



OLYMPIC CAPITAL quarterly

Sports Management Update from the City of
Lausanne and the State of Vaud



Trends to Track

by Caroline Anderson*

Maximising the social benefits of sports events

Over the last few decades corporate sponsors started to take a more strategic approach to their investment in sport. As a result sponsors have increased their return on this investment. Recently, this same trend has become evident in the way that governments are approaching their involvement in sports events. As governments continue to increase their investment in bidding for and hosting events, they are also increasing their expectations regarding the benefits that these sports events will engender.

Traditionally governments have, through hosting major sports events, sought to create hard tangible benefits; for example economic and tourism benefits, improvements in physical infrastructure, and creating long-term sporting legacies. Governments are now also considering the potential for creating softer social benefits from bidding for and hosting sports events.

The definition of a soft 'social benefit' is dependent on the government in question. A country will define what a social benefit is by looking at what its social needs are. Something is considered to produce a social benefit if the status of this need is improved. For example some countries will be looking to increase national pride while others will be fighting to reduce drug abuse and crime rates.

Social policy programmes are often long term government processes that continue to run year after year despite any signs of effectiveness or interest. These programmes are often lost in the huge pile of other governmental initiatives. A sports event, on the other hand, is a short term project that creates a high level of interest and energy from both the citizens and governments of a host community, city or country. By combining the two, social programmes and sports events, there is the potential to create energetic and focused programmes that can be very effective in improving social needs. Sports organisations can put their sports in the forefront by being proactive and helping to teach their bidding/hosting cities how they can best maximise the potential for social benefits. So governments should no longer be asking *if* they can create social benefits, but rather *how* they can maximise the potential for generating these benefits.

ally learning and improving from event to event in order to maximise the benefits over the long term.

What does this mean for sports organisations?

The more that cities are able to maximise on this potential of creating social benefits, the more they will continue to increase their investment. If sports organisations want to ensure that the competition surrounding hosting major sports events continues to grow, they need to ensure that cities are not only aware, but are also able to maximize on this potential of generating social benefits. Sports organisations should be treating their public partners in a similar fashion to how they treat their private ones.

Sports organisations can bring their sport to the forefront by demonstrating a clear understanding and know-how of a host government's expectations. The budgets for social programmes within governments are large, much larger than the marketing budgets of even the biggest of private sponsors. And so if sports organisations handle the demands and expectations of host cities properly, the amount of money that will be invested by bidding and hosting governments will continue to grow, which of course is good news for sports organisations.

*Caroline Anderson is a Project Manager at TSE Consulting, Lausanne.

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Strategic approach to maximising social benefits

Cities are now using a strategic approach similar to the strategic model that corporate sponsors began to use to maximise their investment in sports sponsorship. The following model outlines this strategic approach. The steps of this model are linked in a cyclical fashion because although each event is an independent project, governments should be continu-



OLYMPIC CAPITAL quarterly

From the Olympic Capital



*Dear Friends from
Lausanne and beyond,*

*As the Head of
Sports of the City of
Lausanne, I am very
proud to offer you
this new publication
on topical sports
management issues.*

The sports organisations based here, in Lausanne, are an important source of knowledge and each have invaluable expertise in sports management. As the 20th International Federation, Canoeing, announces its move to Lausanne, we, as hosts, feel it is our duty to strengthen the platform on which sport administrators can think, discuss and share new ways of approaching their everyday job.

This newsletter is an example of this exchange of ideas. We want it to be useful for you and your organisation. If you are not based here, we hope it will give you a taste of what it is to be in the Olympic Capital. Feel free to drop us a line and tell us what you think at contact@ifsports-guide.ch!



Yours sincerely,

*Patrice Iseli
Head of Sports,
City of Lausanne*

“Sport organisations should be treating their public partners in a similar fashion to how they treat their private ones”

Model for maximising the social benefits of sports events

1. Establish goals in line with social objectives and needs

Governments need to be clear on what their social policy objectives and needs are. Creating social benefits as a result of hosting an event is more likely if the goals of the programmes are in tune with the social conditions, needs and agreed policies of the host area. Whether these goals are short or long term, they need to be manageable, measurable and purposeful.

