



OLYMPIC CAPITAL quarterly

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



Trends to Track

by Greg Curchod and
Bettina Kuperman *

Individual athletes and teams know that they will only really progress if their performance is constantly measured and evaluated. Very few sports organisations, however, use this same principle in the office. One of the main reasons for this is that there simply isn't any recognised performance measurement system in place for sports organisations. Their scope of activities and various objectives are very complex and often not as quantifiable as e.g. a commercial company selling one product. A car dealer is supposed to sell cars and it is quite easy to count how many cars are sold. In the sports management world such clearly defined performance indicators are not available and it more difficult to measure performance in sports administration – so why try to do it?

There are three very good reasons for it – measuring performance and the progress

of a sports organisation enables sports administrators to:

- Improve their management of the organisation.
- Create a clear focus.
- Deliver visible results.

First, measuring progress can improve management because as the saying goes, "If you can't measure it, you can't manage it". Just like on the field of play, how can one know who's winning if nobody knows how to keep track of the score? How can a manager of a sports organisation create progress and improvement if he/she cannot measure how the organisation is performing?

Second, measuring progress can improve focus because "what gets measured gets done". When the football world increased the reward for a victory from two to three points to encourage offensive play, more goals were scored and if a manager starts counting the number of phone call the marketing team is making to potential sponsors, the number of these calls will most probably increase as well.

Third, measuring progress can deliver results because, "you can only score when you know where the goal is." In football, every player knows where the goal is, and that's why they put all their effort in shooting at it to score. In the workplace, it is only by having a clear understanding of what the objectives of the organisation are that

will make everyone work in the same direction to achieve the common result.

Moreover, another important argument for measuring performance in sports organisations is that many sports organisations have started to focus on strategic planning and very soon such strategic plans will need to be complemented by systems that tell them if these strategic plans are delivering the expected results.

What can be measured?

This being said, what should sports organisations actually be measuring in terms of their performance in management and administration of the organisation? There are of course many possibilities but when considering what they could measure, sports organisations should consider three criteria: what should be measured should be *important*, *modifiable* and – of course – *measurable*.

It should be *important* because there is no reason to spend time measuring the performance of an activity if this activity is not important to reach some of the organisation's objectives. It should be *modifiable*, because it is not reasonable to start measuring something that is outside the influence of the organisations and which cannot be modified by the people working for the organisation. And finally, it must be *measurable*, because it would be counter-productive to start measuring something that

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From the Olympic Capital



Dear friends from
Lausanne and beyond,

Just over a year ago, the "Maison du Sport International" (MSI) opened its doors in Lausanne. About 30 international federations and sports organisations have moved there, completely filling the 4,300 sqm of the 3 attached buildings.

The owners of the MSI, together with the tenants, are constantly working together to ensure that a vibrant atmosphere is sustained within its walls. In addition to training seminars, other activities such as ski trips, road running sessions at lunch time, tandem language training sessions (two people speaking different languages train each other), and end-of-day "happy hours", have all been part of the creation of this dynamic platform!

Today, we are happy to see that the MSI has come alive and is continually developing further. The three owners, the City of Lausanne, the State of Vaud and the IOC, are already in the process of building a fourth building – 1,300 sqm are eagerly awaiting new tenants, so don't hesitate to contact us and become part of this growing community in Lausanne!



Nicolas Imhof
Head of Sports
Department
State of Vaud

“Measuring performance enables to improve the management of the organisation, to create a clear focus, and to deliver visible results.”

► is actually not, or cannot be made, quantifiable. On the other hand, if these three criteria are fulfilled, the organisation might very well have something in its hands that can be used to measure its performance.

A measurement system from the business world

One popular performance measurement tool utilised by small and big businesses from around the world is the Balanced Scorecard™ (BSC). The BSC – with a few adjustments – has proven to be very efficient also in a not-for-profit environment and recent research also shows that it can work in the sports world. Indeed, sport with all its specificities and its daily load of variables and often imponderable influences from a great variety of stakeholders might have found a system that it can use for measuring performance of management and administration.

