Causes, Forms and Consequences of the Professionalization of International Sport Federations in Switzerland: Conceptual Framework and First Results

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   3.1. Causes
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4. Discussion
1. CONTEXT - Collaborative project

- Exploratory Study
- 8-10 Case Studies
- Workshop for Federations

Knowledge sharing leads to articles.
1. CONTEXT - Topic, definition and assumptions

• **Topic:**
  - Determine the causes, forms and consequences of the professionalization of international sport federations.

• **Definition**
  - Professionalization as a process leading towards organizational rationalisation, efficiency and project management. (Chantelat, 2001,7).

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**Assumptions**

- The professionalization process leads to
  - a strengthening of institutional management (*Kikulis, 2000*) and
  - the implementation of efficiency-based management instruments.
1. CONTEXT - IFs in Switzerland

**Canton of Vaud:**
27 international sport federations

**Lausanne:**
22 international sport federations

**Switzerland:**
35 international sport federations

**Olympic Movement:**
more than ¾ of the all Olympic IFs + the IOC are based in Switzerland

Network of similar and specialised organisations (Michaël Mrkonjic, 2014)

Advantageous legal frame: simplicity, easiness and liberalism (Pieth, 2014)
1. CONTEXT - IFs yesterday and today

IFs in the past

Regulatory power

Volunteer run associations
(Chelladurai, 1987)

Factors of success: devoted people who have time and the necessary technical and/or management skills (Cornforth, 2001)

IFs today

Hybrid organisations

Associations run by paid staff (operational level) and volunteers (strategic level)

New challenges (legal, ethical, administrative, commercial, new actors)

Factors of success: capacity of adaptation, competitiveness, financial resources
1. CONTEXT- Literature review

Main focus of studies on professionalization of sport governing bodies according to Dowling (2014)

<table>
<thead>
<tr>
<th>YES</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occupational professionalization</td>
<td>Organisational professionalization</td>
<td>Systemic professionalization</td>
</tr>
<tr>
<td>(Hall, 1968; Abbott, 1991)</td>
<td>(Seippel, 2002)</td>
<td>(Studies on governance and management in international sport federations with a systemic approach are lacking)</td>
</tr>
<tr>
<td>- In sport clubs</td>
<td>- Essentially NF and clubs</td>
<td></td>
</tr>
</tbody>
</table>
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4. Discussion
2. METHODOLOGY and RESEARCH DESIGN

1. **Exploratory Study**
   - IOC, ASOIF, AIOWF, ARISF, WADA, SportAccord (8 interviews)
   - Interviews, document analysis, literature review
   - Finished

2. **Pilot Case Studies**
   - FIH, FISU, FISA (15 interviews)
   - Interviews, document analysis, questionnaire, literature review
   - Finished

3. **Additional Case Studies**
   - Interviews, document analysis, questionnaire, literature review
   - 4-5 to come
Conceptual framework

External environment
- Expectations and resources of stakeholders in sport and society
  - Umbrella organisations
  - Government
  - Business partners

Specific structure and culture
- Growing requirements
- Size, sport
- Financial resources
- Organisational values
- Structures of decision making

Internal environment
- Expectations of member organisations
  - National federations
  - Clubs

Forms of professionalization
- Individuals (persons and functions)
- Organisational structures and procedures (formalization, standardization)
- Activities (sporting, business, social)

Expectations of and relationship with member organisations
- Centralization vs. regionalization

Structure, culture and processes
- Governance and role of the board
- HRM
- Performance
- Conflicts paid staff/volunteers

Expectations of and relationship with stakeholders
- Joint ventures

Operationalization
## Operationalization of forms
*(levels according to Legay, 2001)*

<table>
<thead>
<tr>
<th>INDIVIDUALS (formalization, HRM)</th>
<th>STRUCTURES/PROCEDURES (centralisation)</th>
<th>ACTIVITIES (diversification)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Elected volunteers:</strong> Executive Board members, Commission members</td>
<td><strong>SPORT FEDERATION LEVEL</strong></td>
<td><strong>SPORTING ACTIVITIES</strong></td>
</tr>
<tr>
<td><strong>Staff members</strong></td>
<td><strong>INTERNAL LEVEL</strong></td>
<td><strong>BUSINESS ACTIVITIES</strong></td>
</tr>
<tr>
<td><strong>Non-elected volunteers:</strong> referees, technical officials</td>
<td><strong>EXTERNAL LEVEL</strong></td>
<td><strong>SOCIAL ACTIVITIES</strong></td>
</tr>
</tbody>
</table>

