



# OLYMPIC CAPITAL quarterly

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



## Trends to Track

by Mary Parlange, EPFL\*

Australian Ian Thorpe created waves at the 2000 Summer Olympics, wearing a full body swimsuit designed by Adidas to mimic the hydrodynamic properties of sharkskin. He won five medals. Soon Speedo and Tyr brought their own aerospace engineers and marine biologists on board, and another kind of race was on. Experts were skeptical of the technology's real benefit, but it was too late. The suits were here to stay.

Track and field bristles with technology. At one point, runners were in danger of getting impaled by high-tech javelins that flew continually farther. Sprinters line up on blocks embedded with microchips, and cameras record the first 8 mm of the finish line with 1,000 high-resolution pictures a second. One can literally "win by a hair."

Sometimes new technology instantly or profoundly alters a sport. The clapskate

design improved Olympic speed skating times by 5-10%. The move from wooden to composite rackets transformed tennis into a game dominated by the power serve. Because skiers with hourglass-shaped skis go so fast, and so easily, race courses have had to be redesigned and orthopedic surgeons are faced with a whole new clientele.

Equipment is just the tip of the technological iceberg. The capabilities of the human body have never been so carefully analysed, optimised and reconstructed. Professional athletes regularly train in wind tunnels, using the tools of aeronautical engineering to optimise their form. And with cheap and powerful computers, even weekend warriors and youth sports teams can use complex training programmes to gain the upper hand. Officials and regulators scramble to stay abreast of technological developments – including doping – to keep sports ethical and safe.

Don't forget the motor that keeps professional sports going – the fans. Their experience must be exciting, rewarding and high-tech enough to compete with other entertainment options. How fast was that tennis serve? What is the baseball's trajectory? How many different angles can be used to analyse that basket?

Clearly "sports technology" is a huge and ravenous beast that needs constant feeding. Where does all this technology come from? Who is involved, and who benefits? Of course technology developed for profes-

sional sports winds up being marketed to amateurs. But sports technology also drives technological progress in unrelated areas, with a huge impact on society and the economy.

### Innovation on tap

Like any other technology, sports technology often has roots in basic science and engineering research. The fundamental study of molecular structures in materials might end up in a sports application – the hull of an America's Cup yacht, a tennis racket, or a ski.

In 1997, EPFL (Ecole Polytechnique Federale de Lausanne) Professor Martin Vetterli and his graduate student, Serge Ayer, created the spin-off company Dartfish and developed a video processing software (SimulCam) that could merge two feeds into a single video. Using it, an athlete could see how his form compared with that of a competitor, or compare his own performance in two different sessions.

Television companies quickly saw the potential for viewing audiences. SimulCam made its Olympic debut with NBC in the 2000 Olympics. StroMotion, another Dartfish software that captures an event in a series of still frames and then superimposes them into a single image, entered the scene via ESPN and ABC for the live broadcast of the 2001 US Figure Skating Championships. ▶

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## From the Olympic Capital



Dear friends from  
Lausanne and beyond,

As mentioned in this month's main story, technology and sport have always walked hand in hand. Not only in terms of direct performance of athletes, but also in a larger sense of how sport infrastructures have evolved over the years.

We at the State of Vaud, together with our colleagues from the Olympic Capital, have recently been able to announce a series of lower scale but crucial new initiatives for our large recreational sports community.

The city of Lausanne has just presented a large new sporting project including the building of a new 15'000 seat football stadium, an Olympic sized pool and a new purpose-built athletics stadium by the lake. We will also contribute to the UCI's (International Cycling Union) World Cycling Centre's new extension and are currently studying the idea of a new world class waterskiing basin in the northern part of the State.

Sport can contribute in many ways in building a stronger community, but it can only do so if political authorities recognise its importance. My role here is to constantly make sure that they do.



With kind regards,

Nicolas Imhof  
Head of Sports  
Department,  
State of Vaud

“Engineers like sports applications because they can push technology to its limits. In sports, an element of risk is accepted as a trade-off for improved performance.”

