

**SOCCER-SPECIFIC  
INSTRUCTION!**



**4 FULL-DAY  
SEMINARS!!**

## *How To Manage The Business Side Of Canadian Amateur Club Soccer*

*One-day seminars specifically designed for Canadian soccer's amateur soccer club executive leaders*

### **GOVERNANCE, PLANNING & FINANCE**

Friday 24th March 2017

*Oakville Soccer Club, Pine Glen Soccer Centre, 1520 Pine Glen Rd, OAKVILLE, ON*

### **MARKETING, COMMUNICATIONS & REVENUE**

Friday 21st April 2017

*Ontario Soccer Centre, 7601 Martin Grove Rd, WOODBRIDGE, ON*

### **TECHNICAL OVERSIGHT & EVALUATION**

Friday 12th May 2017

*Whitby-Iroquois Soccer Club, 695 Rossland Rd W, WHITBY, ON*

### **STAFF & VOLUNTEER LEADERSHIP**

Friday 2nd June 2017

*Guelph Gryphons Athletic Centre, University of Guelph, 50 Stone Rd E, GUELPH, ON*

Executive education and interactive peer-based practical learning geared to the unique challenges of Canadian amateur youth soccer clubs. Attend and learn how to:

- ✓ **Kill political frustration** by developing and managing an effective soccer club Board of Directors
- ✓ **Stop constantly fighting fires** by moving to a planning-led club culture
- ✓ **Avoid bad financial surprises** by understanding and actively managing your club finances
- ✓ **Monitor your club's technical programs** without getting in the way of your Technical Director
- ✓ **Boost revenue** with a market-based approach to corporate sponsorship
- ✓ **Drive player enrolment** with structured marketing and brand development
- ✓ **Keep soccer parents happy** with pro-active, effective communications
- ✓ **Maximize club productivity** by confidently leading your club staff and volunteers

Presented By:



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## AT LAST! EXECUTIVE DEVELOPMENT FOR CANADIAN CLUB SOCCER EXECUTIVES!

Capitis Learning is delighted to introduce ExecuSoccer, a four-stage seminar series helping soccer leaders who wear the 'blue suits' develop and run great amateur soccer clubs and help the 'track suit' leaders work their magic!

The first executive education program specifically geared to the pressing needs of amateur soccer club Presidents, Executive Directors, General Managers or Business Managers, ExecuSoccer is uniquely structured to blend expert advice and instruction with peer-based learning among your executive colleagues. Four full-day seminars will wrestle key amateur soccer business management themes. Each seminar has its own theme and focus for presentation and discussion. You'll receive lectures on best practices from renowned Canadian club soccer management expert Paul Varian. Then you'll have the opportunity to discuss topics and issues with your peers. This way, we'll target learnings into areas that really matter to soccer business leaders. But we'll also allow enough time over the entire day to delve into the key issues that conferences and workshops only skate over!

### **Governance, Planning & Finance**

Learn what the real role of a Board of Directors is, and what Board members are legally responsible for! Explore the world of planning and learn how strong planning and reporting creates a winning relationship between Board and Executive Director. Understand the fundamentals of strong financial management and the role executive management plays in a soccer industry, where there is never enough money and too much to be done!

### **Marketing, Communications & Revenue**

Executive management leads all marketing, communications and revenue development efforts in a soccer club. But what can you really do with the resources you have? Examine the mechanics of strong marketing that create targeted, cost-effective marketing plans. Learn how to price programs properly and diversify revenue opportunities. Discover how to win the unwinnable battle of 'good communication' with your stakeholders!

### **Technical Oversight & Evaluation**

Explore the delicate act of overseeing your soccer club's technical investment while empowering your Technical Director to run them. Learn how strategic technical planning, reporting and evaluation are your weapons to do this! After this day, you'll know how to hold your Technical Director to account and keep your Board full informed without embroiling yourself in program detail.

### **Staff & Volunteer Leadership**

As an executive leader, you spend most of your day dealing with all kinds of people, including some difficult ones. Share experiences and ideas on how to manage the people who make your soccer organization tick. From volunteer coaches to paid professionals, how do you get them all working in the same direction to advance your organization?

**Management is lonely! And you have a right to and need for development as much as any coach! So REGISTER NOW for these exciting full-day seminars today!**

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## ABOUT YOUR WORKSHOP LEADER



Paul Varian's wealth of expertise and experience has repeatedly transformed not-for-profit sport organizations at national, provincial and local levels of scope. With a grounding in the commercial sector and a history of success in leadership roles in not-for-profit, Varian's mission through Capitis Consulting is simple - find amateur sport organizations in need and set them on the path of long-term sustainable success. It's a mission he's been on throughout his career.

