
Sport Organizations Part I: Planning and Organizations

APA 2134

January 17th 2012

Key Management Functions

■ Planning

- ❑ Establishing goals, objectives & strategies

■ Organizing

- ❑ Selecting & grouping actions for accomplishing the org's strategies, and designing appropriate structures for an effective & efficient org.

■ Leading

- ❑ Process of influencing members to achieve organizational goals (interpersonal in nature)

■ Evaluating

- ❑ Measuring performance of individuals, units and the total organization and comparing to set standards in the planning process

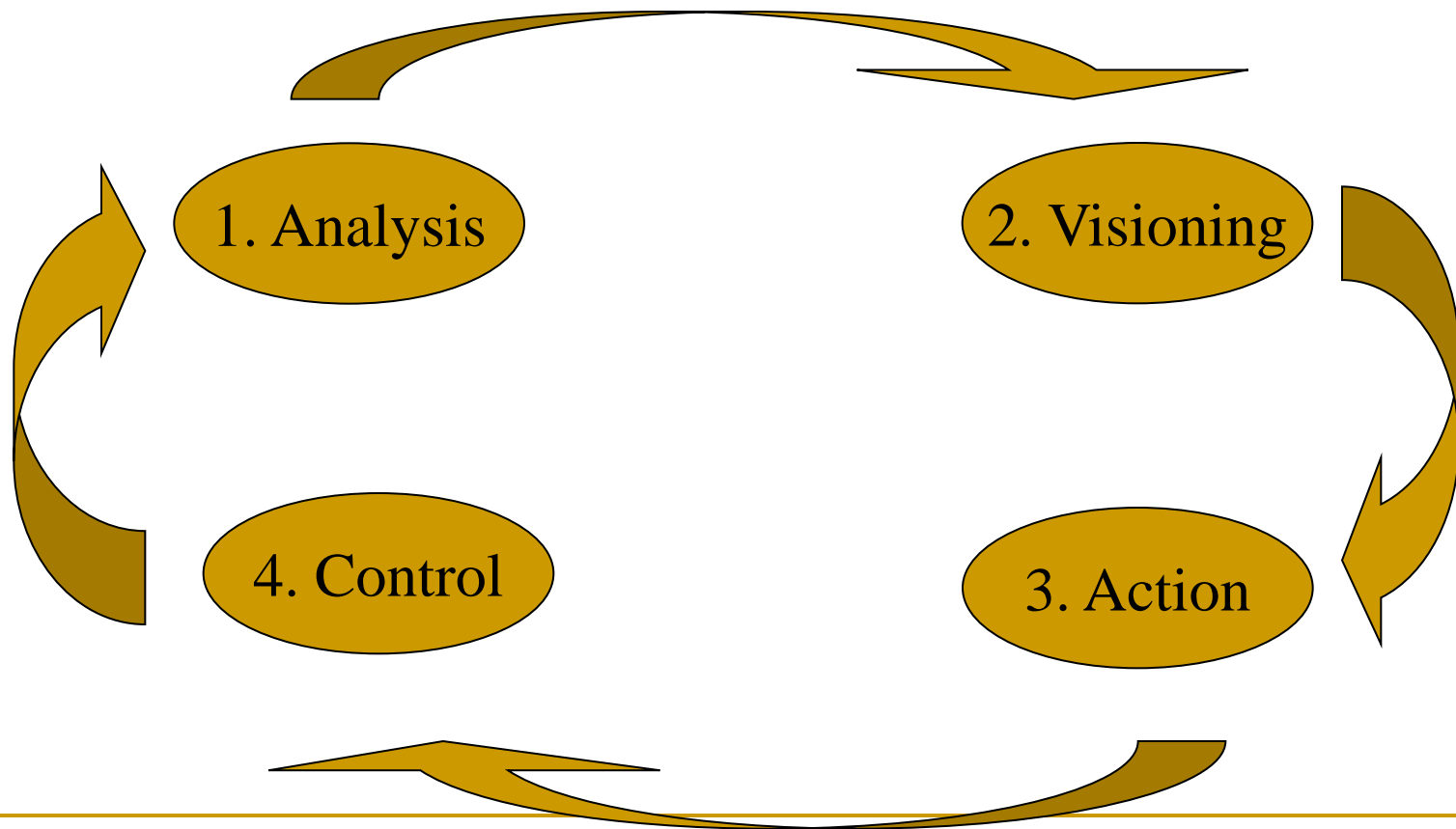
Planning Defined

- “Planning . . . is essentially a decision making process that focuses on the future of the organization and how it will get where it wants to go.” (Black & Porter, 2000, p. 174)
 - Planning is concerned with the *ends* (what to do) and the *means* (how to do it).
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Steps in the Planning Process