The classic BSC for profit oriented organisations involves reviewing your organisation from four different perspectives and measuring performance of selected areas within each of these perspectives: Financial perspective – "how do shareholders see us", customer perspective – "how do customers see us", internal process perspective – "where do we have to improve" and learning/development perspective – "where do we have to develop".

The BSC measures the four perspectives in a balanced way because it measures:

- Long and short term objectives
- Monetary and non monetary ratios
- Internal performance (processes, employees) and external related performance (customers, investors)
- Results as well as the processes leading to the results

Sport context

Translated into a sport context, the Balanced Scorecard's four perspectives could be adjusted to the following:

1. "Shareholders" become Members: how can the organisation improve its services to its Associations, its clubs, its players, its coaches, in short, to the sport's family

2. "Customers" become Partners: how can the organisation improve its relationships with its various groups of external partner, e.g. sponsors, the media, the fans, regional and national governments, etc.
3. Processes remain unchanged in the sport context: how can the organisation improve its administrative processes, the way decisions are taken within the organisation, how information is circulated and shared, etc.
4. Learning/development becomes People: how can the organisation improve the way its people – both paid staff and volunteers – are hired, trained, motivated, etc.

For each of these four perspectives a separate spreadsheet is developed, listing objectives and measurable "drivers" within these objectives. These "drivers" are the activities which will be measured (must be important, modifiable and measurable) and they will serve as indicators that the organisation is on the right track to reaching its objectives. Once the drivers are identified and quantified, a time line is put in place and actions to be taken are determined (see the UEFA case study on page 3 for an example of the process of implementing the Scorecard within a sports organisation).

Citius, Altius, Fortius in the workplace

Measuring performance in sport management is not an easy task. Sports managers can, however, learn from the willingness to compete and achieve results which is the daily habit of their athletes on the field of play. Identifying objectives might be the easy part but finding the right systems to keep track of results along the way to make sure these objectives are achieved is the big problem. The system proposed by the Balanced Scorecard might be a solution but any sports organisation will have to work hard before the right system is in place. But as many athletes have experienced right at the beginning of their career: no pain, no gain!

For more information about the Balanced Scorecard™

- Robert S. Kaplan and David P. Norton, **The Balanced Scorecard: Translating Strategy into Action** (Harvard Business School Press – 1996)
- Paul R. Niven, **Balanced Scorecard for Government and Nonprofit Agencies** (Wiley, 2003)



Trends to Track: a case study
by Greg Curchod and Bettina Kuperman*

UEFA's Scoreboard: a performance measurement tool



In an effort to assist its 53 National Associations in improving the way they manage their organisation, the European governing body for football, UEFA, recently developed its own system for the measurement of administrative performance. UEFA wanted a system which would help all of its members turn their various objectives for the development of football into measurable action plans.

“Our objective at UEFA is to constantly find ways to improve the management of Football in Europe,” says Jacob Erel, Director of UEFA’s National Associations Division. “The Balanced Scorecard seemed to be a perfect system for us and we simply adjusted it to the sport world and its own specificities. We then re-named it the *“National Associations’ Scoreboard.”*”

UEFA introduced the “NA Scoreboard” to all its 53 National Associations during a one week workshop in May. “For us, the seminars were not only the opportunity to introduce our members to the technique of developing a Scoreboard, but it also enabled us to stress the importance of transparency and accountability in the management of Football at every level,” says Erel. “We received great feedback from all of the participants.”