Before opening Capitis Consulting in early 2013, Varian managed North America's largest soccer club, Oakville Soccer Club, expanding its revenues by 62% and player registration base by 28% to over 19,000 registrants. Putting in place a new and highly-acclaimed five-year strategic plan, best-in-class technical development plan, and ground-breaking program evaluation scorecard, Varian set the club on course for long term, sustainable success as its Executive Director from 2010 to early 2013.

From 2007 to 2010, Varian held the high profile leadership role of President and CEO of Sport BC. During this important time in the build-up to and during the 2010 Vancouver Olympic and Paralympics Winter Games, he served as a strong advocate for amateur sport, helping secure a \$60m legacy fund for sport and the arts from the Province of BC post-Games. Varian also served as an official VANOC ambassador to the Games and was a powerful voice in mainstream media and at community level promoting the value of sport and Olympism.

Varian has also held senior leadership positions in the special events and conferencing industry around the world with similar results. Notably in Canada, he doubling the size of operations of the previously unprofitable IQPC Canada, tripling its revenues and producing a seven digit profit in just one year.

Varian was born in Australia and grew up in England and Ireland. He is a qualified Chartered Director and holds an Executive MBA from Michael Smurfit School of Business at UCD, a B.A. in Geography from Trinity College Dublin, and a Diploma in Freelance Journalism from the Australian College of Journalism.

Varian currently resides in Burlington, Ontario with his wife, three children Hannah, Sophia and Darragh, and golden retriever Brooke.

## WHO SHOULD ATTEND?

If you are in charge of administrative, business or general operations of an amateur soccer club, association or academy in Canada, ExecuSoccer is for you! Register now if your job title is:

President  
Vice President, Operations  
Chair, Executive Committee  
Chief Administrative Officer

Chief Executive (Officer)  
Executive Director  
General Manager  
Business Manager

Administration Manager  
Programs Manager  
Operations Manager  
Office Manager

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## WORKSHOP A: GOVERNANCE, PLANNING & FINANCE

Friday 24th March 2017 ♦ Oakville Soccer Club, 1520 Pine Glen Rd, OAKVILLE, ON

### 9.00 Welcoming Remarks From Your Facilitator

#### 9.10 Key Elements Of Good Club Governance

Great clubs all start from a core foundation of good governance! This means a Board that knows its role, and that of its Executive Director, and can lead without undermining management! In this presentation, Paul Varian will outline what good governance looks like and how it works. You'll learn the key role the Executive Director plays in helping the Board govern and plan, and management manage and execute. Key components include:

- Pinpointing what governance is and the role it plays in your soccer club
- The Governance Continuum: moving from an operational Board to a policy Board
- Understanding the Directors duties
- The role of Board Committees
- The role of the Executive Director
- Knowing your accountability framework: policies, planning and reporting

#### 10.10 Executive Leader Discussion:

*'How Do Executive Leaders Help Make Their Board Productive And Effective?'*

10.40 Break

#### 10.50 Building A Planning-Led Soccer Club

Some clubs always seem better prepared, on-top of their problems and attentive to their customers. How do they do this with limited resources? Simple! They are well planned! And not just with one plan. Their planning flows throughout their entire organization, from top to bottom. This presentation will outline a structure for developing strong planning throughout your soccer club, moving it to a culture where activities are entirely built from plans and a 'planning-led' culture is adopted. This includes:

- The hallmarks of a planning-led soccer club
- The planning pyramid
- Who plans what?
- Differentiating strategy from operations
- Why a plan is only as good as the reporting behind it

#### 11.50 Executive Leader Discussion:

*'Is Planning Really Worth The Effort?'*

12.20 Lunch

#### 1.20 How To Develop A Strategic Plan

Many clubs say they have strategic plans. But are they truly strategic plans, or really operational plans? You simply can't run your amateur soccer club in a coordinated way without a GENUINE strategic plan. Paul Varian will outline a proven ten-step process of for the development of an effective strategic plan in your amateur soccer club. The presentation will also touch on how to measure and report on the implement of a strategic plan. Highlights include:

- Building an effective planning team
- Starting with proper organizational analysis
- The importance of stakeholder consultation - and how to do it!
- Making sense of the data - effective SWOT analysis
- Writing your strategic plan draft
- Testing and review - your most important step!
- Bringing the reality of financial constraints and measuring your plan
- Implementing and evaluating your strategic plan

