

PRELIMINARY STUDY OF AN ANALYSIS FRAMEWORK FOR THE GOVERNANCE OF ISGBS: A 3 CASE STUDY

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INTRODUCTION

An International Sporting Governing Body (ISGB) is almost unaccountable with its monopoly status which regulates the private sector. Since it is neither quoted on the stock exchange nor part of the public sector (Nutt and Backoff, 1992), the pressure of its regulation system is not generally very compelling but is limited to the observance of the law of the country where it was registered .e.g. the IOC is subject to Swiss law. Although NGOs are non-profit organisations and directed towards the benefit of public (Conforth, 2003), they are totally private. Some are similar to the model of public administration but are managed as any private companies from an economic point of view and thus should be subject to significant control/reporting procedures.

The objective of the study was to put forward an analysis framework in order to understand the actual governance modes of ISGBs. As a matter of fact, the study endeavoured to demonstrate the similarities of the mode of governance or structures of ISGBs with different models of corporate governance peculiar to the economic world.

METHODS

The analysis was based on the qualitative longitudinal study of 3 ISGBs.

In the first phase of the study (from the end of September to mid-December 2004), we sent an exploratory questionnaire to 10 ISGBs.

In the second phase, at the beginning of 2005, we gave 10 semi directed exploratory interviews and consulted material (websites...) in order to identify the nature of the governance of those organisations.

In this second phase, in parallel with the exploratory interviews, we sent a second questionnaire to all the Olympic federations (28 ISGBs for the Summer OG and 7 ISGBs for the Winter Games). The questionnaire was sent electronically in English and in French. It was divided into four parts:

- management organs of the IF (executive committee, Board of Directors, General Assembly, etc.);
- number of registered members, number of participants, budget, etc,
- number of members in the different organs, number of annual meetings, percentage of participation, etc.);
- official documents (strategic plan, organisation chart, annual report).

The questions were not redundant with the IOC (International Olympic Committee) questionnaire which was used for the Report of its 117th session. When it was necessary, the missing data were completed searching the WEBSites of the ISGBs.

In the third and last phase, three ISGBs were selected for the qualitative longitudinal analysis. The choice was based on the lack of transparency in their governance, on governance characteristics fostering development and the possibility to access to relevant information. Hence, the following ISGBs were selected: FIFA, FIVB and ISU.

The analysis framework is based on the work carried out by Pérez (2003) about « corporate governance » applied to non profit organisations and is focussed on three dimensions (cultural, management and configuration of power) in this preliminary report.

RESULTS

The preliminary results reported in this communication can be analysed according to three dimensions.

The governance models for the 3 ISGBs are :

- “Mediterranean” for the FIFA,
- “European” for the FIVB
- “Anglo-Saxon” for the ISU.

The management differences between the 3 ISGBs are less important:

- FIFA and FIVB are based on an economic mode,
- ISU is more based on an « institutional » mode.

The configuration of power could be qualified as:

- “charismatic” for the FIFA,
- “dictatorial” for the FIVB,
- shared by the stakeholders for the ISU.

DISCUSSION

It must be mentioned that one of the main criteria of inclusion of the ISGBs in this preliminary investigation was the lack of transparency in their governance and that only 3 ISGBs were finally selected. Moreover, the interpretation of the results was based on the analysis of the cultural dimension (Pérez, 2003) management dimension (Pérez, 2003; Chappelet et Bayle, 2005) and the configuration of power (Bayle, 1999; Paquerot, 1996) only. Consequently, the results of the present study cannot reflect the whole spectrum of governance modes of ISGBs. The next step of this analysis is an in-depth study of the collected data according to an analysis framework including more dimensions i.e. values, internal regulation, sustainable development...

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