Andreas Kuhn, Head of UEFA’s Assistance Programmes, explains the process used during the session: “We simulated the development of the Scoreboard. We asked our Associations, in groups, to fill out the four areas of the Scoreboard. We took fictive, but realistic football management issues and asked them what they could actually do with their members and their various partners to solve them. We then looked at the consequences this had for their internal processes and for the development of their own people. For each of these four areas, we used the Scoreboard to identify precise objectives, the actions to put in place to reach them, as well as the measurable drivers that will, along the

way, indicate if the actions are actually helping to reach the objectives. The participants exchanged ideas, and these are now being sent to them, together with blank templates for their own use.”

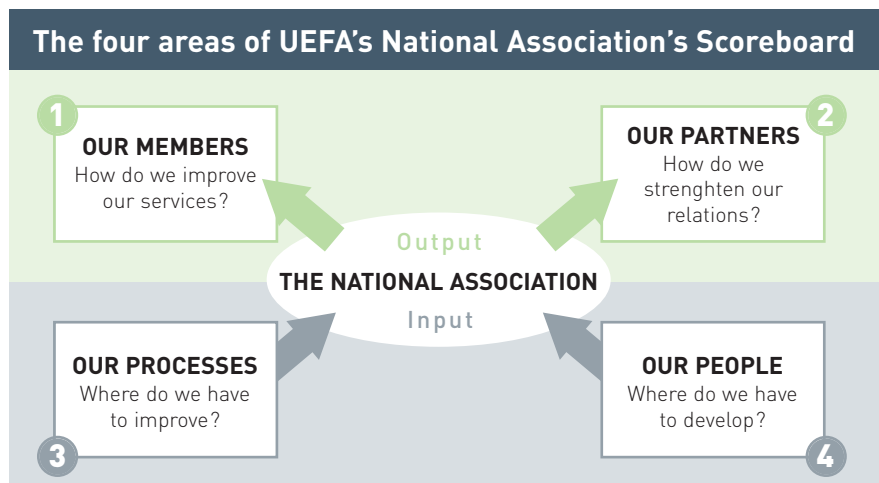
“We regularly discuss overall strategies for football development with the top management of our Associations. The Scoreboard now provides the middle management with a very effective technique to put these strategies into clear objectives and concrete actions, while – and this is the key – using measurement tools along the way,” says Kuhn.

The Associations will now develop their Scoreboards within the next few months and will submit them to UEFA, which will in turn provide them with constructive feedback.

“There are many performance measurement tools out there”, adds Kuhn. “But the Scoreboard system proves to be very useful in sport, as it covers every aspects of the management of a football organisation, while at the same time being very simple and easy to implement.”

The Scoreboard is part of UEFA’s larger concept of developing a Quality Standards Charter for European Football. Andreas Kuhn: “We want to guarantee good governance at all levels, and will continue to focus our activities on making football the most transparent, accountable and best managed sport in Europe.”

** Greg Curchod and Bettina Kuperman are Consultants at TSE Consulting, Lausanne.*





“Change is uncomfortable
and directions
to both staff and the

■ In the Manager’s seat

Exclusive interview
with Michael Stone, Secretary
General of the International
Equestrian Federation (FEI)

“Communicate the vision and the direction repeatedly ”

In each issue, the Olympic Capital Quarterly gains insight on the actual issues sports managers face on a daily basis in their organisations. Today, we asked Michael Stone, Secretary General of the International Equestrian Federation (FEI), about managing the natural resistance to change and the challenge of converting that resistance into commitment and enthusiasm.

■ The FEI elected a new President a year ago, HRH Princess Haya Bint Al Hussein. What have been the main changes to the Federation under the new Presidency?

The election of HRH Princess Haya has energised the FEI and created a dynamic environment which is fast tracking the governance changes which begun under the previous President. This includes a fundamental change in our statutes which empowers the staff whilst ensuring the necessary oversight by the elected body.

We have seen a significant increase in interest from potential sponsors as clearly the profile of the FEI has been raised. Thanks to the Presidents fund raising ability we have been able to start a significant IT project that will deliver a comprehensive web based service for our stakeholders. This will automate most of the administrative processes and reduce the workload for our NFs.

