



OLYMPIC CAPITAL quarterly

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



Trends to Track

by Troels Troelsen and Bettina Kuperman*

When misconduct happens in the traditional business world, legal structures are tightened so as to prevent future cases. The business world and national corporate laws seem to be better prepared to deal with cases of misconduct. The unfortunate events in the sports world this summer showed that sport, to some extent, appears to be insufficiently prepared when it comes to dealing with the negative consequences of being in top business. This puts them at risk of losing influence, members and fans. They must realise that certain risks are unavoidable and will continue to occur since crimes like drug distribution, fraud and corruption are not likely to disappear – neither outside nor inside the sports world.

How can sports federations better prepare themselves to manage these situations

What sport can learn from business about risk management

The past year has uncovered a series of disturbing events in the sports world ranging from doping in cycling and to match fixing and corruption in football. Such stories harm the credibility of the sports which creates the risk of fans and sponsors leaving to either follow other sports or to engage in alternative entertainment and cultural activities. Sports organisations can learn from the corporate businesses in regards to the way they protect themselves against risk.

and get inspiration from the business world in terms of identifying and managing risk?

Sport is different from business

Risk management is traditionally viewed as the process of identifying and assessing risk and then developing strategies to manage it. It is, however, important to recognise that the sports world is different from traditional business and therefore business management tools are not always applicable for the running of sports federations. This is because sports federations operate in the paradox of:

- Fulfilling an educational, social and cultural role in society while working in a structure that bears more similarities to that of an NGO.
- Showcasing and promoting a sports product to the public and having to maintain a solid financial base, focus on the bottom line and compete for customers (active athletes and fans) like any other business.

However in the case of risk management the sports world can learn valuable lessons from the way commercial businesses deal with risks, especially within the following three areas:

- Being tough on crime
- Identifying risks
- Managing risks

Being tough on crime

Businesses often have tight legal and accounting standards put in place to avoid fraud, embezzlement or outside threats like slandering and ambush marketing. Furthermore, society has also made it clear that white collar crime and drug related crimes are not accepted and the consequences of engaging in these activities are very severe including large fines and long prison sentences.

In the sports world there has been a lot of effort to adopt tough doping and gambling regulations. Unfortunately, it has proven to have too little effect since the economic gain from cheating is still far bigger than the risk, consequences and punishment of getting caught. Comparing the value of a loss and the value of a preventive measure will give sports organisations a tool to minimise the losses and implement rules that balance prevention and cost.

Inspired by the traditional business world and the rules of society, one solution could be to increase the enforcement of the rules by performing even more doping controls and intensifying the supervision of match results. If the risk of getting caught and being punished goes up the incentive to cheat goes down. However, it is very expensive to perform doping controls and supervise a myriad of matches. As both the Tour de France and the Italian match fixing case demonstrated, the

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From the Olympic Capital



*Dear friends from
Lausanne and beyond,*

This month's 'From the Seminar Room' touches on the growing importance of the public sector's involvement in sports events. Indeed, while sport in general has always been a tool

for governments to act on health, fitness and integration issues, sports events are now also perceived as a major promotional tool for cities and regions. Urban marketing or Place Branding efforts now look at sport events as key drivers in the implementation of promotion strategies.

In Lausanne and the State of Vaud, our involvement in sports is much more than a simple marketing exercise, as we proved it once again this past September when we hosted a very successful Triathlon World Championships. We are sport, we live for it, and we will continue to work hand in hand with our friends based here to achieve higher goals.

Being the home of international sport, we are honoured to give something back to those who have made the Olympic Capital a success. This newsletter is one part of this effort. We hope you enjoy the reading!



With kind regards,

*Patrice Iseli
Head of Sports
Department,
City of Lausanne*

“Risk management does not have to be a complicated science but is basically a structured and systematic use of common sense.”

- ▶ consequences of suspending the favourite teams or athletes from the sport can be serious for the success of the event or league.

The right balance between fighting crime and maintaining high quality in the competitions must be found. But it is clear that the sports federations need to be tougher on crime.

Law and regulations are one way of dealing with risks. Implementing risk management tools such as identification and management of risks is another.

