

The Role and Activities of Strategy Practitioners in Planning for Membership Growth in Nonprofit Community Sport

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Strategic Planning

“Systematic process through which an organization agrees on – and builds commitment among key stakeholders – to priorities that are essential to its mission and are responsive to the environment”

Allison & Kaye, 2005, p. 1



Community Sport Organizations (CSOs)



Non-profit membership-based organizations



Offer accessible and affordable pathways for sport participation



Generally volunteer run, and governed by a Board of Directors



Challenges affect their ability to continue their sport programming

Purpose

- To understand how strategic planning is practiced and shaped by leaders in CSOs





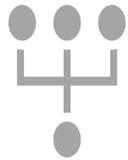
Methods

- Purposeful sample of 4 nonprofit soccer clubs
 - Self-identified as following a strategic plan focused on increasing membership
 - Contrasting examples of various approaches to strategic planning
- Semi-structured interviews with presidents or their representatives from each club
- Focus groups with staff and board members
- Strategic plan documents also collected
- Data analyzed through two stages: within-case & cross-case

Key Findings: Role of Strategy Practitioners



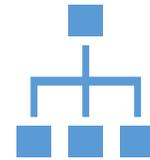
Consultant-led



Board-led



Staff-led



Facilitator-led



Key Findings: Activities of Strategy Practitioners

	Observation of Environment	Solicitation of Feedback	Active Engagement of Stakeholders
Description	Being attentive to the environment in which the CSO operates	Being attentive to the needs of organizational stakeholders	Active involvement of stakeholders in developing strategic priorities
Examples of Associated Activities	<ul style="list-style-type: none"> - Club comparison - SWOT - Scrutiny of governing bodies' expectations 	<ul style="list-style-type: none"> - Member surveys - Focus groups - Informal interaction - Interviews 	<ul style="list-style-type: none"> - Board workshops - Strategy meetings - Creation of goal statements

Discussion & Implications

Practical Implications

- Who is best suited to lead strategic planning?
- When and how to meaningfully engage stakeholders in strategic planning?

Future Research Directions

- Longitudinal case studies that examine how strategic priorities are proposed, negotiated, and resisted by strategy practitioners over time
- Examination of member perceptions of strategic planning

Thank you!

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