### ► A game plan for tech transfer

The Dartfish story is a good example of a research idea that found its niche in professional sports. Technical institutes and universities have deep, broad expertise bases, giving them a huge often untapped potential for sports-related innovation.

At EPFL, scientific research has been successfully channeled into high-profile sports in a partnership with team Alinghi, the defender of the 2007 America's Cup. From a collaboration on composite materials with Decision, Alinghi's boat builder, and a project to study fluid dynamics, the partnership has blossomed into a multidisciplinary effort involving more than fifty scientists and students from seven labs on campus.

Collaborations between companies, sports organisations and academic research groups range from simple one-shot agreements for testing equipment to formal contractual partnerships or collaborations. So what's in it for them, or for their academic institution?

Engineers like sports applications because they can push technology to its limits. In sports, an element of risk is accepted as a trade-off for improved performance. If the mast breaks, it's a bummer, you lose that race and an expensive mast, but nobody dies. In an airplane or a car, that risk cannot be taken. Technology that is benchmarked in a sports application can be used in other domains much more quickly than if traditional testing routes are taken.

### Engineering isn't enough

The more experience with sports technology applications one has, the more it becomes obvious that the concept of "multidisciplinary" also needs to extend beyond the world of science and engineering. For a new technology or product to succeed in the world of sports, a host of tricky legal, regulatory, health and sociological mazes must be successfully negotiated. It's much better to plan for this part of the game before entering the cutthroat competition of the market.

To tackle this problem, several institutions in the Lake Geneva area – including EPFL, the Universities of Lausanne and Geneva, IMD, the International Olympic Committee and the Swiss Graduate School for Public Administration – created an International Academy for Sports Science and Technology (AISTS). These institutions' know-how – technical, managerial, medical, legal, sociological, regulatory and economic – is organised by AISTS to develop sports technologies that take into account the needs of a variety of stakeholders, including professional athletes, coaches, regulatory bodies, event managers, sponsors, amateur athletes and youth.

“We serve as an interface between sports federations, athletes and scientists,” explains Claude Stricker, AISTS' Executive Director. “With access to the lab, athletes can share their unique viewpoints and learn about the process of technology development. The labs get help with all the non-scientific dimensions involved and end up with a better likelihood of developing something that will really succeed.”

Jan-Anders Månson, Vice president of EPFL and AISTS President, is enthusiastic: “It is clear, when adding up the concentration of sports organisations, the tradition of performance-driven challenges such as Alinghi, and the spectra of academic institutions involved in sports-related topics, that the Lausanne region is in an exceptional position to provide a unique environment for performance-driven research and education.”

Keeping the sports technology beast fed requires intelligence, creative energy and the drive to succeed. It requires teamwork and the ability to act quickly in a complex environment. In fact, sports technology is a lot like a professional sport itself. The training is tough and the competition itself is exhausting; but to those in the lab, the reward – a front-and-center role in the exhilarating adventure of competitive sport – is worth every watt expended.

#### More information:

[www.aists.org](http://www.aists.org); [www.epfl.ch](http://www.epfl.ch);  
<http://sre.epfl.ch> (Sport & rehabilitation engineering);  
<http://alinghi.epfl.ch> (EPFL-Alinghi collaboration);  
[www.dartfish.com](http://www.dartfish.com)



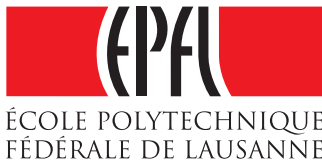
## Trends to Track: a case study

by Mary Parlange, EPFL\*



# From the lab to the slopes: in search of the perfect snowboard

Materials scientists and mechanical engineers at the EPFL (Ecole Polytechnique Federale de Lausanne) have been collaborating for nearly a decade with Nidecker, a snowboard design and manufacturing company with its headquarters in Rolle, Switzerland. Nidecker is a pioneer in technology and design, and has a long history of snowboard- and sports-related innovation. Their collaboration with EPFL helps them keep their technological edge.