Identifying risks

Risks have to be identified, assessed and managed. When a risk is identified it is necessary to assess the likelihood of its occurrence and its impact on the sport. An easy method to assess risks is by rating the potential risk from 0 to 5 both in terms of likelihood of occurrence and the impact. Then multiply the two numbers together and make plans to manage the risks with the highest scores.

Let us look at an example. An earthquake hitting Germany during the World Cup would have been devastating to the event, so the impact of an earthquake is rated at 5. Earthquakes, however, are very unlikely to happen in Germany and therefore the likelihood is only rated at 0 (5x0= 0 points). On the other hand a terrorist attack during a major sports event also scores high on impact and unfortunately also high on likelihood which is why many event organisers are dealing with the threat of terrorism.

Since not all risks can be managed, this simple method can help to identify the most serious ones. If the risk is rated low it is not necessary to make plans to manage them. However if a risk is assessed to be very likely to occur and to have a serious impact, then measures must be taken to manage it.

Managing risks

Risk management theories point at four techniques to manage risks:

- **Risk avoidance;** not performing an activity that could carry risks such as organising an outdoor event in an area with tropical storms.

- **Risk transfer;** it is possible for event organisers to transfer responsibility to another party. As an example responsibility for security matters are often transferred to police or military.

- **Risk reduction;** in the case of fighting ambush marketing where legislation and space control are used to reduce the likelihood of it to happen.

- **Risk acceptance;** when either it is cheaper to accept the risk rather than trying to avoid it or when it's simply impossible to do anything about it. In these cases it is necessary to prepare for the losses and counteract the effects by financial measures or communication strategies.

Managing risks is a choice between, or a mix of the above mentioned techniques. Risk management does not have to be a complicated science but is basically a structured and systematic use of common sense.

Striking the right balance

Could the doping and match fixing scandals have been handled better if these methods had been used? Yes, most likely. Risk management in sports organisations is about striking the right balance between setting up preventive measures and hitting hard on cheaters with sports and economic sanctions and assessing the costs of these measures.

While one could rightfully argue that sports organisations, due to their socio-cultural role in society, have other priorities and do not necessarily have business as their main concern. This does not change the fact that for every management decision taken without the proper consideration of risks and consequences, a sponsor, a fan or a future athlete might leave the sport. Sports organisations today must set up proper risk management systems to protect themselves from the growing threats that can seriously harm them and their work, or they risk losing their credibility and influence in the long term.



Trends to Track: a case study

by Troels Troelsen and Bettina Kuperman*



Finance risks – the case of the North American Major Leagues

The North American Leagues are organised differently from the European sports organisations. They are structured like private organisations. Teams are all franchises owned by the league. There is no relegation and promotion and a very strict division of amateur and professional athletes is put in place. Financial instability is one of the biggest threats to the existence of the major leagues. Bankruptcies and receiverships disturb the financial balance in the league and devalue the entire product.

The American National Football League (NFL) is known to be the most profitable sports league in the world. The business philosophy in the NFL is one which stimulates competition between the teams rather than eliminating it in order to maintain a high competitive balance in this particular closed environment. To secure the financial stability and stimulate competition the NFL has adopted several rules that prevent the threat of financial instability in one or more teams which would ultimately harm the entire league.

Revenues from broadcasting deals, ticket sales and merchandise are distributed almost equally between the teams and not according to results or individual deals like in most European leagues. This ensures that each team can count on a certain financial base from which they can plan their activities. A salary cap keeps salaries from running out of control and a relocation policy gives franchises the possibility

Managing risks in sport

As the sports industry has shifted towards professionalism, business and financial risks have become more relevant. While sports specific risks of match-fixing and doping are serious threats to the credibility of sport and ultimately to its financial stability, the past years have shown that sports organisations, more than ever, also have to adjust themselves to the general risks of business and finance. The following are examples of how different sports organisations have managed to protect themselves against these threats.

of moving to financially greener pastures. The Major League Baseball (MLB) has set up a risk management system in connection with insurance policies. All 30 clubs in the league decided to band together and develop a collective risk management strategy. The results have been big cost savings, improved loss control and a greater sharing of risk management best practices. The collective risk management strategy is currently used for worker's compensation and general liability programmes.

says: "The first step is to confront the issue quickly and firmly. It's important to get consensus within the organisation as to how to react and then to act quickly upon the decision. In the IAAF we have a system where the leading officials of the Federation get together as soon as we are faced with a crisis to discuss the best course of action. The key words are transparency and honesty. In cases which have legal implications, like doping, we take the legal procedures very seriously and gather

“Recognising that some member organisations and athletes will go to great lengths to gain a competitive advantage, the IAAF has prepared for these situations.”

