NADOs – To small to win?
Lessons from organizational theory

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Play The Game
Eindhoven

Markus Seyfried
Structure

Introduction and research project

Too big to fail – too small to win

Advantages of being small

Trade-offs in organizing anti-doping

Concluding remarks
Introduction

Even With Confession of Cheating, World’s Doping Watchdog Did Nothing

Aaron Hermann and Maciej Henneberg: Anti-Doping Systems in Sports are Doomed to Fail: A Probability and Cost Analysis 2014


Can the scientists keep up? Drugs and sport: The twists and turns of the long-running race between drug-taking athletes and boffins trying to catch them
May 3rd 2012

The Economist
Research project and research question

- How do environmental and internal factors of NADOs in different countries correlate with their performance?
Too big to fail?

- Value at risk
- Distress
- Systemic relevance

→ But: no general indicator
Too small to win?

- Value at risk
- Distress
- No systemic relevance

→ Depends on the perspective
Anti-Doping as “David and Goliath“

- Arguments from organizational theory:
  - Flexibility
  - Flat hierarchies
  - Networking/Communication
  - Context sensitivity

→ But: reforms are necessary
→ And: there are trade-offs
If size is not the only issue...

- Trade-offs

![Graph showing trade-offs between Quality A and Quality B]
If size is not the only issue...

deterrence vs. cooperation
sanction vs. prevention
professionalization vs. standardization
coercion vs. freedom
compliance vs. gaming
If size is not the only issue...

- NADOs as organizational shape of trade-offs
- NADOs as solution of conflicts
Concluding remarks

- NADOs are not alone...

NADOs  Ombudsmen  Audit institutions
Concluding remarks

- More knowledge/research is needed

„Soft“ factors → Appropriateness

- Procedures and implementation
- Communication and cooperation (etc.)

„Hard“ factors → Consequentiality

- Regulations and resources
- Testing figures and sanctions (etc.)

- Reforms should keep the balance
Thank you for your attention!

Contact details

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Methods and Data

**Interviews**
- 15 expert interviews
- 200 pages transcripts
- 150 pages coded material

**Documents**
- Annual reports (NADOs)
- Newspapers

**Data**
- Annual reports (NADOs, WADA)
- Council of Europe Database
Google Trends ("doping")