“Our collaboration with Nidecker began with ideas for semester and diploma projects,” explains Thomas Gmür, a professor in EPFL’s Laboratory of Applied Mechanics and Reliability Analysis. “It’s exciting and motivating for students to apply their knowledge to something they use in their own lives.” He approached the Swiss snowboard company in 1999 with a few ideas and they agreed to undertake some projects together.

What makes a snowboard “feel” right? Ten different people might give ten different explanations. But the technological basis of “feel” is not so subjective, says Gmür. He is convinced that it can be defined using a scientific approach, and he set out with his EPFL colleagues to tackle the problem in manageable chunks, with students participating in a variety of areas. They had lots of variables to play with – the structure of the board, the stiffness of the material, its damping properties, the weight distribution of the rider, the weight of the snowboard, how the rider takes a turn, and so on.

They conducted vibration experiments in the lab using real snowboards, with and without rider-like weight loads. The data was used to build and tune a numerical model that could predict how the snowboard would behave when the variables were altered. The model was also fed and tuned with data gathered from “in situ” experiments – snowboards fitted out with captors that recorded dynamic behavior on the snow.

Then optimisation began. The ideal snowboard isn’t necessarily the lightest or the stiffest or the thinnest. It’s a combination of variables that gives a certain “feel”. Optimisation – balancing lots of variables and coming up with an improvement – is the key to successful application of technology. It’s an important lesson for students because the process is the same in any engineering domain.

the manufacturing infrastructure, but they do have a source of motivated, expert people and excellent lab infrastructure. It’s win-win for all of us.”

In 2005, motivated by the success of this collaboration, EPFL and Nidecker agreed to develop an ultralight snowboard together. “We’re after a light, responsive, reactive board that jumps well,” explains

**“Sports technology – if it catches on with the experts, the rest of the world soon follows.”**

At the end of the project, the students had some valuable hands-on experience, the researchers made inroads into refining numerical models and improving their understanding of materials, and Nidecker had lots of data from experiments and simulations, along with some suggestions for possible technical improvements. The company took the next step, balancing the potential improvements with the reality of cost constraints and manufacturing capability. The results were incorporated into their product line.

“We were very pleased with the way things worked out,” notes Henri Nidecker. “We don’t have the in-house research capabilities or scientific expertise that a big company might have. EPFL doesn’t have the domain-specific know-how or

Dr. Alain Schorderet, who is heading up the technical aspects of the project on the EPFL side. This time, in addition to modeling and optimisation projects, EPFL will participate with Nidecker in the design process. Once a design looks promising, Nidecker will build prototypes and conduct tests on the snow.

At the outset, the market will probably be limited to high-performance snowboarders. But that’s classic in sports technology. If it catches on with the experts, the rest of the world soon follows.

*\*Mary Parlange is a writer and press officer in the Communications and Media office of EPFL, in Lausanne.*



“Sports managers need a vision for the future. We’ll see you next week, next year.”

## OLYMPIC CAPITAL quarterly

### ■ In the manager’s seat

Exclusive interview with  
Dr. Ugur Erdener, FITA President.

## “Sports management is about having a vision”

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 Dr. Ugur Erdener, President of the International Archery Association (FITA), about the similarities and differences in managing an International Sports Federation and managing a private hospital.

#### ■ Now that you have been the President of an International Sports Federation for over a year, what do you think business can learn from sports and what do you think sports can learn from business?

Business can learn a great deal from sport, especially the idea of goal setting, establishing plans to achieve the goal and implementing these plans. Sport is a very dynamic activity and decisions must be made in a timely manner. Decisions must be made today; they cannot be made tomorrow. These principles apply to both business and sport. You have to be going in the right direction at the right time.

Sport can learn a lot from business; management principles, quality management, human resources, risk management, finance, coordination of efforts and a serious business-like approach to achieving success. Also, team work is essential for success in both business and sport.

#### ■ In terms of management methods, have you implemented anything in the sports federation that you took directly from your other management roles?