2. Match event type with social objectives

A corporate sponsor will always ensure that whatever sport or event they are investing in matches their company's image and objectives, and governments should do the same. Governments need to consider the sport, the timeline of the event, the media appeal and the type of audience the event will attract. A careful examination of various types of events to see how programmes can best fit with the event is key.

3. Identify stakeholders

Organising Committees for larger events usually have one thing in mind: delivering a successful event on time and within budget. An independent governance body therefore should take on the responsibility of managing the social programme while working in collaboration

with other stakeholders. This will ensure that social programmes become more than just plans that are never brought to fruition.

4. Put social policy projects in action

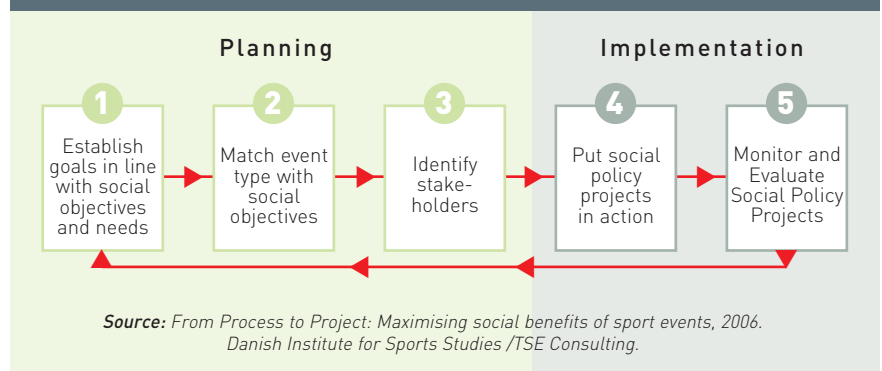
Put programmes into action, early and efficiently. Corporate sponsors do not wait until the day of their events to tell everyone they are sponsors; they build on the excitement and energy created in the build up to the event. Social programmes can start as soon as a city decides to bid for an event.

5. Monitor and Evaluate Social Policy Projects

Social impacts can be hard to measure and take a long time to measure accurately. There therefore needs to be a commitment that the investment for monitoring and measuring the programmes is available if a social programme is going to be implemented and be successful. Otherwise the benefits will be lost and future events will not be able to benefit from the lessons learned, both positive and negative.

The steps in this model are simple, but they are also effective. Using a strategic approach to maximising benefits allows cities to ensure that they are making the most out of the potential a sports event presents. This model also demonstrates that each event can build on the last event to ensure that in the future even more can be done for the social needs of a particular area.

Model for maximising the social benefits of sports events





Trends to Track: a case study

by Caroline Anderson



Sport England

With London having recently been awarded the 2012 Olympic and Paralympic Games, Sport England is being praised for its integrated approach to hosting sports events. With a wide variety of events being held throughout the country, Sport England has developed an integrated plan which allows for both sporting and social objectives to be met.

As host to the 2002 Commonwealth Games in Manchester, Sport England began to showcase its innovative approach to integrating social objectives with their sports events. The Manchester Games were one of the first major events to incorporate a social agenda and were deemed highly successful due to the partnerships between the organising committee, Manchester City Council, Sport England, and the government. The Games were sold to media and partners as more than just eleven days of sport; it was packaged in such a way that the cultural and social agenda became a large part of the overall image of the Games.

A £20 million government funded programme surrounding regeneration projects which included volunteer programmes, arts, education, young people, and business projects was implemented. For example a volunteer programme was implemented that created a database of over ten thousand volunteers that are, four years after the games, still contacted monthly for various projects. These volunteers also have access to various development and training opportunities, such as first aid, language and coaching development courses.

Sport England has continued their commitment to creating social benefits through sports events, as they, in partnership with the English Football Association funded a legacy programme to maximize sport and other social benefits of Euro 2005, the Women's European Football Championship. Using an outside organisation to concentrate solely on the development of social programs, the social agenda, with the obvious intrigue

of being a women's event, focused on active participation, health and well being, social inclusion, and equity.