**TOPICS**
Composition, responsibilities, socio-educational background
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4. Discussion
3. FIRST RESULTS

Fédération Internationale de Hockey (FIH)
- Creation: 1924
- Members: 128
- Staff: 38
- Headquarters: Lausanne
- Status: Summer Olympic sport
- Annual budget: 12 million CHF

Fédération Internationale des Sports Universitaires
- Creation: 1949
- Members: 167
- Staff: 41
- Headquarters: Lausanne
- Status: multisport games organiser
- Annual budget: no information

Fédération Internationale des Sociétés d’Aviron
- Creation: 1892
- Members: 142
- Staff: 19
- Headquarters: Lausanne
- Status: Summer Olympic sport
- Annual budget: 5 million CHF
# 3.1. CAUSES

<table>
<thead>
<tr>
<th>EXTERNAL</th>
<th>INTERNAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>• <strong>Evolution of the Olympic Games economy</strong></td>
<td><strong>FIH</strong></td>
</tr>
<tr>
<td>✓ Olympic revenue share, revenues of broadcasting rights (x 2500 in 48 years)</td>
<td>• Governance changes in 2010 (14 FTE to 38 in 2015)</td>
</tr>
<tr>
<td>• <strong>Scandals</strong></td>
<td>✓ Clear separation of strategic and operational decisions</td>
</tr>
<tr>
<td>✓ Examples: Salt Lake City, Festina, FIFAGate?, IAAF?</td>
<td>✓ Creation of the remunerated CEO position</td>
</tr>
<tr>
<td>• <strong>Power struggles between an IF and one of its members</strong></td>
<td><strong>FISU</strong></td>
</tr>
<tr>
<td>✓ Example: UEFA/FIFA</td>
<td>• Hiring of a paid Secretary General in 2007</td>
</tr>
<tr>
<td><strong>Event portfolio</strong>: from sport focussed to event focussed</td>
<td><strong>Development of the FISU sport portfolio</strong></td>
</tr>
<tr>
<td><strong>Organisation rights: 78% of the revenues</strong></td>
<td>✓ Organisation rights: 78% of the revenues</td>
</tr>
<tr>
<td><strong>FISA</strong></td>
<td><strong>FISA</strong></td>
</tr>
<tr>
<td>• <strong>Olympic revenue</strong> 2012 London: USD 17.5 millions for 4 years</td>
<td>• Olympic revenue 2012 London: USD 17.5 millions for 4 years</td>
</tr>
<tr>
<td>✓ 50-60% of the annual revenue</td>
<td>✓ 50-60% of the annual revenue</td>
</tr>
<tr>
<td>• <strong>Sport portfolio</strong>: globalisation (introduction of light weight categories)**</td>
<td>• <strong>Sport portfolio</strong>: globalisation (introduction of light weight categories)**</td>
</tr>
</tbody>
</table>
3.2. FORMS
3.2.1. INDIVIDUALS - GENERAL OBSERVATIONS

Composition
- Internationalisation on Executive Board, Commission and staff level

Remuneration
- President: compensated volunteers, but remuneration has become a « hot topic »
- Director: paid staff member

Formation
- General specialisation at all levels (81% with a university degree), growing number of staff members with a Master degree in sport
## 3.2. FORMS