We have implemented a Total Quality Management approach to the operation of our professional office and staff. We have assembled top quality people to do the work of the Federation, we have provided them with the necessary tools and

training, we trust them to do their jobs. We have also attempted, in the preparation of our Strategic Plan, to gather information and opinions from our Member Associations and from elected officers. We believe it is necessary to involve our stakeholders in the processes that will directly affect them.

#### ■ In the hospital, quality control is very important for ensuring that processes are done properly- how do you think sports federations should go about ensuring quality and success in their management? And what do you think they should be measuring in terms of success?

In a hospital, quality management of processes, such as patient assessment and care, access to and continuity of care are most important. From the beginning to the end, patient care must be seamless and safe. One must have a means to measure the success of these processes.

In sport there is a need for similar methodologies. International Federations must implement processes that are easily accessible to clients (patients and doctors versus coaches, athletes, member federations). Communication between stakeholders and the federation must be enhanced to assess their needs and to provide better services (care) to them. Only after this is the federation able to measure the success of its strategic goals and objectives.

#### ■ How do you manage people’s performance in the hospital and how does this compare to how it should be done in sports organisations?

In the hospital we have a process management system. We constantly monitor the performance of critical processes. The performance of the staff working in these processes is measured as it contributes to the performance of the process. If the process as a whole is successful, one would expect that the individuals working in the process to be performing well. In sports organisations, similarly, performance depends on the relationships and communications between several departments or persons working toward the same goal. Individual efforts are necessary but are not as effective as “team-work” for success. Each person must know his own personal responsibilities and work expectations, and he must also understand his role and his importance to the overall process.

#### ■ What are your thoughts on how to keep staff motivated in sports organisations?

Keeping staff motivation at a high level is always a challenge. Several things, however, can be introduced into the work/training environment to assist with motivation. We must constantly seek to provide a variety of worthwhile and challenging tasks, jobs, and goals. It is also

must be able to have  
Where do we want to be  
ar, in five years? ”

essential to be inclusive of staff when making routine and important operational changes. By doing so, we involve the very people in the planning process who will be asked to do the work successfully. It is very important to have everyone participate in the planning for success.

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

Necessary skills should include unending energy for a start. One must not be a visionary, but one must be able to have a vision for the future. Where will we be next week, next year, in five years? It is essential to be able to think in terms of short-term and long-term goals. Of course, good communication skills are necessary and this includes the ability to listen to the opinions of others. To a certain extent, one must be a diplomat and be able to work with others in a harmonious work setting. Tolerance for opposing views is necessary as is the ability to make decisions once the preliminary work of analysis and proposed implementation has been accomplished.

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

Be prepared to work and study hard. Much like every other endeavor, the better the input of carefully allocated and directed energy, the greater the output of success. Be flexible, be able to change direction when necessary, be constantly aware of new and evolving management principles, and be ready to adopt new technologies and methodologies that will improve the probabilities for success. Risk is a part of any change of direction or new venture; have a tolerance for risk, while being mindful of the dangers and the benefits.

## ■ ■ ■ ◆ Fast Track

# How to get your message across in 30 seconds

Sports managers need to communicate effectively and get their point across – often with very little time to both prepare and to communicate. During a meeting with an important client or sponsor, you are asked to tell them why they should work with you and not another organisation. Often you will not have more than 30 seconds to get the listener’s attention, keep their interest, say what you want to say, and ensure that your point is made. If you do not get your message across in this short period of time the risk is that you will not get it across at all. The good news, however, is that it is possible to learn how to get your point across in a short period of time. Here is a fast track to getting your point across in 30 seconds, inspired by communication expert Milo O. Frank.

### Track 1 Know what you want.

If your objective is not clear it will be difficult to formulate a strong and convincing 30-second message. There is no time to handle unclear or mixed messages and so instead you must define a single clear-cut objective. Ask yourself what exactly it is that you want to achieve. When that is clear then you can start to think about how to achieve it during your 30-second message.