Image risks – the case of the IAAF

The International Athletics Federation is one of the world's largest sports federations. With millions of active athletes and even more fans the organisation is highly at risk when it comes to dealing with threats of cheating. Recognising that some member organisations and athletes will go to great lengths to gain a competitive advantage, the IAAF has prepared for these situations.

Lately both doping and age cheating has threatened the credibility of the international athletic competitions. The IAAF has reacted strongly to both offences and without hesitation excluded and called for the arrest of cheating athletes. Nick Davies, Director of Communication at the IAAF

information from medical and legal experts before we give any statements. As a Sports Federation that is constantly watched by the press you must have a plan for dealing with crisis' and you must be ready for everything at anytime."

While the threat of doping has been around for some time the case of age cheating and identity fraud, has recently become public. The IAAF has decided to treat the matter with the same seriousness as doping and strengthen the control of identity papers making it less attractive and more costly to cheat.

**Troels Troelsen is an Associate Professor in Sports Economics at the Copenhagen Business School. Bettina Kuperman is a Project Manager at TSE Consulting, Lausanne.*



“Sport is about emotion
if channelled the right way
for a sports organisation”

OLYMPIC CAPITAL quarterly



In the manager's seat

exclusive interview with Lars-Christer Olsson

“Sports Managers need to be fans”

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 Mr. Lars-Christer Olsson, Chief Executive of the European Football Association (UEFA), based in Nyon, Switzerland, about his thoughts on what the differences are between management in the commercial sector and in sports.

- **As a manager, what do you think is the biggest motivational tool for staff working in an international sports organisation?**

You need to be a “fan” to work in sports. I believe that if you are emotionally attached to the sport, the fact that you are directly involved in the sport, part of the daily decision making process, and have direct contact with athletes, all work as strong motivation for staff.

On another note, the sports world is heavily driven by politics, and the staff needs to be protected against any political interference. Within the walls of UEFA we have worked hard to separate business from politics. We find this important not only to protect our staff but also to motivate them by providing a clean work environment.

- **Someone working for Nokia doesn't necessarily need to have a passion for mobile phones, so why do you think that someone working for a sports organisation needs to have a passion for that particular sport?**

To work for a particular sport it is not enough to only know what the sport is about, you also need to understand the philosophy and the heavy politics behind it. You need to know why fans behave a certain way, and you need to be a fan yourself. In UEFA, you need to cheer when your team wins, and be sad when it loses. Sport is about emotions, and these emotions, if channelled the right way, can be very beneficial for a sports organisation.

- **In the corporate world, top managers are financially rewarded when objectives are met. Professional athletes are also driven by performance and financial rewards. Why do you think that professional managers in sports federations don't reap the same benefits?**

In football, we have noticed a major shift in management style over the last 10-20 years. At the national level, leagues are being run in a more business like way than the associations themselves. This gives the leagues a growing power of decision.

Now the shift has moved to clubs that are run like real business units. This is dangerous for sport because it is opening the doors for temptation towards fraud and cheating in order to reap the benefits that are not available at the Association or Federation level. Often clubs and leagues can offer better financial rewards and attract more skilled people.

In professional closed leagues money has become a main driver and therefore I strongly believe we need to fight hard in Europe to keep our league culture of promotion and relegation alive. This will ensure that we keep the real values of sport alive.

- **In the corporate world, measurement of success is an integral function of the company's life. How do you think sports organisations could become more efficient in the way they measure success?**

There are two different aspects that can be measured in a sports organisation. The amateur aspect and the professional/commercial aspect. On the amateur side UEFA, for example, has the objective to increase female participation in football throughout Europe. This is measurable.

On the professional side, we can measure two things: the quality of our various events (in terms of the level of competition and the attractiveness of the event), and their financial success. Still, their attractiveness is more important than their financial success. If the Champions League generates more than 800 million Euros this year, but the competition is seen as boring, we won't claim it has been a successful season.

We also measure success by having our Member Associations sign conventions (Grassroots, Coaches Conventions), in which they agree to follow certain requirements (i.e. to hold a certain number of programmes, design courses with specific content). We then check that these requirements are respected.

