



# OLYMPIC CAPITAL quarterly

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



## Trends to Track

by Caroline Anderson\*

## Centralisation or decentralisation - what is the best way forward for sports organisations?

As businesses became global enterprises, a debate surrounding their organisational structure began. They were questioning whether it was better to have a centralised or decentralised organisation. Businesses have tested these structures in an attempt to find what works best for them. The benefits of both structures can be argued, and sports organisations can learn from commercial management experience as they question which structure is best for them.

Sports organisations have traditionally controlled the development of their sports utilising a centralised system. Due to the global nature of these organisations, however, the debate between how best to structure sports federations has arisen. The benefits for both a centralised and decentralised system can be argued, and so it is now time for sports organisations to learn from management experience and find a balance between these systems that works best for them.

### Centralisation

In a centrally controlled organisation, all product development, marketing and promotions are controlled through one central

location, followed by distribution of products or services through regional or local branches. Consistency and cost saving are two of the benefits that this structure allows.

Consistency across development and promotion can create a strong sense of brand recognition and develop feelings of familiarity and comfort for consumers. McDonalds is a prime example; no matter where a McDonalds is placed in the world, when a customer enters a restaurant, they experience the same atmosphere, services and products.

Cost saving is a prime concern for many organisations, especially as they expand and grow in different markets. Having product or brand development and marketing controlled centrally allows for effective cost saving techniques to be used. A global business like Coca-cola is able to centrally create advertising and promotions that can be used in their different markets around the world. This enables them to retain the strong sense of the global brand whilst being much cheaper than having their offices in each country developing their own material. Many companies, both national and global have therefore opted for a centralised structure to capitalise on the benefits of consistency and cost effectiveness.

Formula 1, for example, is centrally controlled and allows for its brand and events to be recognised no matter where the event

is being held. By exerting this total control, from the 'look' of the television graphics, to the interior decoration of the hospitality marquees in the 'Paddock Club', it ensures that their global fan base knows exactly what to expect from any Formula 1 race.

The governing body of international basketball, FIBA, has demonstrated the benefit of cost efficiency through the creation of their recent Members Manual. This manual was created at the international headquarters in Switzerland and distributed to their national member federations. The manual's objectives was to provide guidelines to the Member Federations on all aspects of running and developing the sport of basketball and proved to save much time and money for the member federations who did not have to produce such guidelines themselves.

The argument for a decentralised structure has strengthened, however, as global sports are now seeing the benefits of distributing responsibilities throughout an organisation away from the central headquarters.

### Decentralisation

In a decentralised organisation, the process of decision making is redistributed closer to the point of service or action. As responsibilities are delegated downwards it allows people within the organisation to exercise local or even personal preferences in

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## From the Olympic Capital



*Dear friends  
from Lausanne  
and beyond,*

*We at the Sports Department of the State of Vaud have an obligation to nurture the Sports Organisations based in Lausanne and its area.*

*By "nurturing", we do not simply mean making sure we welcome and care for the governing bodies who chose to make Vaud their home, but also making sure that being based here adds value to the way they manage their sport.*

*The House of International Sport was created with this idea in mind. While such a structure needs to fulfil certain basic needs like the cutting down of administrative costs by a more rational use of resources, we also saw it as an opportunity for the users to share their knowledge and experiences.*

*We want this newsletter to illustrate this exchange. By spreading the thoughts and ideas developed in Lausanne beyond our own borders, we hope we can inspire others to be active in the thinking and discussions that take place everyday in the international world of sport. Please do not hesitate to share your thoughts with us at [contact@ifsports-guide.ch](mailto:contact@ifsports-guide.ch)!*



*With kind regards,*

**Nicolas Imhof**  
*Director of Sports  
Department,  
State of Vaud*

“Sports organisations can learn from management experience as they question which structure is best for them.”

► accomplishing tasks. This structure is beneficial because it allows the products and services to be more customer oriented whilst at the same time motivating employees.

Despite all of the talk of globalisation and cross cultural mixing, people and cultures remain very different. The people that can best understand how to service or promote a product to a particular market are the people who are living in and are familiar with that market. Nestle, which has its main headquarters in Switzerland, allows its regional offices to make many development and promotional decisions locally, even product ingredients can vary from area to area.