1. Analysis: Where are we now?
 2. Visioning: Where do we want to be?
 3. Action: How do we get there?
 4. Control: Are we getting there?
- Note: your basic finance assignment is intended on examining these features of the planning process

Steps in the Planning Process



Step 1: Analysis (Internal and External)

- **Internal:** the strengths & weaknesses of your organization (e.g., people, skills, knowledge, activities, processes, resources)
 - What are we good at?
 - What do we need to improve?
 - **External:** the opportunities & threats which surround your organization
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Step 1: Analysis (Internal and External)

- SWOT

- Can be done through surveys, work-planning groups, think tanks, brainstorming sessions, focus groups, discussions with consumers, outside consultant agencies, trend analyses etc.

- Types of External Analysis:

Economic, Social, cultural, demographic, environmental, legal, political, technological, competitive

Step 2: Visioning

- Visioning is a process undertaken to help direct decision making regarding where the organization wishes to be in the future
 - - vision
 - - mission statement/ core purpose
 - - goals and objectives
 - -
 - Finding shared ground within organizations is a very difficult task.
 - Strong, confident leadership is required
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Step 2: Visioning

- 3 key questions:
 1. Why are we here?
 - Mission/Core purpose
 2. What do we hope to accomplish?
 - Vision
 3. Who are we? What are we about?
 - Philosophy (values, beliefs)
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Mission/Core Purpose

- Why are we here?
 - A succinct answer is given for a core purpose and longer answer for a mission
 - Often answered with “to + infinitive” (to provide, to develop, to serve...)
 - Timeless in nature
 - Helps to focus the work of the members
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Mission versus Core Purpose

- Mission longer version of core purpose
 - Mission provides more detail than core purpose
 - 4 ways of developing a mission:
 - Targeting (Developed around 1 clear goal)
 - Common enemy (Beating a rival)
 - Role model (To be the IBM of our industry)
 - Transformation (Remaking the organization)
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The Vision

4 characteristics

- ❑ Future oriented
- ❑ - Realistic
- ❑ Attractive
- ❑ - Credible

Benefits

- ❑ Builds commitment
 - ❑ Provides meaning
 - ❑ Energizes people
 - ❑ Sets high standards
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Philosophy

- Who are we? What are we about?
 - Includes values, beliefs, principles, assumptions
 - Establishes a behavioural contract
 - Establishes decision-making criteria
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Goals versus objectives

■ Goals

- ❑ Strategic
- ❑ Long term
- ❑ More abstract
- ❑ Usually in the strategic plan

■ Objectives

- ❑ Tactical, action-oriented
 - ❑ Short term
 - ❑ More specific
 - ❑ Usually in the operational plan
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Good goals & objectives are SMART

- **Specific**
 - **Measurable**
 - **Assignable/Accountable**
 - **Realistic**
 - **Time Related**
 - Well set out goals usually look like this:
 - To accomplish X by Y date
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Step 3: Action (Strategy & Tactics)

- What is strategy?
 - Strategies map out goals/objectives
 - Strategies coordinate tactics
 - Tactics
 - Concrete actions/tasks
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When developing strategies and tactics:

- Consider the attractiveness of the programs
 - Fundability
 - Size of client base
 - Volunteer appeal
- Consider the competitive position regarding client/potential members
 - Equipment Costs
 - Affiliation fees

The Strategic Plan

- Analysis + vision/mission + goals/objectives + strategy + tactics = **strategic plan**
 - A strategic plan should also have people and dates assigned to each strategy/tactic
 - Widely distributed for feedback and implementation
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Step 4: Control