One of the most successful initiatives of Euro 2005 was a programme called 'Passport 2005'. This was a reward programme that provided a free ticket to Euro 2005 for active participation in a variety of different community projects. Any organisation in the community

could be a delivery agent for the programme, for example youth clubs, libraries, schools, etc., making 'Passport 2005' extremely flexible, adaptable and attractive to both youth and adults. People needed to take part in an activity to collect stamps and once six stamps were collected you received a free ticket to a Euro 2005 game. The programmes could involve any sort of activity such as healthy living, literacy, skills development or community involvement. The important aspect of this programme was not whether people actually used the free ticket, but that they got involved and became aware of both the event, but more importantly of the aspects of healthy living and community involvement.

Another program that was implemented was a Cheerleading and Dance pro-

gramme, 'Euro Hakka'. Over one thousand young girls performed regional dances during half time of the final match. This initiative, geared towards young girls and instilling confidence and self esteem through dance, demonstrates that the programmes do not have to be sport specific to the event. For example just because it is a football event does not mean that programmes need to be football oriented. It was

“A volunteer programme was implemented that created a database of over ten thousand volunteers that are, four years after the games, still contacted monthly for various projects.”

about capitalising on the excitement of the event and not on the sport itself.

Measurement reports of the impact of both of these events were conducted and are used to learn and improve for future events. As Sport England continues their journey towards the 2012 Olympic and Paralympic Games it is clear that the social agenda will be central to many events held throughout the country and will result in potentially one of the strongest Olympic Games in terms of producing social benefits both leading up to and beyond 2012.

For more information regarding Sport England's social benefits programme surrounding sports events contact Mark Downes, Head of Major Projects and Olympic Legacy, mark.downes@sportengland.org.



In the manager's seat

exclusive interview

Jacques Rogge's message to sports managers

In each issue, the Olympic Capital Quarterly gets an insight on the actual issues sports managers are facing daily in their own operations. Today, we asked Jacques Rogge, about what his message is for today's sport managers.

- **Historically, sports organisations have attracted their administrators from people involved in the sport as athletes or officials. With the increase in professionalism, should they seek to attract professionals with management skills developed from within the private commercial sector?**

A sports manager needs to have a good background in sport. A passion for and knowledge of sport, if possible with personal experience, will help someone to integrate faster into a sports administration role and give managers additional credibility. Having practised some sports also guarantees that the values of sport, such as respect and tolerance, are shared. But it is also true that sports management has become a special branch with its own specificities. A candidate for a sports administration position therefore needs to have solid know-how in this field.

- **Sports organisations are all quite different, depending on their sport, structure and size, yet many face the same managerial challenges. What do you see as the common management issues facing sports administrators today?**

It is true that not all sports organisations are the same, not only because of their size but also because of the characteristics of their missions. Some sports federations, for example, are heavily involved in the organisation of their championships,

and are therefore very operations-based. At the IOC, we focus particularly on Olympic Games know-how management. We want the Organising Committees to share their experience in order to avoid each new one having to re-invent the wheel. This transfer of knowledge requires very particular management skills.

- **In what way do you think that experience and knowledge of these managerial challenges can best be shared amongst IFs?**

There are many different ways to share the experience. The IOC has several approaches. The most efficient one seems to me to be the observer programme that we have introduced during the Olympic Games. Managers of future Organising Committees, National Olympic Committees and International Sports Federations are briefed in detail on organisational and administrative issues such as the Look of the Games, the running of media and broadcaster centres, sponsorship programmes, transport, security, accommodation and many other topics. In Turin we had over 300 people participating in this observer programme. In addition, we invite all these partners, including the sponsors and TV rights holders, to a detailed debriefing in the host city of the next Olympic Games, i.e. Vancouver in the case of Turin. The information and know-how linked to these programmes is shared on an Extranet.

- **Do you believe that generally there is enough exchange of ideas and knowledge between the managers and administrators working in all areas of international sport?**

This is clearly improving, and the IOC is contributing to it. As well as the exchange of know-how linked to the organisation of the Olympic Games we also hold conferences and seminars on issues such as sustainable development in sport, women and sport or peace initiatives linked to sports activities. We offer a platform to all members of the Olympic family to share their experience in these fields, and we are particularly pleased that in all these fields progress has been made over recent years.

- **Many of the international federations believe that it is beneficial to be close to the IOC headquarters as well as to other international federations so they can work together. Do you believe that having many federations close to the IOC and close to each other has improved the overall administration of international sports?**

It is certainly an advantage. Sports administrations are following the general trend in this field. In the financial world, companies are bringing together their expertise in geographical pools, the so-called clusters. A "sports cluster" will be created in the new "House of International Sport" in Lausanne. Information and experience can be exchanged in an informal, spontaneous and cost-effective way.