### Track 2 Find the right approach.

The right approach is the single thought or sentence that will best lead you to your objective. It could be referred to as the premise, concept, focus, plan or theme of your message. The approach is of course influenced by your objective and it must take into consideration the needs and interests of the listener. Knowing what you want and how to get it are both essential to every form of spoken and written communication.

### Track 3 Find the right hook.

The hook is a statement used specifically to grab attention. There are hooks wherever you look: in advertisements on television, in newspapers and magazine, on

billboards, etc. They are there to catch your attention. And you – how do you catch the attention of your listeners? You need a hook as the first statement in your 30-second message and it must relate to your objective, your listener and the approach you have chosen.

### Track 4 Paint a picture.

An effective 30-second message needs to contain more than a hook, a few words and a closure where you ask for what you want. To make the listener really understand and remember what you are saying your words should paint a full picture. This can be done by using descriptive words that can both be remembered but will also touch the heart and evoke some feelings.

### Track 5 Ask for it.

He who doesn’t ask, doesn’t get. Business communication is about communicating with a purpose. A message without a specific request is a wasted opportunity. To get something you must ask – and ask for something specific. Your closing statement must fit with the objective of your message and it should be a call for an action or reaction within a specific time frame.



“Focus not on what people stand to gain if they invest in the product or service, but instead focus on what they risk to lose if they do not act on the information.”



## From the Seminar Room

by Caroline Anderson  
Project Manager at TSE Consulting,  
Lausanne

## The art of Influencing

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 – techniques on how to influence people in the work place.

Most conversations in the work place involve the art of influencing. Just think about how many times your colleagues, members federations and sponsors have attempted to influence your decisions, change your mind, or persuade you to do something differently. Influencing is the aim of most of the communication that happens between people – whether this is explicit or implicit. This seminar brought various International Federations together to discuss some of the techniques that can be used to improve the ability to influence in the work place.

### People buy people

The first step to influencing people effectively is to create a friendly relationship with the person. Building a relationship can be done in two simple steps, first by showing that you 'like' the person, and then showing that you 'are like' the person. For example if you were to tell someone that

you like their shirt (you like the person) and that you have the same shirt at home (you are like the person). By showing that you share similarities or interests, this can be a hobby, a sport, or a television series, relating with someone on a more personal level will create a stronger sense of trust and friendship. After an initial friendly relation has been made, offering additional praise will both continue to charm but also disarm people. The praise may not even be merited, but none the less, offering praise will generate a sense of compliance for your wishes or way of thinking.

People, quite often, give what they receive. So you should always be the first to give. You can elicit a desired behaviour from others by first displaying a sense of trust, a spirit of cooperation, or a pleasant demeanour. Acting kindly towards others will make it easier for them to agree with you.

### Social influence

Influencing techniques are related to the use of social psychology. Humans rely heavily on the people around them for clues on how to think, feel and act. So people will often follow the lead of others who they trust, or find similar to them. For example, testimonials from satisfied customers work best when the satisfied customer and the prospective customers share similar circumstances.

When making important decisions, often people revert to experts in the field. To be influential on a particular subject one

needs to demonstrate and qualify their expertise on the matter, and not assume that it is self-evident. During preliminary conversations to meetings, be sure to touch lightly on your relevant background and experience to demonstrate that your decisions and opinions have qualified expertise behind them.

Scarcity is also a strong driver in influencing people's action and decisions. People always want more if they can only get less. When trying to sell something, focus not on what people stand to gain if they invest in the product or service, but instead focus on what they risk to lose if they do not act on the information.

### Different audiences, different approaches

Like most skills related to communicating, different approaches work differently for different audiences. There are five standard types of decision makers and how they will be best influenced differs slightly. These five can be categorised as charismatics, sceptics, followers, thinkers, and controllers.

