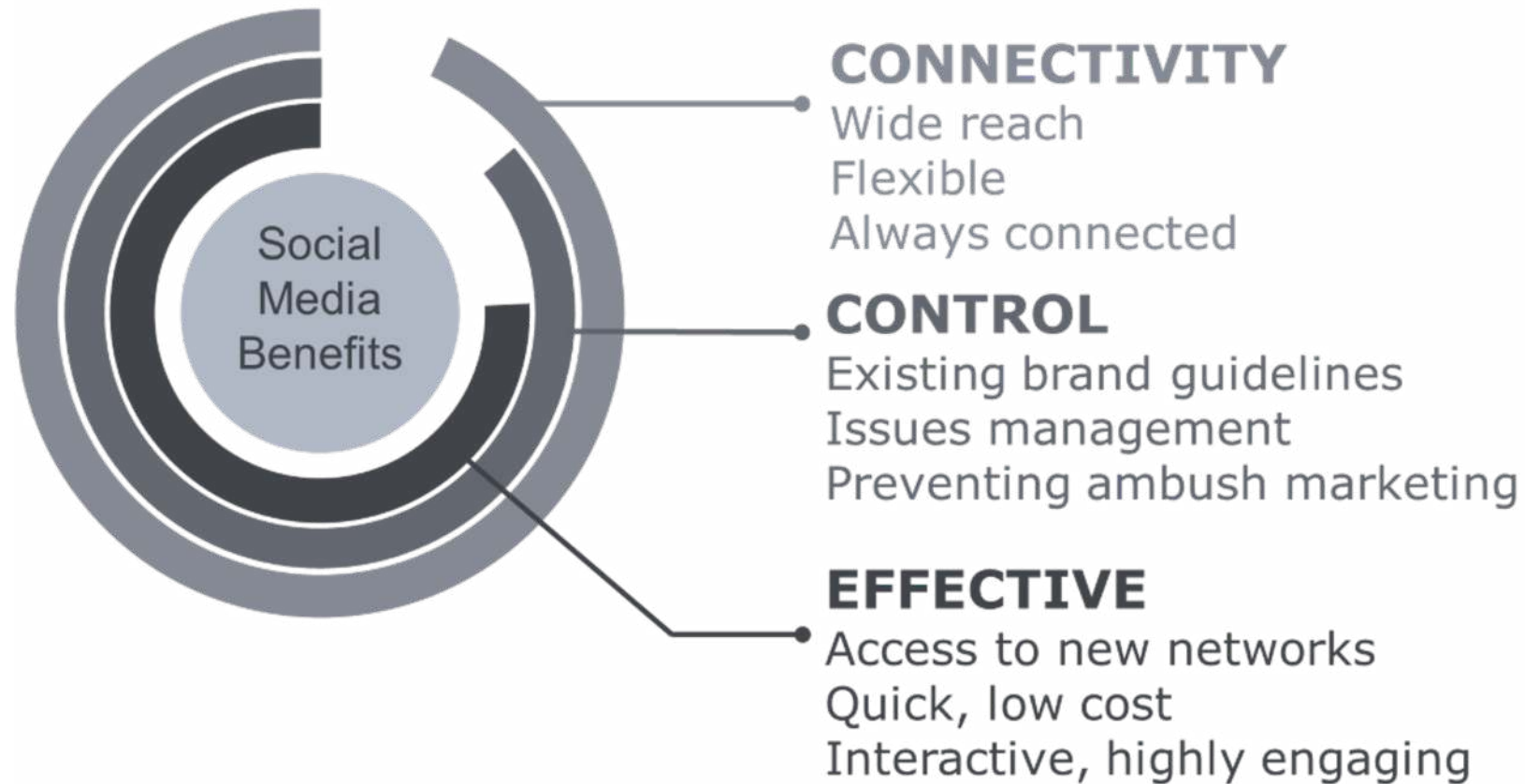
Health Break & Snack

Session #3 to commence at 14:35

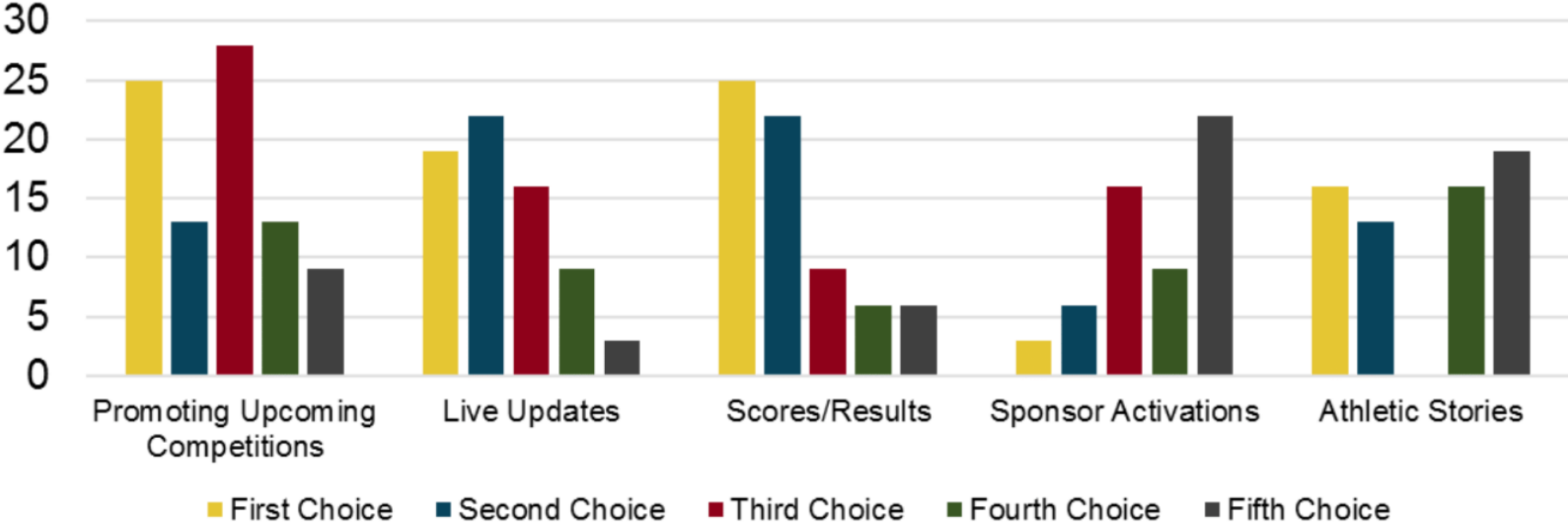


Session #3: Social Media

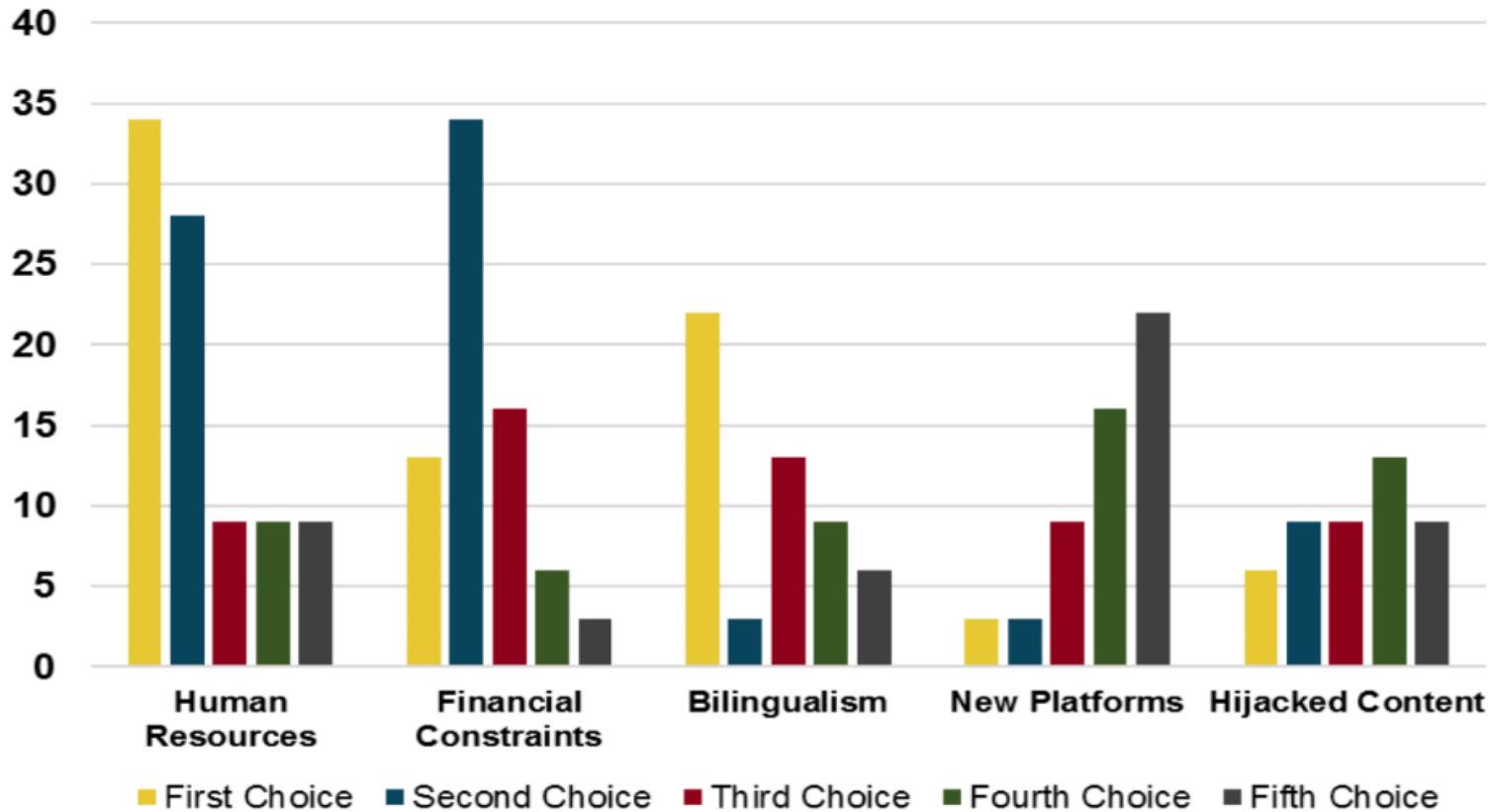
Social Media Benefits



Top Social Media Content



Top 5 Social Media Challenges





Board Lens

"It is a drain on resources [only] if you look at doing other things."



Staff Lens

"So it does drain resources, again due to capacity."

(Board-led NSO)



Board Lens

"I wouldn't say it's discussed very often as an independent item. We kind of defer to kind of staff who are more up on the current use and current technologies."



Staff Lens

"I mean, basically four times a year we update the strategic plan, and we provide updates on what's happening."

(Executive-led NSO)



Board Lens

"So other than knowing that we're doing it, the board wouldn't have any real insight into what it is in terms of its depth and detail."



Staff Lens

"I love social media and I think that's something that's highly under-leveraged in sport. and it's going to continue to because social media's sort of how people now, a big part of how, particularly young people become communities. And we are a community sport."

(Executive-led NSO)

Breakout Session #3



Meet back at 15:20



Plenary Session #3: Expert



Frank Pons

Full Professor, Université Laval

Directeur de l'Observatoire international en
management du sport

Directeur du Carré des affaires FSA ULaval-
Banque Nationale

Conclusions

Moving Forward



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