The ability to make decisions at a local level also allows employees to feel more empowered and motivated. When decisions are streamed down from the top, staff do not have the ability to make decisions and therefore feel that they are simply performing an administrative role, which can be very de-motivating. General Electric, the American based company, having gone through what some term an 'organisational revolution', is now a boundary-less organisation where the workplace is open and everyone's opinion is welcome. Employees are much more motivated with this structure and feel that they have the ability to voice their opinions and make changes in their work.

Major league soccer in North America controls the league from a central headquarters; however each individual owner can make decisions about marketing and promotions for its games, allowing each team to market directly to the customers of the local area in which they operate. Olympic Solidarity, (see case study on page 3), exemplifies how decentralising their development programmes has enabled development officers around the world to become more motivated to make changes and take on additional responsibilities in their areas.

The benefits for both centralisation and decentralisation exist, and it has become clear through a reflection on the way businesses have developed that a purely centralised or decentralised system is not required, but depending on the department, product, or service being delivered, either system can be used within the same organisation. Sports therefore do not have to pick

one structure over another, but should become aware of how certain aspects of their organisation may benefit from adapting to a more decentralised structure.

### **Making it work in sports organisations**

The roles between the IFs, continental areas, national and regional associations can be changed to create a better balance of responsibility throughout the entire organisation. While the role of IFs is to provide a sport with leadership, a central location from which to build on international recognition, competition schedules and brand positioning, continental and national associations have a better understanding of the market and business of their sport, they are physically and mentally positioned closer to their customers and are better able to promote and develop the sport within their continents or countries.

Examples of two areas where responsibility can be decentralised are in development and marketing initiatives. For the development of the sport, central guidelines, visions and objectives can be set for the sport by the IF; however the area associations can take on a much greater role in developing the sport within these guidelines in their region. The marketing of a sport can follow this structure, where a central decision on marketing objectives can be set by the IF; however how this marketing is achieved in different areas of the world can be the responsibility of the area associations who have a better understanding of their local market.

As governing bodies of sport begin to participate in the debate regarding decentralisation, there is plenty to learn from the world of business. This debate once again underlines the need for an exchange of ideas and discussions amongst the federations to see how best an efficient organisational structure can be found. The risks of decentralisation certainly exist, but the potential benefits make it a possibility that sports organisations should not ignore to ensure a brighter future.

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



## Trends to Track: a case study

by Greg Curchod\*



## Decentralisation at work

While still in its early days in the international sports world, the idea of decentralising responsibilities is becoming a recurrent thought within sports governing bodies that want to find the best possible way to manage themselves efficiently in a more globalised world. The following examples of two different global sports organisations demonstrate that the concept of redistributing responsibilities can take different shapes.



Olympic Solidarity and the UCI (Union Cycliste Internationale) have decentralised certain components of their organisations. The following case studies highlight how different approaches can be taken by international sports bodies in redistributing and decentralising responsibilities, while the main objectives of such an exercise remain the same.

### The administrative approach

When the Olympic Solidarity Commission, back in 2001, first decided to empower the continental associations of National Olympic Committees, the idea was to enable each area to be more flexible in the way in which they could implement their own continental development programmes.

It was decided that the Lausanne head office would retain the administration of their 21 "World Programmes", and that larger budgets and greater administrative flexibility would be afforded to the continental associations thus allowing them to design and implement their own regional programmes. The pre-determined five areas in which the continents were given more responsibility, as well as power of decision (Continental Programmes, Participation in Regional or Continental Games, organization of statutory meetings, etc), enabled Olympic Solidarity to better respond to local needs and specificities.

In 2005, the new Olympic Solidarity quadrennial plan decided to go even further in the decentralisation process by increas-

ing the funding of the Continental Associations and by eliminating the imposition of specific areas within which the continents had to operate. Today, while continental programmes still have to be approved by the Olympic Solidarity Commission, continents are encouraged to be creative in the way they envision the future development of their sports according to their own specific needs. To increase and better coordinate control, each continent has now appointed an administrator acting as the direct link with the head office. A simple administrative structure that has enabled Olympic Solidarity to move from the solely centralised body that it was in 2000 to a fully collaborative structure with six (five + one) offices around the world.

### The competition approach

The UCI has taken a very different approach. While not being considered as a decentralisation project as such within the walls of the Swiss based body, the idea of continental empowerment has taken the shape of a new competition structure which aims to increase awareness and credibility of continental cycling races and therefore create stronger regional motivation.