We also shouldn't forget another very important aspect that can be measured in sport: the political aspect. Being elected or not is a very efficient measurement tool!

- **Do you think there are any specific skills one should have to be a successful sports manager?**

First, you need to know your own sport. If you only come into the sport with a

ns, and these emotions,
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rganisation.”

corporate background the chances are you won't understand the intricacies of sport. This being said, I strongly believe that to be a good manager in sport you do need to also study in the field. A successful marketing manager in UEFA should not only understand football but must have also studied and practiced marketing in other areas. To be a good lawyer at UEFA, you need to have practiced law beforehand. Sports Management programmes in universities can be interesting, but only if they come as an addition to a specialisation. Taken separately for their own sake, these programmes are too broad to provide any real practical input.

■ **If you could give one piece of advice to young people dreaming of a career in sports management, what would it be?**

Be involved in your sport early! I don't believe that people can "sneak in" at a late stage. Be affiliated, work in a club, in a league, and be ready to test different jobs, to move "horizontally" first. At the same time, take good care of your education, know what you want to specialise in, practice professionally in that field and then maybe take a sports management course that will give you a good overview of the different aspects of managing a sports organisation.

■ ■ ■ ◆ Fast Track

PowerPoint - making it work

How often have you seen a presentation where the speaker starts to speak at the same time as showing an endless stream of fancy, animated slides which repeat exactly what they are saying. You struggle to listen while also trying to read the slides, and most likely you just give up and let your thoughts turn to other things. As you leave the presentation you think to yourself what a waste of time and what a poor presenter. But could you do any better? This Fast Track will help you ensure your presentations are enhanced, and not harmed, by your PowerPoint presentations.

Track 1

Help the audience focus

Don't compete with yourself for your audience's attention! Do you want the audience to focus on what you say or on the slides you show? They can't do both at the same time. So use this basic rhythm: say what you have to say, then direct your audience's attention to the screen, pause while you give them time to read and then pull the audience's attention back to you.

Track 2

Stay to the left

Our minds (in the western part of the world) read from left to right. It will be more pleasant for the audience to see you first on the left side of the screen and then have their sight follow to the screen on your right when you make reference to a slide. In Arab-speaking countries you must consider changing side even if your slides are not in Arabic.

Track 3

Use more graphics, less text

If you speak in a clear and consistent way, you must assume that the audience can hear and understand you, so why should you project on a screen what you are saying? That does not add any value to your presentation and it will only make the audience less attentive to what you are

saying. Slides are excellent for showing graphics, statistics, drawing, photos, etc – not for repeating what you are saying.

Track 4

Use the slides as your cue cards

It is certainly boring to hear a speaker who is using an endless stream of slides, but it is even more boring if this speaker is also reading from a script. The great advantage of using PowerPoint slides is that they can serve as your cue cards to help you stay in tune with, and at the same pace as your audience. If you want to use slides for your presentation then you don't need to use a script as well.

Track 5

Try it without!

The most brilliant and charismatic speakers don't use slides, they don't need to. Sometimes you might need to show statistics or graphics but why don't you set yourself a target where every third time you make a formal presentation you don't use slides. Try other methods, such as a white-board or a flip-chart, which will also serve to break the rhythm but will allow you to avoid becoming a "slave of slides". Your audience will be amazed, probably thankful for a break from PowerPoint and will certainly listen to you!



From the Seminar Room

by Caroline Anderson*

Exploring Trends in Sports Sponsorship

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 stimulate interaction, networking and a cross-organisational exchange of ideas. This section looks at what has been discussed during the last seminar - the current trends that International Federations are seeing in sports sponsorship.

The last decade has seen a lot of changes in the world of sport sponsorship. Consumers have become harder to reach and as a result corporate marketing has become much more advanced. Companies are now using sports events as a tool to provide experiences to their customers which in turn will build customer loyalty and strong consumer-brand relationships. It is clear that things are changing, and as a result many new trends in sports sponsorship have emerged. The following three trends were discussed amongst the International Federations present at the last seminar.

Customer Relationship Marketing

Customer Relationship Marketing (CRM) is directed towards establishing, developing, and maintaining successful customer relationships by taking the time to interact with consumers on a personal basis. It is based on the principle that personalised marketing and service will create greater customer satisfaction and loyalty.