A sports cluster will be created
new House of International Sport
in Lausanne.”

OLYMPIC CAPITAL agenda

Forthcoming major events in Lausanne & area

April 22 20 km de Lausanne
(Road Running)
www.20km.ch

April 30 Tour de Romandie:
"A Travers Lausanne"
(Cycling)
www.letourderomandie.ch

June 2-4 European Footbag
Championships
www.footbag.org

June 6-11 Montreux Volley Masters,
Montreux (Volleyball)
www.volleymasters.ch

July 11 Athletissima
www.athletissima.ch

**August 30-
September 3** ITU Triathlon World
Championships
www.trilausanne.ch

■ For young people looking to get into sports management, what do you think is the most important managerial skill to have?

It is a question of values and attitudes. If you are young you must acquire a lot of experience. This needs a great deal of willingness and perseverance. A manager, whether young or old, must also have the know-how and proper managerial skills. On the top of this, he or she has to have a great deal of social competencies. This includes the capacity to keep staff informed and motivated.

■ Mr President, if you could give one piece of advice to managers already working in international sports management, what would it be?

Today's management world is changing so fast that all managers, whether generalists or specialists, have to update their know-how and skills permanently. At the same time, they have to follow clear guidelines established by their top management. Without a clear vision, mission and precise priorities set by the top management, it is difficult for any manager to do his job. This is my message to the top managers.

■ ■ ■ ◆ Fast Track

Presenting effectively

You know what you want to achieve through your presentation and you know what you want to say. Still, the structure you put on your presentation might be key to its success and effectiveness. The ground rules may be familiar, but perhaps this Fast Track can give you some inspiration.

Track 1

Focus on the audience's perspective. When you begin to speak most people in the audience will be thinking: "Why should I listen?" You have to "answer" this question within the first 2-3 minutes of your presentation. If the audience is satisfied with your answer, the next question is: "How can I use it?" - your presentation must then be structured to answer that question. Always keep the perspective of the audience.

Track 2

Plan for a good start and a big finish. Few people listen carefully during an entire presentation. We do, however,

normally listen carefully during the first and last 2-3 minutes of a presentation. That's why you must present your strongest points right at the beginning and repeat and reinforce them right at the end of your presentation.

Track 3

Clarify the "housekeeping". You must make it easy for the audience to concentrate on what you are saying. They should not have to think about practical things related to your presentation such as: will they get a copy of your speech? for how long will you speak? will there be questions during or after your presentation? etc. After your powerful introduction

where you deliver your strongest points, you must clarify all these "housekeeping" questions before moving on.

Track 4

Clearly announce the end. Track 2 told you to make a big finish. You must, however, clearly announce the end of your presentation, e.g. "...let me conclude this presentation by..", "...to summarize." Leave a few seconds for the audience to wake up and then repeat and reinforce your strong points delivered in your introduction.

Track 5

Know what will happen right after your presentation. You make a forceful conclusion which will hopefully make the audience applaud. What do you do then? Do you stay on the podium or do you leave? Does the moderator step in? Do you take questions? You must know the answer to these kinds of questions before you start your presentation. It would be a pity to leave an impression of someone who is a little lost or confused, after you have just made a brilliant presentation.



From the Seminar Room

by Greg Curchod*

Key aspects in turning a sport into a brand

The International Federations and other sports organisations based in Lausanne and its surrounding area meet regularly for an interactive afternoon sports management seminar offered by the City of Lausanne and State of Vaud. The sessions' topics vary, but their objectives are always identical: to provoke interaction, cross-organisational exchange of ideas, and networking. This section looks at what has been discussed during the last seminar, in this case the importance of building brands within sports organisations.

A brand can be described as a distinctive picture and association positioned in the mind of consumers of an object (product, service) or a subject (person, institution). The essence of this association is synthesized into a name and/or symbol (a trademark, a package design, a logo). The objective of the exercise of creating a strong brand is to create behaviour patterns amongst customers and consumers, with the aim of establishing an emotional link between the brand and themselves.