In 2005, the UCI launched their new Continental Circuits in an effort to globally consolidate a very fragmented competition structure. The newly created circuits (integrating all major races within each continent) are not only branded with the same name and logo – the UCI Africa Tour, the UCI Europe Tour, etc.- but also enable winning athletes to draw the atten-

tion of the top teams in the world participating in the UCI ProTour, called UCI ProTeams. The unified, globally harmonised structure (the point systems on all continents are now identical) not only increases the importance of the regional races but also makes for a much better understanding of the competition structure by the general public and the media.

This new concept, while still being controlled at the top level, should enable the UCI to strengthen their worldwide presence through the empowerment of its areas. By using a competition approach to decentralisation the world governing body for cycling not only hopes to increase its global visibility but also aims to encourage the development of local competence in the management of the sport.

### Two approaches, one objective

These two very different approaches to decentralisation share the same objective: empowering regions by giving them the tools they need to grow into self-manageable entities that, in the medium to long term, should be able to take quicker action in the development of sport in their local areas. While there are many other areas that can be considered in a decentralisation exercise, these two examples could very well be sports management's first step in embracing the very corporate concept of globalisation.

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



“Sharing know  
management  
in an organised a



## In the manager's seat

exclusive interview with  
Antoine Goetschy, ICF

# Balancing skills in sports management

In each issue, the Olympic Capital Quarterly gains insight on the actual issues sports managers face on a daily basis in their own organisations. Today, we asked Antoine Goetschy, Secretary General of the International Canoe Federation about his thoughts on managing an international sports federation.

- **As Secretary General of a truly global International Federation, what would you say is your main daily managerial challenge?**

The biggest challenge is to remember that our job is to provide service to our national federations. We are a small office and it is difficult to know if we should be focusing on providing services to the strongest national federations or to support our weaker federations. We often feel like we are split with one leg in our most advanced federations and one leg trying to help our weaker federations. It is extremely difficult to know how to balance our services and resources.

- **As the head of a Federation with about 140 members competing yearly in eight different disciplines, what would you identify as the most important skill a sports administrator like you needs to perform efficiently?**

It is essential that sport administrators combine their technical and administrative skills. Due to our size we can not afford to have specialised people solely on the technical side of the sport and others on the administration side. We need to be able to play both sides of the field. It is important that we remember that we are here to make things easier for our members and not to make things more difficult by imposing administrative burdens. We are here to make things work faster and better - Citius, Altus, Fortius. We need to

be flexible and remember that the bosses are really the National Federations.

- **You have recently announced that your organisation is moving its headquarters from Madrid to Lausanne. What inspired this move?**

In Madrid we are good but we will not improve unless we make a change to something bigger and better. It is like making a move from a local club to a national training centre. In Lausanne, we will have access to better coaches (IOC, ASOIF, WADA) and be surrounded by high-level training partners (other IFs).

The services provided in Lausanne and Switzerland are very good as well. All the promises made by the City of Lausanne and Canton de Vaud have been respected. They set high expectations but so far they have met every promise they have made. We are due to settle into Lausanne on July 10th, which is right in the middle of our competition schedule. Moving at this time would normally be a nightmare, but because of the support we are receiving, it allows us to make this move in an easy and efficient manner.

- **The International Canoe Federation will be placed in the new House of International Sport in Lausanne. What do you expect from such a concept of gathering the international sports organisations?**

I expect that it will allow all of the federations to manage their sports in a more efficient way. The simple fact that we will share resources already makes our lives much easier. Rather than spending time on accounting, travelling arrangements, computer problems and the like, we can now simply focus on developing added value for our members. The efficiency of the entire building will be good for everyone. I was appointed Secretary General in April of 2005, and in two months of organising the move to Lausanne I managed to solve many of the administrative problems our office has been having for years.

- **Do you think that being together with other federations will positively affect the administration of your federation?**

One of the most important things will be the opportunity for the staff. At the top level we often have an opportunity to discuss with other CEO's of federations at meetings or events. The collaboration between the rest of the staff and other federations, however, is not very high. This interaction will be really valuable to improve the running of our office and the knowledge of our staff. Some Secretary Generals may think that it is their privilege to interact with other sports and that this should be reserved for them, but I really believe that it should be an inclusive relationship and that all levels should be interacting.

Knowledge in sport should be done in an organised and structured way.”



