

Norwegian Ski Federation and two doping cases: crisis management and lost reputation

By Associate Professor Berit Skirstad

Aim of the project:

- How and why the NSF's reputation was reduced after two doping cases

Two doping cases:



Martin Johnsen Sundby case –

- Martin was tested in-competition in Davos in Dec. 2014 and Toblach January 2015
- July 20th 2016 CAS had convicted Martin for breaking the doping rules. The case had been a secret for 18 months, and the NSF and Martin hoped they would not be convicted.
- He had a higher salbutamol concentration than the limits allow.
- They had hoped that WADA had accepted the explanation that the drugs had been used for asthma even if the federation had failed to register as Therapeutic Use Exemption (TUE).

- NSF and FIS interpreted the same way, but WADA sent it to CAS
- WADA claimed that NSF used research data wrongly
- Two month of ineligibility.

Two doping cases:



Therese Johaug case

- October 13th 2016 she tested positive for the banned substance clostebol in an out of competition test. She had used Trofodermin because of a sun-burned lip.
- The prosecution Committee in Anti-doping Norway proposed a 14 months suspension,
- and after a hearing by the Tribunal Committee of the Norwegian Olympic and Paralympic and Confederation of Sports she was issued a 13 month suspension.
- FIS files appeal to CAS, and she is sentenced to 18 months

She claimed that the use of the banned substance was unintentional and based upon the advice of a trusted and reputable doctor.



Norwegian Ski Federation (NSF)

- second largest sport federation in the Norwegian Olympic, Paralympic and Confederation of Sports (NIF)
- 16 district ski associations,
- 1150 clubs and 185 000 members divided into six branches. Cross-country alone has 140 000 members.
- 2016 was an annus horribiles for the NSF
- The organization's aim is to be characterized by voluntarism, democracy, loyalty, transparency and equal opportunities and all activities should build on joy, community, health and honesty. (From Strategic Plan of NSF 2016 - 2020)



Methods

- Research from Sponsor Insight (on-line surveys)
- Media in Retriever Archive (collects all national newspaper articles, radio reports and tv programs from Norway)
- Content analysis of media statements by the NSF-president

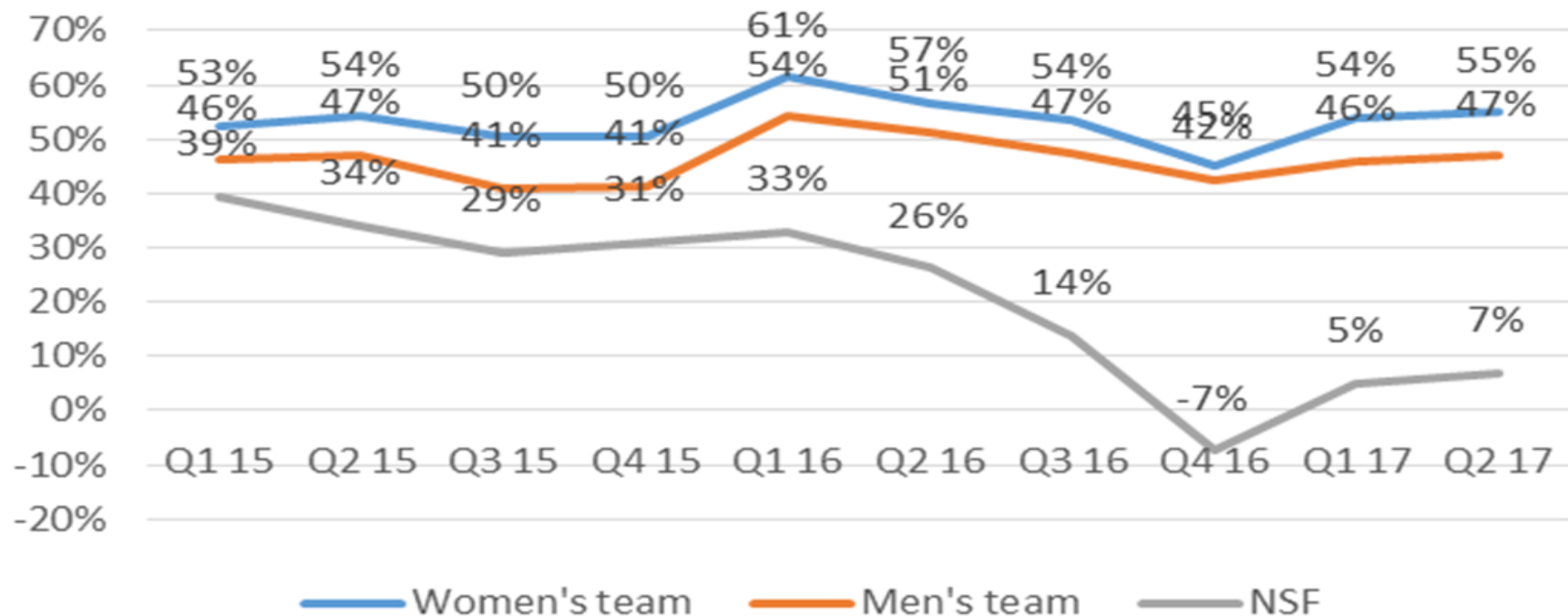
Results:

An Apology should:

- Acknowledge of wrongdoing
- Fully accepts responsibility
- Express regret
- Identifies with injured stakeholders
- Ask for forgiveness
- Seek reconciliation with injured stakeholders
- Fully discloses information related to the offenders
- Provide an explanation that addresses legitimate expectations of the stakeholders
- Offers to perform an appropriate corrective action
- Offers appropriate compensation

Results continued

Development in reputation for NSF and women's and men's team



Results:

- NSF has not been transparent in the doping cases
- Did not admit wrong doing at once
- The public made the NSF the scape-goat and especially the president
- The NSF president was arrogant and aggressive, when he should have been humble
- NSF leadership was criticized for blaming the rules and for using the nebulizer

Waxing trailer 110m² (double decker bus with a fence around with "No entry")



Results:

- Communication should be:
 - truthful
 - sincere
 - voluntary
 - timely
 - address all stakeholders
 - appropriate context
- A rebuild strategy in place at once and enforce some rules
- None of the two skiers had done the e-learning education programme "Clean Athlete/Real Winner"
- NSF lost their good reputation, but not the skiers
- Compensation
- Finally ValueSki was launched (routines and internal control, role and responsibility, culture and values and communication and readiness)

ValueSki

- It is divided into routines and internal control, role and responsibility, culture and values and communication and readiness. Mindfulness.
- Established to maintain revenue from partners, take care of internal motivation and developing a value-driven commitment to regain trust and the positive reputation of Norwegian cross country skiing
- INCLUSIVE: Open, Inviting, Positive and Available
- HONEST: Open and clear communication, internal matters are discussed internally.
- We are loyal to decisions. We talk to, not about.
- ValueSki should be implemented in the whole organization.

Questions?

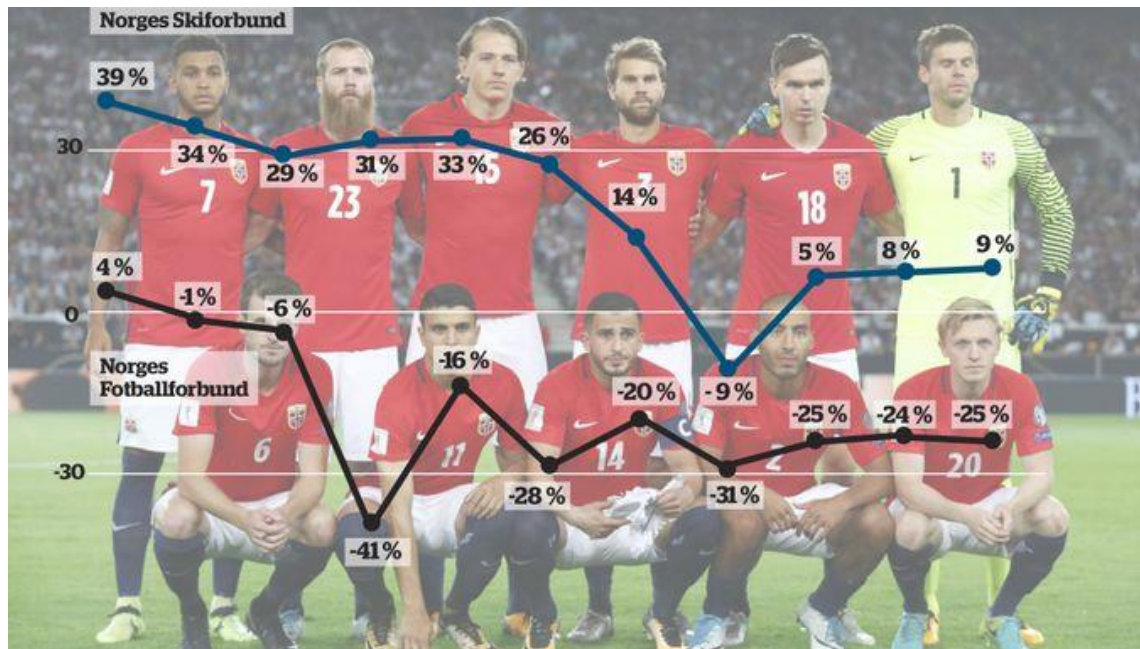


Thank you for your attention

Play the Game Eindhoven 2017, Berit Skirstad



Department of Cultural and Social Studies
NORWEGIAN SCHOOL OF SPORT SCIENCES



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