Charismatics, who are overly enthusiastic, talkative and dominant, will be influenced by someone who counters their excitement, focuses on results, has simple clear arguments and uses visual aids. Sceptics, who are often very demanding, rebellious and disagreeable need to be convinced of the influencers credibility and expertise and will be best influenced by someone

### Additional Reading:

- Jenny Rogers, **Influencing People** (Self-Development for Success Series), Paperback
- John R. Hook, **The Agile Manager's Guide to Influencing People**, Paperback
- Alan Fowler, **Negotiating, Persuading and Influencing** (Management Shapers), Paperback, 1998
- Roy Johnson, et al, **Essential Managers: Influencing People** (Essential Managers Series), Paperback
- Robert B. Cialdini, **Influence**. Science and Practice, Scott, Foresman and Company, 1985



## OLYMPIC CAPITAL agenda

### Forthcoming major events in Lausanne & area

January 24 WADA  
Media Symposium  
Olympic Museum,  
Lausanne  
[www.wada-ama.org](http://www.wada-ama.org)

January 25-26 Snowboard  
World Cup, Leysin  
[www.leysin.ch](http://www.leysin.ch)

April 6-9 Rink Hockey  
Coupe des Nations,  
Montreux  
[www.coupedesnations.ch](http://www.coupedesnations.ch)

April 18 Football  
UEFA EURO 2012  
Host Country  
announcement,  
Nyon  
[www.uefa.com](http://www.uefa.com)

April 28 Road Racing  
20 km of Lausanne  
Lausanne  
[www.20km.ch](http://www.20km.ch)

Until Sept. 2 "The Mind Makes a  
Champion" Exhibition,  
Olympic Museum,  
Lausanne  
[www.museum.olympic.org](http://www.museum.olympic.org)

they trust. Although opposite in personality to the previous two, followers, who are responsible, cautious and brand-driven, will also base their decisions on proven methods and expertise and focus on references and testimonials.

Thinkers and controllers are highly logical, sensible and academic people. Thinkers will base their decisions on facts and data and so it's important to present them with research, case studies and cost benefit analyses. Controllers will also want facts presented to them in a structured, and non aggressive manner. Knowing how best to communicate with these different types of personalities will make the art of influencing easier and more successful.

### Use the power of influence

Influencing techniques are used constantly in the sports industry, whether it be internally with co-workers or members or externally with partners, media, sponsors, and event organisers. Practicing these techniques can not only help to improve the overall performance of an organisation, but will also help to improve personal performance. Those people who believe in and put to use their power to influence will be successful in their daily communications at work. Practising influencing techniques and being conscious of how important they are in daily communications in the work place will take the sport, as well as personal professional careers, to the next level.

## From the Seminar Room: participant's input

### Influencing: from theory to action

*In my job, influencing techniques are extremely important. The nature of our sport and the fact that we are continually trying to stay on the Olympic Programme means that we at the international level need our member federations as much as they need us. We need to treat them as we would like to be treated, and show them that they are needed, while also influencing them to cooperate with us for the good of our sport. In a few words - we need to use a human approach spiced up with some good-willed influencing.*

*The current ICF administration is fairly new and we are in the process of creating a new image which is younger, more modern and more progressive. Before we can get our members to adapt to this new image we have to first set the example. Since the seminar, we have tried to implement some of the techniques presented to us and have become aware that we are not demonstrating the true expertise we have in our office. We are now trying to change the perception we have and show our members that we are not just an*

*administrative office, but a true partner in making the sport better. Of course, we hope to do this with the help of strong influencing techniques.*

#### Ana-Marija Garcevic, Sport Assistant, International Canoe Federation

*Shortly after the seminar on "Influencing Techniques", FITA attended Sportel in Monaco. Right away we were able to put into practice some of the tips we had learnt when we were distributing the TV highlights of the new Meteksan Archery World Cup.*

*We developed a relationship with people by setting up a small range where people could try to shoot arrows. This allowed us to share a common experience on which we could build upon.*

*We tried the 'go first' approach by taking the initiative to produce the highlights and distribute them free of charge on a trial*

*basis, which will lead to creating long-term relationships with several TV channels.*

*We used the social proof theory by demonstrating to new channels that we had received positive feedback from the distributors of our highlights last year.*

*We used two experts to demonstrate our authority and expertise in the field, we had Olympic Champion Sébastien Flute who explained the attributes of a competition bow and the difficulty of shooting at the elite level and we also had our TV producer, HTR Sarl, to explain how we produce our highlights and show archery in a dynamic fashion.*

*All of these techniques helped us to improve our sales drive at Sportel and will continue to be useful in the future as we continue to influence and sell our product - Archery.*

#### Didier Miéville, Marketing and Communication Director, Fédération Internationale de Tir à l'Arc



## Shortcuts

Research, books, and seminars - this is the place to look for new ideas and hints on the latest trends in sport management!