- Most often forgotten step
 - Must be ongoing
 - Benchmarks & indicators linked to goals/objectives
 - Indicators must be **SPORTS**
 - Specific
 - Pertinent
 - Objective
 - Representative
 - Transparent
 - Simple
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BREAK

-KIN GAMES Organizing
Committee around 9:00am

-classifying organizations (see all
VC notes)

KIN GAMES

- Hosted at the University of Ottawa
 - Your assignment is to help perform an evaluation of the Games (through survey method)
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Elements of an Organization

- What elements define an organization?
 - Social entity (more than one person)
 - Goal-directed focus
 - Consciously structured activity system
 - Identifiable boundary
 - Definition of an organization: Two or more people working together to achieve a common goal
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Organizations in the Sport System

- What types of organizations do we have in the sport system?
 - Amateur / professional
 - For-profit / non-profit
 - Municipal, provincial, national, continental & international levels
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Classifying Organizations

- How do you classify organizations?
 - Many different ways, for example:
 - Size
 - Philosophy
 - Profit motivation vs. charitable
 - Funding sources
 - Clientele / market
 - Governance
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Most popular classifications

1. Public / Government / State
 2. Private / Commercial
 3. Nonprofit / Voluntary / Not-for-profit
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Three Key Terms

1. **Governance** – control of decision making
 2. **Jurisdiction** – official power exercised within a particular sphere of activity (e.g., Education)
 3. **Accountability** – obligation to give an explanation for actions
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Public / Government / State

- **Governance** – controlled by elected officials
 - **Jurisdiction** – varies by government:
 - Federal – foreign policies
 - Provincial – education
 - Municipal – recreational services
 - **Accountability** – to the electorate
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Private / Commercial

- Expect financial returns
 - Return on Investment (ROI)
 - Tap consumer spending – market driven orientation
 - Recall: profit oriented
 - Limited membership (ex. Golf)
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Private / Commercial

- **Governance** – by owners
 - could be individual, partnership between 2 or more people, or market-led (shareholders)
 - **Jurisdiction** – chosen by owners
 - product/service and market
 - **Accountability** – normally financial and to the owners
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Nonprofit / Voluntary

- Also known as not-for-profit
 - Where does the nonprofit fit in?
 - Share a common space between the state and the market
 - Normally provide some type of public service
 - Primary definition is a non-distribution constraint – cannot distribute any profits or surpluses to shareholders or owners
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Nonprofit / Voluntary

- **Governance** – volunteer board of directors
 - **Jurisdiction** – as stated in application for incorporation in the Societies Act
 - **Accountability** – to membership, and to funding agencies
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Question:

- What are some advantages of nonprofits as opposed to the public or private domains?

(see the next slide for the list of advantages)

Advantages of Nonprofits

- Lack of primary profit motive
 - Formed by volunteers so have closer ties to community
 - Attract voluntary contributions of time and money
 - Exempt from income tax and other taxes
 - Some are registered charities – this is a major advantage
 - Registration is done by the Federal Government
 - Can provide tax receipts so donors get tax credits
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Nonprofit Revenue Sources

- On average in Canada – 49% of revenue comes from government (Sport Matters Group, 2006)
 - Sport & Recreation Sector– 12% government, 15% corporate sponsorship/donations or non-government grants (Sport Matters Group, 2006)
 - Sport/Recreation organizations have to find 73% of their budget elsewhere!
 - From grants to contracts
 - From block funding to envelope funding
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Nonprofit funding reduction by governments

- Nonprofits must compensate and find revenues elsewhere
 - WHERE??
 - Increase existing fees or levy new fees (e.g., membership fees)
 - Private donations
 - Commercial ventures
 - Sponsorship
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Principles of Organization

- See course readings for the following
 - Specialization
 - Span of Control
 - Flat Structure
 - Tall Structure
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Take Home Message

- The planning process is not as simple as writing down a 'to do' list on a sticky-note
 - Organizational Planning takes considerable thought and time
 - Be SMART in your planning of the individual assignment and the group project
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Coming up ...

- Financial Management
 - Video
- Further information and discussion regarding first assignment