■ What are the systems used within the FEI to ensure that the everyday activities of the federation continue as usual, as change is being implemented?

We restructured the management creating 4 Executive Directors covering Sports and Development, Finance and Administration, Commercial and Communications and Legal/IT. This has enabled clear reporting structures that

ensure better decision making. However the personnel responsible for the sport did not change so even though we are changing the methods of managing the main tasks are still delivered by highly experienced directors.

■ How have you transferred the new vision and goals of the President into your staff culture to make sure everyone is working towards the same goals?

We have developed the Vision and established a set of core values that emphasize excellence, service to the sport and a team approach which ensures that we add value to all our stakeholders. We have organised workshops for the staff and management where we communicate our core values and have refined them using their input. The FEI is fortunate to have a passionate staff that truly believes in the vision of creating a leading IF that will become the benchmark for sports governance in the future.

■ How do you ensure that the change happening at the International level is clearly communicated to your 134 National Federations?

Apart from the usual channels of our web site etc., we have created a National Federation Liaison office which is dedicated to keeping the NFs informed and gives them a direct link to the various departments of the FEI. We continually

update our members and ask for input. In addition we have a very open process of rule and policy changes that involve the NFs from the very start. This includes continual communication with the NFs and the success of this was proven when the new statutes were passed at our recent General Assembly without major comment.

■ How have you ensured that the election of the new President and her new vision have been used externally to position the FEI as a modern and dynamic organisation?

We have worked through our Press office to get the message out that we are changing and again through our web site. However we still have some way to go, it is very difficult for any IF to get people outside the sport interested in an administrative organisation nevertheless it is a great advantage to have a high profile President who is such a good communicator. We are now looking at ways to further promote the sport using external communications experts to supplement our in house team.

■ According to you, what are the skills that a sports administrator needs in a time of organisational change?

I believe that there are two key areas; an open mind and an ability to communicate. Of course you must have a vision of where you want to go but during the process you must continually evaluate

able and new processes
need explaining
the volunteer body.”



■ ■ ■ ◆ Fast Track

How to add quality service to quality work

Sports managers have to provide good service to various groups of clients, e.g. commercial partners to ensure their on-going support. One thing is to deliver quality work, but sometimes it is even more important to deliver quality service and what your clients think about the service you deliver depends upon how they experience the service. This is more a psychological state of mind, so how can you best influence the way your clients experience the service you deliver? Here is a fast track to adding quality service to your work.

why you are moving in a particular direction and be able to reconsider if it becomes clear that parts of the process are going in the wrong direction. It is very important to realise that you should not change for changes sake. The other key is to communicate the vision and the direction repeatedly, change is uncomfortable and new processes and directions need explaining to both staff and the volunteer body. This communication is ongoing and this helps make everyone understand the difficult decisions that have to be taken to ensure that positive change happens

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

Get experience in another industry. There are thousands of experts in every sport, it is easy to find people who know our disciplines inside out, but if someone knows the sport and also understands marketing or finance or any other of the necessary areas of management then they are going to have a head start. In this I don't mean a marketing degree or a law degree I mean real experience in a business environment. This brings real value to a sports organisation and would certainly give a young person a head start in pursuing a sports management career.

Track 1 **Be available**

Make it easy for your clients to contact you whether it is by e-mail, or phone – office and mobile. Call them in advance when you know that you are going to be unavailable even for a short period and let them know who will take over in the meantime – and make sure that your team members know what to do/say. Try to anticipate your clients' perceptions and reactions so that you in principle always call them before they call you.

Track 2 **Be reliable**

To be reliable is basically to provide the clients with the experience of a clear link between promise and action. Reliability is not related to the promise or to the action but specifically to the link between the two. A good way to provide that link is to make specific commitments around small things and then to deliver – on time, on budget.

