

At Q5, we partner with sports federations and governing bodies to overcome their organisational health challenges. In this point of view, we summarise our perspectives on the vital foundations you need to put in place.

## Balancing act

Running an international sports federation or national governing body is no simple task. You have to balance several priorities at any one time, which are not always mutually reinforcing



### Drive sustainable participation growth

- Invest to create an environment where your game is highly attractive and accessible for people from all backgrounds irrespective of an individual's starting point
- Ensure there is a workforce in place to help deliver for these audiences



### Deliver elite national teams

- Invest in high performance programmes to deliver competitive teams (women's, men's, ability, youth) to play on the global stage and inspire the next generation



### Market and deliver excellent fan experiences and competitions

- Provide world class entertainment experiences for fans on the pitch, in the stadium and at home
- Attract commercial partners, sponsors and media to assist you to put your sport out there for audiences
- Engage with a digitally native audience with new products and platforms
- Attract diverse audiences to the sport while making sure that events are commercially viable and generate returns to reinvest in the game



### Provide a sport that is safe and fair for all

- Devise and uphold rules of your game, which are progressive, fair and safe
- Proactively engage with stakeholders to devise calendars and schedules to accommodate all competitions without overburdening athletes
- Ensure there are mechanisms in place and adherence with regards to financial fair play, in order to help clubs, countries to be financially sustainable and competitive
- Maintain the Integrity of the game and protect those that participate, considering areas like anti-doping, betting and safeguarding



### Ensure the sport is a force for good in the world

- Make your sport as attractive, inclusive and accessible as possible for people from all backgrounds
- Define a clear and responsible strategy and message regarding the climate crisis
- Ensure sport promotes positive social attitudes, community and camaraderie

All the while maintaining a razor-sharp focus on the key purpose: get more people to enjoy your sport more often!

## Getting fit and healthy for the seasons ahead

So, how should you set yourself for success in this environment?

At Q5, we believe there are **6 vital foundations** that leaders of sports organisations should be considering as they attempt to get fit and healthy for the years to come:

### 1. Clear and coherent **strategy** tied to a common **purpose**

- You need to be able to continually scan the external landscape, capitalise on new opportunities and navigate risks and threats to the game
- This means bandwidth to step away from the day to day, and clear prioritisation processes and ability to be nimble and shift focus as there is a demand

### 2. The offer: Focused on delivering **experiences, formats** and **personalities** that provide value beyond the 'white lines'

- Fans' attitudes to teams and sports personalities are shifting so sports need to keep challenging themselves to ensure they are innovating their offer, examining things like competition formats and ancillary products and services, so that they can effectively promote and grow their game
- The enormous growth of 'fan token' and NFT offerings within sports is an example of this evolution, and with it brings new regulation challenges to governing bodies and federations.

### 3. A proven ability to implement **change** and **transformation**

- A leadership team that is balanced across the various sporting, regulatory and commercial demands, which is completely collaborative around a shared purpose and vision

### 4. Talented **people** motivated by the right **culture** and empowered by their **leaders**

A team of people that love the game and those that are willing to ask why, bring fresh ideas and challenge the status quo:

- Your internal organisation should reflect the people you want to play your game: location, gender, socio-economic background, neuro-diversity.

### 5. Effective and efficient **operating model** and **organisation design**

- Technical capability in sporting areas like high performance, curriculum development and talent identification, as well as sufficient 'lateral capability' to work across the organisation to help deliver at pace and with agility
- Be clear where you need the capability in house in the areas you want to be world class, and where you can deliver greater levels of innovation at pace or efficiency through partners
- You need to bake in the ability to structure meaningful commercial partnerships

### 6. All underpinned by **technology, data & insights** that align to strategic objectives

- You need to shift the dial in terms of their data capability, there are greater opportunities to build direct to consumer relationships with fans and players through social channels and proprietary OTT platforms etc.
- Buy vs partner vs build is a key question, with a solid approach for entering joint ventures with technical delivery partners that can deliver at pace



### Getting you there quickly

At Q5, we are focused on **Organisational Health**. We support clients in assessing all aspects of their organisation, making the intangibles tangible and driving to hypotheses and solutions that result in change that sticks.

To improve the performance of a business, we believe that the **health of an organisation should be assessed in its entirety** - from the strategy to the processes and everything in between. This ensures the right interventions can be made to produce the outcomes the business desires.

**Our philosophy** is very much one of “**do with**” rather than “**do to**”. We deliver diagnostics and solutions that are owned by the organisations we work with, where leaders are invested in the outcome, driving to lasting, meaningful change.

### We have enjoyed supporting several governing bodies and federations:

Working with the **Football Association** to design an organisation to deliver the Chairman’s England Commission

Baselining and redefining the **LTA’s** strategy to optimise the delivery model for coach education and help *open tennis up* across the UK

Reviewing **World Rugby’s** organization effectiveness and working with the CEO to deliver a transformed organisation.

“We were amazed by how quickly Q5 understood our organisation. We had total comfort and trust throughout that their expertise and authenticity would guide us to the right solution, while giving our leaders the space to own the outcomes of the work. It was also hugely valuable to work with an organisation who has worked with a number of other prominent sporting organisations.” - Charlotte Samuelson - Chief Operating Officer, World Rugby

You can see more about some of our work, and indeed Q5, [here](#).

## Let’s chat.

Our team would be delighted to work with you.

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