## Fast Track

# A new home for sport

The first ever Maison du Sport International – or House of International Sport – MSI – is opening its doors in Lausanne on June 23<sup>rd</sup>, 2006. Numerous International Federations and sports organisations are relocating to be part of the MSI. This Fast Track will guide you through an overview of the facilities and services available to all the organisations that will be part of this new sports management centre.

- In general do you believe that there is enough exchange of ideas and knowledge between the managers and administrators working in all areas of international sport?

In business, many companies would not be happy to sit beside their competitors in the same building, but as sport is different it is beneficial to be close to one another. At the moment, there is not enough transfer of knowledge and this should be developed further. I think sharing ideas can be done informally amongst federations, but sharing knowledge in sport management should be done in an organised and structured way.

- There are a growing number of students graduating from various new sports management MBA programmes around the world. What would your one piece of advice be to a student wanting to get into sports management today?

I am one of these students as I am a graduate from an MBA course in Lyon who had an agreement with IMD in Lausanne. The sport management degrees are extremely useful, but you need more if you want to be successful. If you just take what you learn in school and try to apply it, you will not find your place. It is not enough to simply know the administrative side, but rather you need to know about sport not on a literature level but you need to feel it in your blood and guts from your own experience. Sport managers first of all need to be sportsmen.

### Track 1:

*The people.* Open to all international, European and Swiss national federations, as well as any other international or national sports organisations, the MSI will truly become the global centre of sports management. There are fifteen sports organisations relocating within Switzerland, and ten new organisations moving from abroad, which demonstrates the attractiveness of, and commitment to the concept from the international sports world.

### Track 2:

*The place.* Located halfway between the International Olympic Committee headquarters and the Olympic Museum, the MSI is truly at the centre of international sport. Surrounded by stunning scenery on the shores of Lake Geneva, the MSI is just two minutes from the main A1 motorway, ten minutes from Lausanne city centre and railway station, and 30 minutes from the Geneva International Airport.

### Track 3:

*The facilities.* There are four modern buildings that are all interlinked and fully integrated, which offer a pleasant and welcoming setting. Among the services and facilities available there is a reception building where all of the different organisations are promoted, conference rooms, storage areas, a cafeteria, underground parking and fitness facilities. There is also a communal floor, which will provide a shared secretary and administrative resources for either smaller federations

or organisations whose headquarters are abroad but who would like a representative based in Lausanne.

### Track 4:

*The accessibility.* The city of Lausanne and Canton de Vaud, in collaboration with Swiss authorities, have created attractive conditions for sports organisations wanting to set up in Switzerland. In addition to ease with work permits, staff accommodations and tax deductions, the MSI now offers free office space for two years and a single point of contact to facilitate and simplify all administration and practical information regarding all aspects of life in Switzerland.

### Track 5:

*The relationships.* As the Olympic Capital continues to grow and increase its services and commitment to building a global centre for international sports management, the MSI will encourage the transfer of knowledge between organisations like never before. Building relationships, sharing experiences and contributing to the overall improvement of international sport are perhaps the most valuable offerings of the MSI.

Although all 4300m<sup>2</sup> available at the MSI have been sold, construction on a fifth building is due to start once enough interest has been confirmed. For more information please contact Ms Sabrina Tramparulo at [sabrina.tramparulo@lausanne.ch](mailto:sabrina.tramparulo@lausanne.ch).



“ It is not because a season  
or an event comes to an end that the sport  
has to disappear from the media ”



## From the Seminar Room

by Greg Curchod\*

# Maintaining media interest during down times

The International Federations and other sports organisations based in Lausanne and its surrounding area meet regularly for an interactive afternoon sports management seminar. The sessions' topics vary, but their objectives are always identical: to provoke interaction, networking and a cross-organisational exchange of ideas. This section looks at what has been discussed during the last seminar - the importance of maintaining media interest during down times, between seasons or events.

Clubs, leagues and sports federations at the national or international level know what it means to be “in-between” seasons or large events; media attention falters and their sport disappears from the sports pages. While it will always be difficult to maintain headline news all year long, there are ways to feed the media with information to fill in the gaps and maintain a presence in the media. The following four points can help build momentum and “keep the ball rolling”.

### Publishing research

By publishing research, the organisation provides the media with something to talk about. Through conducting a quantitative or qualitative study of the sport or the organisation over the last decade, the last calendar year or simply of the past season or event, interesting information can be created. Providing statistics to the media, on any topic such as the increasing participation in the sport, the evolution of its demographics, the equipment's recent technical revolution, etc., will remind them of your sport or organisation between events.