Track 3 **Provide a sense of progress**

Your clients – like all of us – like to see that things are progressing. Provide them with such a sense of progress by simply keeping them updated about what's going on, not only in areas directly linked to their

own involvement in your organisation, but also in general about what is going on in your sport. At the same time you must establish the right contact rhythm and the right balance – for them and for you and be careful not “over paper” them if they prefer an oral style.

Track 4 **Provide a sense of control**

You deliver the quality work and the quality service but the client must be in control and you must provide them with such a sense of control. Never surprise your clients (not even in a perceived, positive way), exceed their expectations instead and in general look for ways to involve the clients in the work that you are delivering to them through steering group meetings, brainstorm sessions, etc.

Track 5 **Care**

The most important hint of them all. As the saying goes: “Your clients don't care how much you know, until they know how much you care”. To really care about your clients is, more than anything else, true professionalism, because if you just help them because they pay you, then you don't have a truly professional attitude. So let your clients know that you care, show them that you care – and do care!



“We are what we repeatedly do; excellence then is not an act, but a habit.”



From the Seminar Room

by Lars Haue-Pedersen*

Improving Personal Effectiveness

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 was discussed during the last seminar – how to improve personal effectiveness!

Communication channels and management methods in sports organisations are changing. People are being given increased responsibility and are mostly responsible themselves for producing results. People are no longer being managed and are being left to individually ensure that they are producing quality work.

This means that everybody working within a sports organisation needs to do more and do better. It is no longer enough to be efficient by doing things right, but people need to also be effective by doing the right things. Improving personal effectiveness means to improve how much we can deliver and our underlying capacity to deliver. Everyone can always improve their personal effectiveness, and this session looked at how this can be done.

The Framework

The seminar looked at ways to improve personal effectiveness. The book by Stephen R. Covey *“The 7 habits of highly effective people – powerful lessons in personal change”*, (Free Press, 1996), was used as the framework for the discussion.

People's characters are basically a composite of their habits and so when looking at personal change, habits seem to be the right place to start. By nature, habits are consistent and unconscious patterns, just as Aristotle said some years ago: “We are what we repeatedly do; excellence then is not an act, but a habit”.

The Seven Habits framework by Covey builds on a “maturity continuum” where people move from a state of dependence to independence – from an “I can't do it” to an “I can do it” approach. While the next shift is from inde-

pendence to interdependence – “we can do it – even better – together”. To be highly effective, we need to become interdependent in our approach, but to do that we must first become independent.

Becoming independent

The three habits needed to become independent (moving away from being dependent) are the following:

Habit n°1: “Be proactive”

We all have a wide range of concerns, our “Circle of Concern” such as health, children, problems at work, nuclear war, etc. We have no influence on some of these concerns, but for others, we can do something – this is our “Circle of Influence”.

Reactive people focus on the concern circle while proactive people focus their efforts on things they can do something about – on the influence circle. Sounds simple, no? Well, we all have the power to decide how to react, and often it is not what happens to us, but our response to what happens that hurts us. Acting proactively to ensure we deal properly with those things within our ever-growing “Circle of Influence” is the first step towards independence.

Habit n°2: “Begin with the end in mind”

Balancing our lives (and work) becomes easier when we know what is most important to us. We may be very busy and very efficient, but we will only be truly effective when we begin with the end in mind by clarifying what is at the centre of our life. What is your centre? Where do you stand? How do your priorities line up with work, family, friends? A person's centre is often a combination of priorities so we tend to fluctuate from one centre to

another. This can lead to a loss of direction where the individual becomes less effective. Formulating a “personal mission statement” similar to an organisation's mission statement, can help clarify your principles to guide you to make the right priorities.

Habit n°3: “Put first things first”

The third habit focuses on action and effective management. While leadership decides what ‘first things’ are, it is management that puts them first, day-by-day, moment-by-moment. The latest development in time management is to not focus on managing time – but on managing ourselves. In perspective, putting first things first means to take time to deal with important things such as relationship building, recognising new opportunities, planning, prevention, and not to just focus on what is urgent (crises, pressing problems and deadline-driven projects).