When applied to sports, this definition means that a product or a service, such as a type of sport (e.g. Tennis), an event (World Championships), a person (Athlete) or an institution (Club, Federation) can be perceived as a

brand. The key is to create a picture in your customers' minds as its perception will define the value of your brand. The thoughts that customers have concerning such a sports brand include everything that he/she knows, thinks and would tell to others about the object or subject. This includes all tangible and non tangible properties such as products, services, appearance, emotions, expectations and assumptions.

Why is it important for sport?

The brand simplifies the ability to distinguish products from amongst a wide range of offerings. As sports are now more than ever before competing for "market shares" (e.g. the growing

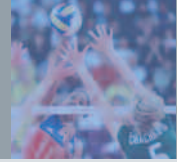
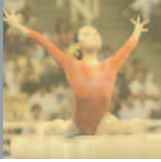
number of new "fun" sports, youth entertainment like video games, etc.) sport leaders in federations and clubs have to find a way to distinguish themselves from their competitors.

Having a strong brand also allows the brand to be transferred to new products. This allows sports organisations to offer new services and products, which will no longer depend solely on success at the athletic level.

An organisation with a strong brand is better protected from crisis and impact of competitors. In times of trouble it will also provide a certain bonus amongst customers, so mistakes or market fluctuation do not have as much impact on overall sales.

A strong brand enables an organisation to build customer loyalty as consumers will trust the brand and connect to the values it carries, e.g. season tickets for professional sports clubs are sold years in advance (FC Manchester United, Montreal Canadiens). A brand creates trust and confidence, suggests quality and

"A strong brand enables an organisation to build customer loyalty as consumers will trust the brand and connect to the values it carries."



◆ ■ ■ From the Seminar Room

bestows image and prestige to its buyers. For this reason consumers are also prepared to pay a higher price for products and services offered.

Building the brand

There are two key notions to keep in mind in the brand building process. Both are very often forgotten and are the source of important image damage within the sport organisation.

The first notion is to carefully identify on what exactly should the branding exercise be focusing. Is it on the organisation (e.g. FIFA)? Or on the sport (e.g. football)? On its events (e.g. the World Cup)? One should first identify on what the focus has been until today (even if not deliberately), and then decide if it is still the right way to go or not. It might not be the sport that needs stronger brand imagery, but the Federation itself, in order for example to build a stronger authority that would eventually benefit its Member Federations, clubs, or leagues in attracting more sponsors for their events. This process is key in making sure that the future brand can achieve its objectives.

The second notion is to chronologically identify first what the sport/organisation/event should be known for before it is communicated to the world. The opposite is very often how things are done, and it is exactly where things can go wrong. Let's first make sure that the brand image and the values it carries are properly defined and communicated internally before starting any public relations campaign. Once the communicated image is "out", it is very difficult to change perceptions.

* Greg Curchod is a Consultant at TSE Consulting, Lausanne.

Participant's input

"Being a federation that covers everything from MotoGP and elite motocross competitions to recreational road regulations presents a challenge for the FIM if we want to be seen as one unified and recognized brand. It is good for us to continually be reminded about the importance of branding and so we can clearly express the values and activities we want to be known for."

**Christian Mercier,
Coordinator Track Racing
Commission, Fédération
Internationale de Motocyclisme**

"Helping to build and strengthen the various sports brands that make up the Olympic Games is in the best interest of sport worldwide. Seminars like these are instrumental in creating the discussions necessary to generate ideas on how to increase the recognition of international sport federations."

**Jean-Laurent Bourquin,
Sports Manager, IOC**

"The branding of athletics is a very complex exercise. There are many different ways one can communicate the values and excitement of our sport, and the EAA is constantly thinking about improving the way athletics is being brought to all people in Europe. Exchanging ideas with other sports organisations is a key element in this process."

**Lars Kaiser,
Sales and Marketing Manager,
European Athletics Association**

"As a sports organisation that has recently gone through a thorough rebranding exercise, it is key that we do not close the book on our work now. Continual investment in strengthening and extending our brand ensures that the work we have done over the last few years becomes a strong platform for further growth."