#### 2.20 Executive Leader Discussion:

*'Where Are The Difficulties In Moving From Operations To Strategy?'*

2.50 Break

#### 3.00 Understanding Core Financial Management

In this session, Paul Varian will give a grounding on what financial information you must to know and report on as an executive sport leader. We'll look back with financial reporting and look forward with budgeting and financial planning. And you'll learn how to proactively advise your Board on financial matters, particularly risk-related! Specifically, we'll cover:

- Cash accounting vs accrual accounting - do you know which you're using?
- Knowing your three financial BFFs - your income statement, balance sheet & cash flow statement
- Important financial key performance indicators
- How to present financial statements to your Board
- Do's and don't's in compiling an annual budget
- Identifying and managing risk in your annual budget

#### 4.00 Executive Leader Discussion:

*'How Is Financial Risk Changing In 2017 Canadian Club Soccer?'*

#### 4.30 Conclusions

5.00 Close

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## WORKSHOP B: MARKETING, COMMUNICATIONS & REVENUE

Friday 21st April 2017 ♦ Ontario Soccer Centre, 7601 Martin Grove Rd, WOODBRIDGE, ON

### 9.00 Welcoming Remarks From Your Facilitator

#### 9.10 Principles Of Marketing Management

Too many soccer clubs see marketing as nothing more than pop-up banners, trinkets and other fluffy 'nice to have' activities. But the truth is that marketing management is a complex, technical discipline that makes or breaks businesses, large and small. Paul Varian will outline the theory of marketing management, helping you understand how the concept of value flows through your entire soccer organization, from defining your target customer, to designing your programs, pricing them and ultimately selling them. Attend and learn about:

- Starting with strong marketing analysis as the foundation of strong marketing management
- Segmenting and targeting your market and the importance of who you DON'T target
- Capturing value you have identified in a market-focused soccer program!
- Building sustainability in your programs through evaluation and customer retention

#### 10.10 Executive Leader Discussion:

*'What Is Marketing's Current Place In Canadian Club Soccer And Where Should It Be?'*

10.40 Break

#### 10.50 How To Build A Soccer Brand

Brands are talked about all the time. But what really is a brand and how do you use it to truly make a difference to your soccer club? In this must-attend session, Paul Varian will help you understand exactly what makes a true brand, and outline what you must do to build and maintain yours in a perennially competitive sport market. In this session, you'll learn:

- What a brand is (and what it isn't!)
- Your brand and your club's culture
- How to develop and maintain your brand promise
- Positioning and developing your brand
- Evaluating brand strength

#### 11.50 Executive Leader Discussion:

*'How Important Is Brand In Canadian Amateur Soccer And Why?'*

12.20 Lunch

### 1.20 A New Perspective On Club Revenue Generation

Most amateur soccer clubs price programs based on what they cost to run and what clubs around them are doing. But is this really the right way? In this hands-on session, Paul Varian will outline how you can price your programs based on the value they offer, not just the costs they consume. Through practical examples and case study material, you'll learn:

- Where amateur soccer clubs commonly go wrong pricing their programs
- It's not just about cost! Understanding where price fits into the overall value equation
- The importance of gathering market intelligence before deciding a price
- Balancing risk with reward in program pricing

#### 2.20 Executive Leader Discussion:

*'What Trends Are We Seeing In Revenue Structure In Canadian Soccer Clubs?'*

2.50 Break

### 3.00 Tips On Strategic Communications

Have you noticed that people always criticize your club for 'poor communication', no matter how often and loud you shout your message? Communication is the bane of soccer executive leaders, but one that cannot be ignored! In this interactive session, Paul Varian will explore with delegates some tips and helpers on managing communication in an amateur soccer environment. In particular, we'll touch on:

- Understanding why 'good communication' isn't simply telling everyone what they want to hear
- Pinpointing your key drivers of strategic communication
- The importance of what NOT to communicate, and when to stay quiet
- Knowing your message, and staying on it
- Tips on writing good information releases
- Effective media management

#### 4.00 Executive Leader Discussion:

*'How Do We Meet Customers' Communications Expectations With Limited Capacity?'*

### 4.30 Conclusions

5.00 Close

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## WORKSHOP C: TECHNICAL OVERSIGHT & EVALUATION

Friday 12th May 2017 ♦ Whitby-Iroquois Soccer Club, 695 Rossland Rd W, WHITBY, ON