### 3.2.1. INDIVIDUALS - FIH OBSERVATIONS

<table>
<thead>
<tr>
<th>TIME SPENT FOR IF</th>
<th>EXECUTIVE BOARD</th>
<th>COMMITTEES</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>69%: &lt;5 to 10h/week</td>
<td>75%: &lt;5 to 10h/week</td>
<td>41h/week according to Swiss law</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PRESENCE AT HEADQUARTERS</th>
<th>EXECUTIVE BOARD</th>
<th>COMMITTEES</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>86%: only for specific occasions (2-3 meetings/year)</td>
<td>74%: only for specific occasions (2-3 meetings/year)</td>
<td>Full-time</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>COMPENSATION / SALARY</th>
<th>EXECUTIVE BOARD</th>
<th>COMMITTEES</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenses paid upon invoice</td>
<td>Expenses paid upon invoice</td>
<td>CEO: salary</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staff: salary, Swiss standards</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SOCIO-EDUCATIONAL BACKGROUND</th>
<th>EXECUTIVE BOARD</th>
<th>COMMITTEES</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expertise:</strong></td>
<td><strong>Expertise:</strong></td>
<td><strong>Expertise:</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Formation</th>
<th>EXECUTIVE BOARD</th>
<th>COMMITTEES</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>93% have a university degree; majority outside the field of sport</td>
<td>74% have a university degree; majority outside the field of sport</td>
<td>77% have a university degree, high number of Master degrees in sport</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career background</th>
<th>EXECUTIVE BOARD</th>
<th>COMMITTEES</th>
<th>STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>64% are/were amateur athletes</td>
<td>61% are/were amateur athletes</td>
<td>41% have volunteer experience</td>
<td></td>
</tr>
</tbody>
</table>
## 3.2. FORMS
### 3.2.2. STRUCTURES AND PROCEDURES - FIH, FISU, FISA

<table>
<thead>
<tr>
<th>OBSERVATIONS</th>
<th>ANALYSIS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOVERNANCE</strong></td>
<td></td>
</tr>
<tr>
<td>Implementation of management instruments</td>
<td>Increased control</td>
</tr>
<tr>
<td>• Strategic plan</td>
<td></td>
</tr>
<tr>
<td>• Financial audit</td>
<td></td>
</tr>
<tr>
<td>• Staff performance evaluation</td>
<td></td>
</tr>
<tr>
<td>Bypassing of the decision-making body</td>
<td>Accelerate decisions and action</td>
</tr>
<tr>
<td>• Transfer of more decision-making power to the board</td>
<td></td>
</tr>
<tr>
<td>Limit on presidential terms</td>
<td>Avoid the establishment of political “dynasties”</td>
</tr>
<tr>
<td>• FISU president: 8 years</td>
<td></td>
</tr>
<tr>
<td>• FIH president: 12 years</td>
<td></td>
</tr>
<tr>
<td>• FISA president: 12 years</td>
<td></td>
</tr>
<tr>
<td><strong>STRUCTURES</strong></td>
<td>Rationalisation</td>
</tr>
<tr>
<td>Increased departmentalisation</td>
<td></td>
</tr>
<tr>
<td>• FISU: 9 (5 new since 2007)</td>
<td></td>
</tr>
<tr>
<td>• FISA: 4</td>
<td></td>
</tr>
<tr>
<td>• FIH: 5</td>
<td></td>
</tr>
<tr>
<td>Increased distinction of functions</td>
<td>Specialisation</td>
</tr>
<tr>
<td>• Director, Head of, Manager, Coordinator, Assistant</td>
<td></td>
</tr>
<tr>
<td>Clearly defined procedures</td>
<td>Formalisation</td>
</tr>
<tr>
<td>• Bidding processes, event attribution, rule changes, meetings, etc.</td>
<td></td>
</tr>
</tbody>
</table>
## 3.2. FORMS

### 3.2.3. ACTIVITIES - FIH, FISU, FISA

<table>
<thead>
<tr>
<th></th>
<th>FIH</th>
<th>FISU</th>
<th>FISA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SPORTING</strong></td>
<td><strong>Development</strong>: all levels, all ages</td>
<td><strong>Development</strong>: integration of new sports</td>
<td><strong>Development</strong>: develop rowing worldwide</td>
</tr>
<tr>
<td></td>
<td><strong>Control</strong>: international events calendar, sport and its variations</td>
<td><strong>Control</strong>: events and their organisation</td>
<td><strong>Control</strong>: FISA event programme, World Cup and international Regattas calendar</td>
</tr>
<tr>
<td><strong>BUSINESS</strong></td>
<td><strong>Main activities</strong>: TV, events, commercial partners, diversification</td>
<td><strong>Main activities</strong>: event organising rights (78% of the revenues)</td>
<td><strong>Main activities</strong>: TV (very few flagship events), commercial partners</td>
</tr>
<tr>
<td></td>
<td><strong>Rights</strong>: mixed model (50/50) between FIH and organisers</td>
<td><strong>Challenges</strong>: growing number of multi-sport events</td>
<td><strong>Challenges</strong>: concurrence of others sports; connect more people to rowing</td>
</tr>
<tr>
<td></td>
<td><strong>Challenges</strong>: monopoly of football, image control, coherence</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Opportunities</strong>: sports community, creation of deliberately commercial sport products (short form version sport: Hockey5)</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SOCIAL</strong></td>
<td><strong>Gender</strong>: most gender-balanced team sport (equal billing at international level, equal TV coverage at World Cups)</td>
<td><strong>Education</strong>: university environment; stimulate scientific research; educational programmes</td>
<td><strong>Not a priority</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Sport for all</strong>: international matches at every age group from 35 to 65+; growing numbers at both ends</td>
<td><strong>Sport for all</strong>: International University Sport Festival (first edition 2014)</td>
<td></td>
</tr>
</tbody>
</table>
3.2. FORMS