Becoming interdependent

The second step in improving personal effectiveness is to move from being independent to becoming interdependent and the three habits needed to complete that move are the following:

Habit n°4: “Think win/win”

Win/win is not a technique; it is a philosophy of human interaction. It's a frame of mind and heart, which constantly seeks mutual benefit in all human interactions. Win/win means that agreements or solutions are mutually beneficial. It is not possible to achieve a win/win end with win/lose means. The win/win process is focused on principles instead of positions, e.g. principles for a negotiation instead of the positions at the beginning of the negotiation. Negotiating in a win/win process means trying to increase the total before dividing it in two parts.



OLYMPIC CAPITAL agenda

Some forthcoming major events in Lausanne & area

July 10 Athletics
Athletissima
IAAF Super Grand Prix
www.athletissima.ch

August 2-5 Equestrian
European Junior
Eventing Championships
Avenches
www.complet-avenches.ch

August 16-19 Beach Volley
International Beach
Volley Tournament
Vidy-Coubertin,
Lausanne
www.beachvolleylausanne.ch

August 26 Triathlon
Lausanne Triathlon
Ouchy
www.trilausanne.ch

September 29-30 Swimming
24 hours of swimming
Piscine de Mont-Repos,
Lausanne
www.lausannenatation.ch

September 29-30 Volleyball
Volleyball Supercup
Lausanne-Dorigny
www.lucvolley.ch

Habit n°5: "First seek to understand then to be understood"

We spent years learning how to read, write and speak, but what training or education have you had that enables you to listen so that you really, deeply understand another human being? The habit of 'first seek to understand then to be understood' is the key to interpersonal communication, and a major part – at least half – of interpersonal communication is to listen. To really listen means to move from hearing what is said to understanding what is said. Seeking to understand requires consideration, while seeking to be understood takes courage and Covey very nicely defines maturity as the balance between courage and consideration.

Habit n°6: "Synergise"

The habit of synergising is the essence of principle-centred leadership. It catalyses, unifies and unleashes the greatest powers within people. A truly effective person has the humility and reverence to recognise their own perceptual limitations and to appreciate the inter-

action with others. A truly effective person values the differences because those differences add to his/her knowledge and understanding of reality. Two people can disagree and both be right; it's not logical, it's psychological!

Renewal

The 7th habit described by Covey's is about renewal. It is called "Sharpen the Saw" because personal change and improving personal effectiveness must be followed by personal renewal. There are four dimensions of renewal: physical (exercise, nutrition, stress management), mental (reading, visualising, writing), social (empathy, synergy, emotions) and spiritual (value clarification, study, meditation). The self-renewal process must include balanced renewal in all four dimensions so that you renew your main asset: yourself!

** Lars Haue-Pedersen is a Director at TSE Consulting, Lausanne.*

From the Seminar Room: participant's input

Becoming more effective

The overview of the 7 Habits of becoming more effective was extremely insightful and focused on an area that is probably neglected by many staff working in federations. The key concept which was discussed was how we can become more effective by striving to become more interdependent. At the FIM, as I am sure it is in most sports federations, we all work extremely hard at what we do. But as you become so focused on your task at hand it is often easy to forget about the importance of interdependence. We are stronger as an organisation if we all work together and this philosophy of becoming more effective focused on the tools needed to get there.

All of the various federations sitting together thinking about this concept of interdependence also raises the idea

that we, as in all sports federations, are stronger when we all work together.

We all wish that we could become more effective everyday, and in reality it is hard to change habits. But at least by taking some time to think about how we can strive to be better, for both ourselves and our organisation, we are moving in the right direction.

Victoria Corredoira,
Licences, Results, Reception, Fédération Internationale de Motocyclisme (FIM)

Working in the fast moving field of sports and events management, we all need to deal with quantities of responsibilities. Setting clear goals, and focusing on very well defined principles is essential and acquiring the independence to carry out

your own responsibilities and is the basis of becoming more efficient.