Corporate businesses that are investing in sports sponsorship want to know the demographics of the consumers they can reach through various different sports events. Historically, sports organisations, despite having a very loyal fan base, have not always taken the opportunity to reach out and actively get to

know their fans. Sponsors are already willing to pay large sums of money to be involved in sports and they would increase their investment if they knew specifically who they were gaining access to as well as being guided in how best to interact with these people. Having realised the potential of a strong CRM database many sports organisations are now looking at implementing data capture programmes which will give them more leverage while negotiating with current and potential corporate sponsors.

The increasing involvement of the public sector

As the public sector (whether it be local, regional or national governments) has become more knowledgeable about hosting events, the role they can play as host and the potential benefits events can create for them, sports organisations have also realised the potential of understanding the needs of cities and regions better. Understanding cities' needs means access to large governmental budgets and opportunities for long-term partnerships.

Government support has always been required to host an event, but now sports organisations are able to see the public sector as not just a partner in putting on the event for logistical reasons, but a true sponsor for the event. The public sector has substantial budgets for social

and health programmes and it is becoming more and more common that such programmes are being linked to sporting events. The public sector is continually increasing its role and investment in sports events and sports organisations are definitely starting to understand the (marketing) objectives and approaching these public partners as they would a commercial company.

From out-sourcing to in-house marketing activities

Many of the larger sports organisations have made a dramatic shift from out-sourcing their marketing activities to bringing them in-house. Some of the advantages of keeping marketing in-house are that knowledge can be kept and developed within the organisation, the organisation is able to be more flexible and creative with their marketing initiatives, complete control of the brand is possible, and perhaps most importantly, people within the organisation are bound to know their sport the best. The problems however, are that marketing expertise, resources, and international contacts are often not available within smaller organisations.

So as a result, although at first glance it seems that the trend is to bring marketing activities in-house, many of the federations are looking at a mix of distributing marketing activities between internal and

“Sports organisations are starting to realise the potential of integrating all of their sponsorship initiatives by developing a stronger link between themselves and their partners- a link that goes beyond the exchange of money.”

external bodies. A solution used by many federations is to now have an internal marketing manager on staff who coordinates marketing activities, whether they are done directly by the organisation or by an external agency.

Towards integration

In summary, these new trends suggest that sports organisations are indeed taking a more dynamic approach to sports sponsorship. Their partnerships with both private and public sponsors are growing stronger. Also sports organisa-

tions are starting to realise the potential of integrating all of their sponsorship initiatives by developing a stronger link between themselves and their partners- a link that goes beyond the exchange of money. The final step will be for sports organisations to complete this 'sporting triangle' by strengthening the direct link between their private and public partners. The stronger these partners work together, the more sport and everyone involved will benefit.

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



From the Seminar Room

Participant's input

We at the European Athletics Association made drastic changes to the way we handle our sponsorship and marketing activities. In 2005 we switched from having agencies handle all of our marketing activities to taking it all in-house. This change was done as part of the desire to professionalise the entire Association. As a result, in the past two years we have dramatically increased our staff (from 4 people to 12 people) but more importantly we were able to increase the benefits in all our operating.

The key focus for us over the past two years, as we settle into handling things in-house, has been to build our internal knowledge to ensure that we are serving the sport of athletics in the most responsible and most productive way possible. This also helps us to make sure that our events are recognized throughout time in the same way and with a similar look.

Keeping sponsorship activities in-house ensures that we are fully accountable for the decisions that are made and the sponsors that are signed up. When outside agencies take control of sponsorship activities it is harder for the federation to have

a strong say in controlling what happens to the rights. As well, if something happens to the agency, the federation needs to start all over again to build relationships with a new agency. Having strong long term partners helps the long term development and success of the sport.

Saying this, it is also important to keep in touch with agencies. Agencies are full of creative ideas and great contacts. Ensuring that the federation keeps contacts with external sources makes sure that we don't start to work behind closed walls. This is also why we really enjoy being able to discuss these matters with other federations in such seminars.

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

"The International Equestrian Federation, FEI, believes that there is a great opportunity for Cities/States to be more involved in sports events, not only in the traditional way as a guarantor, but also as a strong partner or sponsor when a major Championship or Final is being staged in their region.