### 9.00 Welcoming Remarks From Your Facilitator

12.20 Lunch

#### 9.10 Defining Top Technical Leadership

As the executive leader of your soccer club, you probably work with a Technical Director or Head Coach, who may report directly to you, or alongside you to the Board of Directors. Whether they report to you or not, your Technical Director will heavily influence the strength of your club's programs, and ultimately your success as its executive leader! In this session, Paul Varian will draw on experience from Canadian club soccer around the country to define what technical leadership looks like in the best amateur soccer organizations. Highlights include:

- Tell-tale signs of an ineffective Technical Director
- Key functions your Technical Director MUST be responsible for
- How to strike a winning partnership with your Technical Director
- What to ask your Technical Director, and when
- Dealing with your Technical Director on non-technical matters

#### 10.10 Executive Leader Discussion:

*'What Are Our Experiences With Technical Leadership In Canadian Club Soccer?'*

10.40 Break

#### 10.50 Building A Technical Development Plan

Many soccer clubs have technical plans. But they are often no more than program outlines, coaching curricula or session plans. A true strategic technical plan translates your soccer programs into the movement of long term technical goals, that are ideally enshrined in your club's strategic plan. In this session, Paul Varian will show you how to augment your technical planning to make it a tool for your Board to validate technical investment. Join us and learn:

- Why meaningful technical planning must start with club-wide strategic planning
- How to move technical planning away from pure program design
- The importance of strategic coach development in any technical plan
- Establishing clear, simple key performance indicators for your technical plan

#### 11.50 Executive Leader Discussion:

*'Show & Tell Of Technical Development Plans in Canadian Club Soccer'*

#### 1.20 Technical Program Evaluation & Reporting

Your Board probably invests more money in its technical budget than anything else each year. They'll rightly want to know that this investment is being properly deployed, and what its return is NOW. But how do you do this when you won't truly know until players have been fully developed, years from now? In this unique session, Paul Varian will outline a technical program evaluation framework purpose-built for Canadian amateur soccer. Key elements include:

- The importance of proper program evaluation in a policy governance environment
- Why technical program evaluation is so hard
- Taking a multi-lens approach to program evaluation
- The importance of gathering good data
- Using your evaluation results to justify your technical investment

#### 2.20 Executive Leader Discussion:

*'How Are Technical Programs Currently Evaluated In Canadian Club Soccer?'*

2.50 Break

#### 3.00 Executive Leader Discussion:

*'Aligning The Blue Suits And The Tracksuits'*

Time to shut down Powerpoint and focus on some real discussion with your peers! In this interactive session, Paul Varian will facilitate discussion among your executive soccer leader colleagues to address the constant burning question in many soccer clubs, like:

- How can the technical people and administrative people work best together?
- Do you experience misunderstanding, disenfranchisement or even friction and conflict between the two groups?
- Is there mutual respect and understanding of the importance of each other's role in the club?

This will be the chance to hear the practical experiences and war stories from the various clubs in the room to see what's working, what's being tried, and what should be avoided at all costs! Be sure to come with your contributions to the collective melting pot of ideas and experiences!

#### 4.30 Conclusions

5.00 Close

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## WORKSHOP D: STAFF & VOLUNTEER LEADERSHIP

Friday 2nd June 2017 ♦ Guelph Soccer Club, 375 College Ave W, GUELPH, ON

### 9.00 Welcoming Remarks From Your Facilitator

12.20 Lunch

#### 9.10 Principles Of Leadership

There has been reams written on leadership. But what does great leadership look like in an amateur soccer club? In this interactive session, we'll throw leadership theory out the window and use the leadership in the room to establish our OWN principles of leadership for amateur soccer club management! What if we were all to commit to these principles to drive an exciting new leadership culture in grassroots Canadian soccer? In this uniquely collaborative session, we'll:

- Pinpoint what makes leadership in amateur club soccer unique
- Identify the core role of leadership in amateur club soccer
- Establish barriers to leadership development in amateur club soccer
- Brainstorm what strong leaders in amateur club soccer must exhibit - principles of leadership!
- Assess whether or not we, as executive soccer leaders, can 'sign up' to these principles

#### 10.10 Executive Leader Discussion:

*How Do We Develop A Leadership Culture In Our Club Beyond Words?*

#### 1.20 Recognizing And Rewarding Volunteers

In this interactive session, Paul Varian will present some high level trends in volunteerism at large and use them to support and gather together the room's collective experience in managing amateur soccer's most valuable resource - the volunteer. In particular, the session will explore answers to some burning questions around soccer volunteerism, such as:

- Is volunteerism really on the decline, or is it just that amateur soccer is becoming more work-intensive?
- Where are we seeing particular problems with volunteers no longer stepping forward?
- What is the role of staff in sustaining volunteerism?
- What are volunteers truly looking for their time?
- Is there a new way to attract and deploy volunteers, particularly younger ones?
- What's more important - training and developing volunteers, or appreciating them?