**Matthew Peter Osmon,
Commercial Director,
FIBA**

"We at FITA are re-evaluating our branding and believe this is a key component of future success for archery; the proper branding of both our sport and our events will enable us to convey a clear message that incorporates our values and share them with an integrated marketing and communication strategy. A recognised brand will raise the commercial value of archery."

**Didier Miéville,
Marketing and Communication
Director, FITA**

"Even though we have just been through a rebranding exercise within the FEI, we are fully aware that thinking about our brand and what we stand for should be a continuous process. Everyone benefits from seminars like this through the exchange of ideas and experiences."

**Annie Cormier-Smith,
Legal Counsel,
Fédération Equestre
Internationale**



Academic Insight

by John Antonakis*

Teaching leadership in sports settings

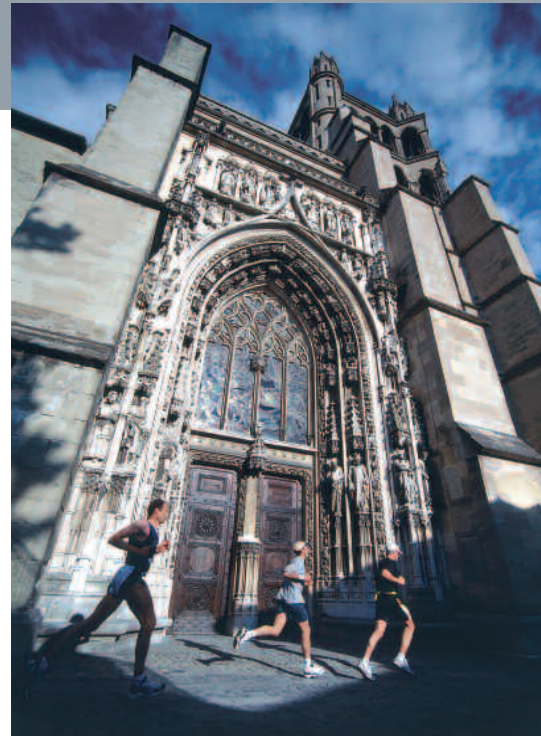
The International Academy of Sports Science and Technology (AISTS), Lausanne, conducts research on various aspects of sports management. In this issue, the Olympic Capital Quarterly hears from an AISTS professor regarding leadership styles in the world of sport management and coaching.

In the 1987 Oxford-Cambridge boat race, Oxford was the underdog. Despite having won for ten straight years, in 1986, Oxford lost. In a desperate attempt to regain the trophy, Oxford recruited three American champions. The champions, however, refused to listen to Coach Topolski, accusing him of using old fashioned training methods. The team atmosphere soured and just a few weeks before the race the stars were fired. As a result the team that finally raced consisted of, to use Topolski's words "three virtual novices, two rather awkward, not very successful junior internationals, one failed Cambridge [rower], an international past his prime, and the oldest man ever to row in the Boat Race (Topolski & Robinson, 1996, p. 289). The odds were greatly stacked against Oxford, particularly because Cambridge had a top-notch crew. However, to everyone's awe, Oxford won!

This example, which is used when teaching students about leadership on the AISTS Master's program, is nicely portrayed in the film "True Blue." The night before the race, we see Coach Topolski doing what leaders, across various contexts (e.g., military, business, etc.) usually do: they try to instil confidence, pride, excitement, inspiration, a vision, but

above all they try to convince the team that they can win. Of course, all coaches do this. Thus, merely saying those things is not what matters. What really matters is how they are said—communicating a real, tangible vision is very difficult. In the film, Topolski says to his team that there would be a time out there during the race where they would not bear it for one more stroke. At that time, he asked them to hear his voice, in the boat with them, saying "I want Cambridge to feel....they came third!" What type of person can come up with statements like that while also making the right decisions to get followers motivated? General intelligence counts, as well as personality, (e.g., confidence, openness, extraversion), experience, and of course, the right leadership style. To teach about leadership, research needs to be conducted on leaders across various contexts (e.g., a doctoral study by a former AISTS MSA graduate, is about to begin which will examine the characteristics of successful rugby coaches).

* John Antonakis, Ph.D., Professor of Organisational Behaviour, HEC Lausanne and AISTS Master's programme. For further information on research on leadership in sports settings, please contact john.antonakis@unil.ch or the International Academy of Sports Science and Technology (AISTS), info@aists.org.



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