OLYMPIC CAPITAL agenda

Forthcoming major events in Lausanne & area

**Sept 24-
October 1** Table Tennis,
World Championships
for the disabled, Montreux
www.montreux2006.ch

**Sept 30-
October 2** IAAF World
Anti-Doping Symposium,
Lausanne
www.iaaf.org/antidoping

October 1 Cyclo-cross
World Cup, Aigle
www.uci.ch

October 8-12 26th Olympic Week
Olympic Museum,
Lausanne
www.museum.olympic.org

October 22 Road Running
Lausanne-Marathon,
Lausanne
www.lausanne-marathon.com

November 23 to August 2007
"The Mind of the Champion"
Exhibition, Olympic
Museum, Lausanne
www.museum.olympic.org

When the FEI World Cup™ Jumping Final was held in Malaysia at the end of April 2006, Tourism Malaysia, owned by the Government, became a partner to the FEI.

Visibility and hospitality were the two driving principles in the co-operation between the FEI and Tourism Malaysia. This gave Tourism Malaysia opportunities to sell and exploit its country to a broad public around Europe. It also gave the FEI World Cup™ Final extra prestige as it was promoted and fully supported by the Government.

As a Partner to the FEI, Tourism Malaysia was also able to extend its visibility by becoming a presenting sponsor in London at one of the most prestigious FEI World Cup™ Jumping qualifying events in Western Europe. Tourism Malaysia, as a result of this sponsorship in London, was able to get a double return on their investment. It was a great learning experience, for both the FEI and Tourism Malaysia, as to how a public entity can be more than just a host- they grew to become a true partner to the sport.

**Mrs. Wiveka Lundh,
Commercial Manager,
International Equestrian Federation**



Academic Insight

by Pierre-Francois Lalonde, MSA 2005 Graduate

Multi-media training tools for sports organisations

International Sports Federations, as the executive, legislative and judicial body of the sport, have the responsibility to educate their members. There are numerous different ways to approach such a task and the effectiveness of different education tools are often left unanalyzed.

A recent study has examined new virtual 3-dimensional educational media solutions which could be implemented by a sports federations to train, educate, and communicate with stakeholders at the international, national and local level. The study focused on methods for training coaches and referees on proper rule interpretation in ice hockey. In this study two multimedia lessons were designed, each incorporating the same animation but viewed from different perspectives, whereby the significance of 2-D versus 3-D animations on learning performance were compared. The lesson was based on the interpretation of a problematic rule in ice hockey, rule #523, checking from behind.

A total of 96 respondents were presented with either a 2-D or 3-D multimedia lesson prior to taking a test which comprised of a series of video clips demonstrating a variety of body-check maneuvers. The respondents were asked to determine whether each body-check maneuver in the respective video clips was legal.

The results from the test indicate that there is no significant difference on the learning performance between the 2-D and 3-D animation based lessons. However, respondents correctly answered approximately only 50% of the questions, thereby indicating a disparity regarding

rule interpretations in general. It thus appears imperative to clarify the "grey area" in certain rules to enhance the universal interpretation of these rules, not only with players, but also with instructors and referees demonstrating that proper training tools are indeed necessary for International Sports Federations.

The popularity of virtual games can be integrated into advanced learning systems for promoting proper interpretation of certain rules and other training programmes within sport. The cost of developing and implementing advanced training tools can be offset through sponsorship, promotion and marketing strategies in a manner that is beneficial to all stakeholders. Further studies should be conducted to ensure that the most efficient education tools are being used by sports organisations for the future development of their sport.

For more information, please contact the International Academy of Sports Science and Technology (AISTS), info@aists.org

The AISTS organises 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 post-graduate students each year conduct a thesis related to sports.



Maison du Sport International.

Impressum

Published four times a year

Distribution: 1700

Edited by: City of Lausanne / State of Vaud

Editorial Board: Michelle Bohin • Nicolas Imhof •

Patrice Iseli • Claude Petitpierre •

Sabrina Tramparulo • Diane Wild

Graphics: Next Communication

Photography: © Spomedis/ITU Media,

Service des Sports, IAAF/Victah Sailer

Articles do not reflect the own views of the City of Lausanne/State of Vaud.



This newsletter is available online at www.ifsports-guide.ch

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