■ In the new **Anholt Nation Brand Index** report, nation branding expert Simon Anholt takes a look at what the recent FIFA World Cup has done for the image of Germany - a good example of what a sports event can do in terms of "branding" for a nation if it is carefully thought through. In his latest book, **Competitive Identity** (Palgrave Macmillan, 2006), Anholt looks in more detail at what the Olympic Games have done for their host countries over the years.

Download the latest Nation Brand Index report from:

[www.nationbrandindex.com](http://www.nationbrandindex.com)

■ The recently published **Independent European Sport Review 2006** has stressed the importance of sports organisations becoming more efficient in facing issues like cheating, racism and other legal threats. Using football as a case study and taking into consideration the specificity of sport, the report makes interesting recommendations that can apply to sports organisations around the world.

Download this report from:

[www.independentsportreview.com](http://www.independentsportreview.com)

■ The International Academy of Sports Science and Technology (AISTS) - organises a 1-day seminar on the **Art and Science of Coaching** on **February 28, 2007** at the Maison du Sport International (MSI) in Lausanne. Prof. John Antonakis from the University of Lausanne and Mr. Carl-Axel Hageskog, professional tennis coach and five times Davis Cup winner, will be among the lecturers. The complete programme will be presented in January. Free admittance.

Registration mandatory at [info@aists.org](mailto:info@aists.org), [www.aists.org](http://www.aists.org)

■ In his new book, **The Elusive Fan** (McGraw Hill, 2006), marketing guru Philip Kotler, together with two communication experts, focuses on how sports organisations can attract, engage and retain the new generation of sports fans who are faced with a whole new range of choices and are more and more attracted to non-traditional sports like poker and paintball. How can you, as a sports organisation, react to this growing threat? The answer in **The Elusive Fan**.



■ Australian sport management experts Russel Hoyer and Graham Cuskelly, in their new comprehensive book titled **Sport Governance** (Butterworth-Heinemann, 2006) tell you everything you always wanted to know but were afraid to ask about proper governance in sport, providing you with a comprehensive guide to the practical application of governance principles in sports organisations.



■ **Sports Website Ranking Report: Individuals**, provides an overview of the top sports websites globally for individual athletes and competitors. Sportspeople's websites were studied from 75 sports globally - from soccer through to chess and powerboating and includes an overview of over 100 leading sports individuals, as well as an invaluable analysis of what encompasses a winning sports website in general.

Download this report from:

[www.sportandtechnology.com](http://www.sportandtechnology.com)

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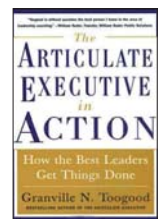
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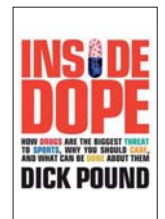
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■ With sports organisations becoming more and more professional every day, sport leaders are expected to constantly improve their sales, marketing, presentation, leadership and team management skills. If you should read one book on the topic, it should be **The Articulate Executive in Action**, by Granville N. Toogood (McGraw-Hill, 2005), a follow up to the 1997 classic bestseller, **The Articulate Executive**.



■ WADA's founder and Chair, Richard Pound, has published a new book titled **Inside Dope: How Drugs Are the Biggest Threat to Sports, Why You Should Care, and What Can Be Done About Them** (Wiley, 2006).



An urge to all nations and all athletes to act on what Pound says is "one of the most important and difficult problems that sport will have to overcome in the future".