SUMMARY

**Structures & Procedures**

1) Centralised governance in the hands of a strong leader: FISU
   - One person in charge of political and operational decisions

2) Separation of powers (political/strategic and an operational level): FIH
   - Clear separation in Statutes and reality

3) Tandem President/Director General: FISA
   - Decision-making power is shared quasi equally between the two

**Activities**

Core activity: sporting aspects
- FISA: global development of rowing
- FISU: new sports, rules’ laboratory
- FIH: control over events, rules, sport

Core activity: business aspects
- FIH: commercial products; innovation
- FISU: events (rights); innovation

Core activity: social aspects
- FISU: education, academic research
- FIH: gender, sport for all
3.3. CONSEQUENCES

- **Management of IOC dependency**
  - Diminish the financial dependency
  - Adaptation to IOC expectations to stay on the Olympic programme

- **Management of governance based on core identity and values**
  - Recruitment of the President and the Director based on implication in the system (network) and their sport profile

- **Management of network qualities**
  - Challenges: empowerment of members (CAs, NFs), self-sustainability at all levels (CAs, NFs), top-down professionalization

- **Management of internationalisation**
  - Multicultural staff but same sporting values/spirit, family despite rationalisation processes

- **Pivotal role of Director**
  - Director: omnipresent, hinge
  - President: spokesman, external representation, political role
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1. CAUSES

EXTERNAL
- Olympic revenue share
- Scandals
- Power struggles IF/member(s)

INTERNAL
- Governance changes
- Events
- Paid Secretary General
- Paid staff

2. FORMS

Structures & Procedures
1) Centralised governance in the hands of a strong leader: FISU
   - One person in charge of political and operational decisions

2) Separation of powers (political/strategic and an operational level): FIH
   - Clear separation in Statutes and reality

3) Tandem President/Director General: FISA
   - Decision-making power is shared quasi equally between the two

Individuals
- Paid and increasingly specialised staff
- Volunteer but compensated president
- Clear job descriptions
- Recruitment procedures, head hunting

Activities
Core activity: sporting aspects
- FISA: global development of rowing
- FISU: new sports, rules' laboratory
- FIH: control over events, rules, sport

Core activity: business aspects
- FIH: commercial products; innovation
- FISU: events (rights); innovation

Core activity: social aspects
- FISU: education, academic research
- FIH: gender, sport for all

3. CONSEQUENCES

Management of IOC dependency
Management of governance, core identity and values
Management of the system
Management of internationalisation
Pivotal role of Secretary General
4. DISCUSSION
ATTEMPT OF ESTABLISHING A TYPOLOGY

Traditional form (FISA)
- IOC revenue dependency (50% or more), small budget
- Sport focus
- Strong values accompanied by a systemic reluctance to change
- Professionalisation at the top (IF), little top-down radiance (CA, NF)
- Weak CAs: little support from and cooperation between IF and CAs

Transitional form (FIH)
- IOC revenue dependency (<50%) + increasing diversification of activities
- Event focus + creation of deliberately commercial sport products
- Strong values but also innovative and creative
- Empowerment of CAs: integrated bodies of the IF, close cooperation, CAs support their NFs with means and support from the IF

Independent form (FIFA?)
- Complete independence from IOC revenue and the Olympic system + important incomes from broadcasting and sponsoring
- Event focus + economy and community around the sport
- More subject to scandals (corruption, betting, doping)
- Strong and powerful CAs
4. DISCUSSION
4.2. LIMITS AND FUTURE PERSPECTIVES

LIMITS

• Interviews essentially with people from the headquarters
• Limited access to internal documents
• No direct contact with the Continental Associations

FUTURE PERSPECTIVES

• Try to contact at least one continental member per IF in the following case studies
THANK YOU VERY MUCH FOR YOUR ATTENTION

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BIBLIOGRAPHY