

# The New Sport System Landscape: Understanding the Interrelationships between Governance, Brand, and Social Media in Non-Profit Sport Organizations



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## PROJECT PURPOSE

To understand the **interrelationships** between **governance**, **brand**, and **social media** in Canadian non-profit sport organizations, specifically NSOs\*

## RESEARCH OBJECTIVES

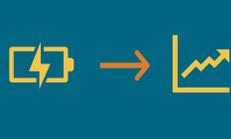
- 1 Understand NSOs' current **governance** structures, processes, and dynamics;
- 2 Understand how **brand** governance fits within NSOs' overall governance;
- 3 Understand the role of **social media** in NSOs' brand governance; and
- 4 Assist NSOs in aligning and maximizing their governance, brand and social media practices through a participant workshop and webinar

## RESULTS

- 1 Capacity issues remain across the system. More BoD\* skills and NSO resourcing are needed. Capacity needs to be at all organizational levels: scale is a driver of capacity.



AND



BUT



Increased stakeholder demands & continued reliance on government funding have led to governance changes

Strategic planning, stakeholder engagement and capacity are critical for good performance

Capacity challenges remain

- 2 NSOs struggle to move from the operational aspects of branding to governing their brands.



AND



BUT



Need identity, differentiation, and vertical alignment of brands (NSO-PSOs-LSOs\*)

Importance of values, stakeholders & social media

Brand strategy is a struggle to implement

- 3 NSOs struggle to monetize and realize governance opportunities afforded to them by social media.



BUT



AND



Social media is acknowledged as important

It remains an operational tool in the marketing function

Social media strategy challenges remain

## METHODS



### SAMPLE

22 Sport Canada-funded NSOs



### DATA COLLECTION

45 Semi-structured interviews with an executive staff members and a board member



Documents (e.g., strategic plans, annual reports, policies, and financial statements)



### DATA ANALYSIS

Content analysis following the Gioia methodology (Gioia, Corley, & Hamilton, 2013)

## DISCUSSION AND CONCLUSION



Good governance, branding, and social media are recognized as important. **But:**



Increased stakeholder demands, continued reliance on government funding, capacity issues, and sport misalignment remain as critical challenges. **Therefore:**



Need to share best practices and align/maximize efficiencies 1) at all levels in a sport, and 2) across sports and the whole sport system.