#### 2.20 Executive Leader Discussion:

*What Is The Role Of The Volunteer In A 2017 Canadian Amateur Soccer Club?*

10.40 Break

2.50 Break

#### 10.50 Building Effective Staff

Staff are a precious commodity in amateur soccer. And if you are lucky enough to have them, chances are they are over-worked, under-paid and have less-than-ideal work conditions. Yes, staffing in amateur soccer is tough! But as your club's executive leader, it's your job! In this session, Paul Varian will explain some core principles and practices to help you build and retain a strong, effective staff team. In particular, you'll learn:

- How to identify and exploit the benefits of working in amateur sport
- The importance of defined job descriptions and clear staff structure
- How to nurture and build great staff teams
- Understanding the mindset of a not-for-profit staffer
- Managing the staff/board interface
- How to conduct constructive performance reviews
- Tips on developing effective HR policy

#### 3.00 Staff & Volunteer Training And Development

Our final session explores the crucial world of training and development of staff and volunteers in amateur soccer clubs. Why do we spend so little money and time developing our key resource - people? In this discussion-based session, we'll look at areas where amateur soccer clubs do train and develop people, and areas they don't. In particular, we'll examine the following in the amateur soccer club environment:

- Governance training for the Board of Directors
- Staff skills training
- Leadership and management training
- Technical training and coach education
- Child protection and injury management training
- Communications and people skills training

#### 11.50 Executive Leader Discussion:

*Where Are The Most Effective Club Functions To Invest In Staff?*

#### 4.00 Executive Leader Discussion:

*Is There Really Room & Reason For Staff & Volunteer Development In Club Soccer?*

#### 4.30 Conclusions

5.00 Close

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## REGISTRATION FEES AND ATTENDANCE DETAILS

### Registration Fees, Substitutions & Cancellations

- Registration to attend any of the four seminars included in ExecuSoccer is just **CAN\$249 + HST**. But register for all four seminars at the same time and pay just **\$849 + HST** - a savings of nearly **\$150!**
- Payment is required when you register for ExecuSoccer and can be made via credit card online at [www.capitisconsulting.ca](http://www.capitisconsulting.ca). Registration and payment must be received prior to attendance at any of the four ExecuSoccer seminars.
- The discount for registration of all four ExecuSoccer seminars is applicable only to registration and payment made for all four seminars at the same time. Incremental registration for seminars independently, that ultimately result in the registration for all four does not qualify for this discount.
- You may substitute delegates for any ExecuSoccer seminar at any time by providing advance notice to Capitis Consulting within 48 hours of the seminar you have registered for. Substitutions are not permitted within 48 hours of the commencement of a seminar.

### Seminar Cancellations, Postponements Or Program Changes

- Capitis Consulting reserves the right to alter or modify the advertised program and/or session topics if necessary without any liability whatsoever. Any substitutions or alterations will be updated online as soon as possible.
- For any cancellations received in writing before the commencement of the seminar, you will receive a refund for the registration fee. A cancellation fee of \$50 will be retained by Capitis Consulting for all permitted cancellations. No refunds nor credits will be issued for any cancellations occurring within 48 hours of the commencement of a seminar.
- In the event that Capitis Consulting postpones or cancels an event for any reason, you will be eligible for a 100% refund for the registration fee paid.
- Capitis Consulting is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an ExecuSoccer seminar. Capitis Consulting shall assume no liability whatsoever in the event that any ExecuSoccer seminar is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of the seminar impracticable, illegal or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war/terrorism, fire, labor strike, extreme weather or other emergency.

### Seminar Logistics

- Addresses for the four venues that ExecuSoccer will be staged at are on the front cover of this brochure, and also available online when you register. All venues have ample parking and are easily accessible off major GTA highways.
- Accommodation is not included in the registration fee, however hotel options are available close by to each of the seminar venues. Contact Capitis Consulting for more details on accommodation options.
- Meals are not included in the registration fee. However, lunch venue options will be provided to attendees at each seminar that give the attendees an opportunity to dine together and continue networking and learning opportunities. Coffee and refreshments will be served throughout the day of each seminar complimentary.
- Course materials are not provided in hard copy form, but are made available electronically to delegates in advance of each seminar. Some pre-seminar material may be sent to you in advance of the session, which you should read and be familiar with on the day of the seminar in order to maximize learning value.
- Dress code at ExecuSoccer is business casual, although some delegates and speakers may be in full business attire.

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