Research is a great tool for increasing coverage as it provides the press with a different angle to write about the organisation, while portraying it as a progressive, forward thinking entity. Research can also help in achieving objectives such as providing knowledge for the organisation's own use and creating a positive

image of the sport within the industry through the media.

### Announcing new initiatives and new appointments

A sports organisation is always doing something new, whether it is the start of a new promotional campaign, redesigning competition formats or even hiring a new director. If communicated properly, these are all topics that can be used in the media.

While sports are constantly undertaking new tasks and launching new initiatives, they might not always take the time to communicate these to a broader audience. This can be achieved in many ways, like, for example, organising a “media day” during which the organisation would actually take the time to talk about itself and be seen as a dynamic and pro-active organisation.

### Being pro-active on issues

There are many different issues that sport could do without, from doping to financial and political scandals. The real problem is that the issues are publicised after a problem has surfaced, leaving the organisation with no choice but to react.

Sadly, these issues will not disappear in the future. Therefore, a sports organisation should not hide during media down-time, but rather demonstrate that it is

actively working to improve these issues. Externally, it is about communicating a new anti-doping strategy, a new ethics policy or a new grassroots programme. Internally, it is about taking the time to build a communications contingency plan and training the staff to react the right way in case of a crisis.

### Creating a news stock

A news stock is a list of topics and stories that the organisation thinks could be used as news, but could never find the right occasion to release. The list is made up of stories, which are not exactly hard news related, but that can be released during down times.

The key in creating and using a good news stock is to make a plan: what type of story should be released when, and communicated to whom. Without a proper plan, a news stock can very easily gather dust on a shelf.

The above points are just a few ideas on what can be done to maintain media momentum at all times. It is not because a season or an event comes to an end that the sport has to disappear from the media. This down time is actually a great opportunity for the organisation to make the headlines, and for once to be in control of its outgoing messages.

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

# OLYMPIC CAPITAL agenda

## Forthcoming major events in Lausanne & area

**June 23** Inauguration of the MSI  
in Lausanne  
[www.ifsports-guide.ch](http://www.ifsports-guide.ch)

**July 11** Athletics  
Athletissima, Lausanne  
[www.athletissima.ch](http://www.athletissima.ch)

**July 15-16** Tennis, Fed Cup:  
Switzerland – Australia,  
Chavannes-de-Bogis  
[www.fedcup.com](http://www.fedcup.com)

**August 10-13** Beach Volleyball  
International Tournament,  
Lausanne  
[www.beachvolleylausanne.ch](http://www.beachvolleylausanne.ch)

**August 18-20** Equestrian, Equissima,  
Lausanne Chalet-à-Gobet  
[www.equissima.ch](http://www.equissima.ch)

**August 18-27** FAI World Hang Gliding  
and Paragliding Aerobatics  
Championship, Villeneuve  
[www.redbull-vertigo.com](http://www.redbull-vertigo.com)

**August 30-  
Sept 3** ITU Triathlon World  
Championships, Lausanne  
[www.trilausanne.ch](http://www.trilausanne.ch)

**Sept 13-18** Lausanne Young Master  
Chess Tournament,  
Lausanne  
[www.lausanneyoungmasters.com](http://www.lausanneyoungmasters.com)

**Sept 14-17** Sailing, Grand Prix,  
Beau-Rivage Palace, Ouchy  
[www.challengeferrierlullin.ch](http://www.challengeferrierlullin.ch)

**Sept 24-  
October 1** Table Tennis,  
World Championships  
for the disabled, Montreux  
[www.montreux2006.ch](http://www.montreux2006.ch)

**Sept 30-  
October 2** IAAF World Anti-Doping  
Symposium, Lausanne  
[www.iaaf.org/antidoping/index.html](http://www.iaaf.org/antidoping/index.html)



## From the Seminar Room

### Participant's input

*"FAI – The World Air Sports Federation - is currently re-thinking the concept for our flagship event, the World Air Games. PR will not only play a crucial role in the promotion of this event, but should also contribute to positioning our Federation as a modern and forward-looking governing body. This seminar was useful in gathering new ideas and exchanging experience with other international federations."*

**Jean-Marc Badan,**  
Promotional Manager, (FAI)  
Fédération Aéronautique Internationale

*"As the European governing body for Athletics, we are indeed subject to peaks in interest around our major events. This is why we need to be proactive in the way we "sell" our sport to the media, especially when the media is not thinking about us. Discussions and ex-change of ideas like we have had today are definitely useful."*