"Improving self management through personal change" gave some good tools to help achieve efficiency by finding the right habits to help a manager to shift from dependence to interdependence by studying the seven habits of highly effective people. These habits can shape the way in which we reach the ultimate goal of interdependence and are a good illustration of self improvement methods which all of us can apply to improve effectiveness and to apply consistency in the way we deal with issues professionally and in our personal lives.

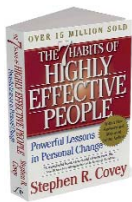
Marion Gallimore,
Marketing and Communication Manager, World Rowing Federation (FISA)



Shortcuts

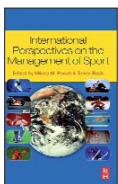
Research, books, and seminars – this is the place to look for new ideas and hints on the latest trends in sport management!

■ **The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change** (15th edition, Free Press, Nov. 2004)



was a groundbreaker back in 1990, and it continues to be a bestseller with more than 10 million copies sold. Stephen Covey, an internationally respected leadership authority, realizes that true success encompasses a balance of personal and professional effectiveness. His theories were used as a base for the latest training seminar for International Federations in Lausanne (see page 6).

■ **International Perspectives on the Management of Sport** (Slack & Parent, Butterworth-Heinemann, July 2007)



is the first multi-contributed book that addresses the various aspects of sport management by experts from around the world. Drawing on their knowledge of international sport management, this book provides cutting-edge ideas from those at the forefront of the industry. A particular emphasis is placed on the rapidly evolving fields of Organizational Theory and Economic Policy and their relation to sport.

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■ **The Marketing of Sport** (Chadwick and Beech, Pearson Education, Dec. 2006)



explores the latest developments in sports marketing with insightful analysis by the world's leading sport marketing academics. International

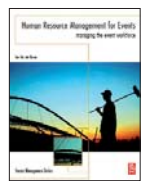
case studies, up-to-the-minute data and a wide-ranging list of websites provide a good introduction to the key aspects of sport marketing.

■ **In The Beijing Olympiad: The Political Economy of a Sporting Mega-Event** (Routledge, Jan 2007),



authors Close, Askew and Xin examine the issues taxing many minds: will the Beijing Games be successful? Who will they benefit? What value will the 2008 Games be to the people of China? The book examines these and other questions, providing a range of original insights of interest to an array of scholars, researchers and students from Sports Studies to Sociology, Politics, Economics, International Relations and Legal Studies.

■ **In Human Resource Management for Events: Managing the event workforce** (Butterworth-Heinemann, Aug. 2006)



is the first text to cover management of human resources in the event environment. Linking theory, research and application it covers the differing and various types of event in which human resource management is key. In a section specifically dedicated to sports events, author Lynn Van der Wagen studies cases ranging from the Olympic Games, Rugby World Cup, Soccer World Cup, Tour de France, Grand Prix to many smaller, local sporting events.

Impressum

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Send questions, comments and article proposals to Editor, Olympic Capital Quarterly, Ch. des Grandes-Roches 10, 1018 Lausanne 18, Switzerland, or email sabrina.tramparulo@lausanne.ch

■ The United Nations has released its report on the 2005 international year of sport. Titled **Sport for a better world: report on the international year of sport and physical education** (United Nations, Dec. 2006) it reviews the achievements of 2005, and the broad range of activities, initiatives and networking carried out in countries worldwide. The 20-page report is available for download at: www.un.org/sport2005

■ This year's graduates of the "FIFA Master", an international Master programme in management, law and humanities of sport based in Neuchâtel, Switzerland, will present their final dissertations during a one-day event in Neuchâtel's brand new football stadium on July 12th. The wide range of topics will provide participants with fresh insights from the latest research undertaken by the students. More info to attend the presentations at: www.fifamaster.org