**Emily Lewis,**  
Communication Manager,  
European Athletics Association  
(EAA)

*"While as a world governing body we do tend to have competition and news happening all year round, we could still benefit from increased media attention during the less busy times of the year. It is great to hear about other IF's experiences in this field and discussions like we have in these seminars provide us with new ideas that we can definitely share with our Members."*

**Marion Gallimore,**  
Marketing and Communications Manager, (FISA)  
International Rowing Federation

*"The International Equestrian Federation is entering a new dynamic and exciting era. The election of a new FEI President has generated remarkable media coverage and we are definitely planning to build on this momentum and make sure that our sport and our organisation are better seen and heard. Active media relations are therefore called for and these seminars can provide excellent help in achieving this."*

**Malina Gueorguiev,**  
Communication Coordinator, (FEI)  
International Equestrian Federation

*"While our sport, baseball, is very strong in specific areas of the world, we need to assist our developing nations to create a stronger presence in their own markets. PR is key in this process and we want to be as open as possible in our search for new ideas. This is why we attend seminars like these on a regular basis."*

**Aurora Blaya,**  
Special Projects Officer, (IBAF)  
International Baseball Federation

*"Skating is of course strongly linked to the winter months. Even though we are now multiplying the opportunities to show our sports all year long, we very much understand the challenge of "keeping the ball rolling" between two seasons, or even two events and securing media interest all year long. It is not an easy task, but this is why we like to come to these seminars and hear what other sports have done in their own specific fields."*

**Devra Pitt-Gétaz,**  
Media Coordinator, (ISU)  
International Skating Union



## Academic Insight

by Christian Baumann, MSA graduate, 2004

# The governance of International Sports Federations

For the average person, and even for sports specialists, the essence and core functions of an International Sports Federation (IF) are difficult to understand. A recent study was conducted to examine the systems of governance in an IF and analyse the specificities and general trends of these governing bodies.

The study was designed to identify who was leading the IFs - was the President or the Executive Director making the decisions? The hypothesis was that the leadership structure of an IF would not be simple, nor would it be consistent. Seventeen leaders responded to a questionnaire, and fifteen were interviewed personally. The initial hypothesis proved to be correct as the governance of an IF was seen to indeed be complex and full of nuances. Several conclusions, however, could be drawn and general trends were observed.

It was found that the statutes on an IF have an important impact on the system of governance (see UCI, UEFA and FIBA statutes for example), and the personality of the President - and to a smaller extent the one of the Executive Director - plays a major role in determining the system of governance that is used within the IF. If the President is a volunteer and has the time and/or the financial means to work full-time for his IF, he is more likely to be an "Executive-President" with a strong hold on the administration. The involvement and the presence of the President, as well as the length of his/her Presidency, are also important factors that impact the governance in the IF. In the case of a remunerated President, who works full-time for the IF, the system of governance depends very much on the managerial philosophy used and on the specific competencies of the Executive Director.

That being said, if the IF has developed a professionalised administration in the last decade and the President plays a strong leadership role in the organisation, very few IFs have decided to remunerate their President (at the time of the study only FIS and IIHF had remunerated Presidents). We believe that the number of remunerated Presidents will undoubtedly grow within the next few years. It appears that being an Executive-President requires a strong involvement and presence which is not compatible with having another job,

## Impressum

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especially for larger and more complex IFs which are harder to manage.

At the other end of the system of governance, the few IFs (for example FILA, IJF and IWSF), that do not have an appointed or paid Executive Director will probably look to introduce this position in the future. It is interesting to note that FIBA has a unique system with the position of President being considered an honorary position; in this IF, a great deal of confidence is placed in the Executive Director by the volunteer administrators who accept his authority.

The trend is certainly to have an IF governed by a remunerated President and an Executive Director, with the former deciding to be executive or not; this is a system somewhat similar to that of a limited company. This raises the question for future studies on if this type of system is the best for the governance of international sports?

To get a copy of the complete study, please contact the International Academy of Sports Science and Technology (AISTS), [info@aists.org](mailto:info@aists.org)

The AISTS organizes the one-year MSA - Master of Advanced Studies in Sport Administration and Technology, a postgraduate sports management programme. As part of the program, 30 to 35 postgraduate students conduct each year a thesis related to sports.



UEFA President Lennart Johansson