



OLYMPIC CAPITAL quarterly

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

Trends to Track

by Pere Miró,
Director Olympic Solidarity

The area of sports development is often approached with the discussion of successful programmes and planned activities. It is rare to hear development approached from a conceptual angle or discussions focused on global strategies for the future. One reason for this is that in order to think about conceptualising sports development and making strategies for the future it would firstly be imperative for sports development to be fully understood. Does everyone who works within or surrounding sports fully understand the purpose and logic behind the development work that is done? How can it be decided where to go when you can't clearly define where you are today?

Strengthening the logic behind global sports development

On November 26th – 28th, 2007, Lausanne was host to the 'IF Sports Forum' which invited international federations from around the world to come together for a closed-door, two-day workshop. The forum had two primary sport specific themes – development and marketing. Mr. Pere Miró, Director of Olympic Solidarity for the International Olympic Committee gave a moving keynote speech to open the IF Sports Forum outlining his thoughts on sports development in the 21st Century. The following article is derived from this keynote address.

To improve development on a global level, the purpose and logic of development needs to be understood. Now is as good a time as any to take a look at the bigger picture of sports development and how it can be optimised to ensure continual improvement.

The purpose of global sports development

When looking at development, no matter what the field - human, social, economic, health or sport – there is always an association to 'more' and 'better' in a 'sustainable' way. More, better, sustainable - these are the three key elements of development.

Sport, however, is distinctive for its values. There is no doubt that sport contributes to human development, to social development, to the promotion of peace, environment and education, *etc.* This is development *through* sport. It is not important what kind of sport is used to reach these types of objectives because every sport can be used if it is used in the right context.

Olympic Solidarity has taken part in some concrete projects in this field of

'Development through Sport'. For example:

- In 1997, the International Basketball Federation (FIBA), the International Olympic Committee (IOC), and Olympic Solidarity put together an event for the youth of the six new countries coming from Yugoslavia.
- In 2000, the IOC, Olympic Solidarity and the International Federation of Football Associations (FIFA), organised football matches in Afghanistan to promote young people from villages who had not interacted for many years to meet together.

This type of development through sport is easy to explain both internally and externally to various stakeholders. It is easy to justify and to accept these types of projects as they have a very clear purpose and logic. Sports development, however, is different. It is focused on how each and every governing body or related organisation can work to continually develop its sport and its athletes. And what arguments can be used to convince people to invest in this?

Think about it, if the IOC, International Federations, and National Olympic Committees did not take the lead in ►

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From the Olympic Capital



Dear friends from
Lausanne and beyond,

The State of Vaud and the City of Lausanne have recently commissioned a comprehensive study to quantify the benefits that the more than 40 sports

federations and other organisations based here bring to the local economy.

The economic impact is estimated at more than 200 million Swiss Francs per year (US\$ 180 millions). In addition, about 1'000 people are employed by these organisations who indirectly contribute to further increase this impact. And this is all in addition to the tremendous impact on our image as the Olympic Capital, which has not been the focus of the study.

We would like to once again express our gratitude to these organisations that have put their trust in us. The State and the City will continue to work hand in hand with those who have chosen to be here, by continuing to improve and animate the great platform that has been build over the last decades. The Olympic Capital Quarterly which you now hold in your hands is just one expression of this platform.

We use this opportunity to wish you all a very happy 2008!



With kind regards,

Nicolas Imhof
Head of Sports
State of Vaud

“ Does everyone who works within or surrounding sport fully understand the purpose and logic behind the development work that is done? ”

► marketing sports, other commercial companies would be happy to step in and take over. If these same organisations decided to ignore sports development, there would be few in line to take over the job.

So, simply put, the purpose behind sports development comes down to a strong belief in the good of sport and the desire for sport around the world to continue to be practiced. Why development work is done can be made more understandable by splitting it into four key purposes;

1. To create a solid base for the continual improvement of athletes, coaches, events, *etc.*
2. To secure the credibility of sports organisations around the world by living up to the roles of being a governing body.
3. To promote values through sport, which contribute to the development of society.
4. To govern the sport in a proper way, which by nature includes investing in its development.

This description helps to also clearly define what sports development is not; It is not charity – but solidarity. It is not spending – but investment. It is not more of everything – is it more and better in a sustainable way.

The logic behind global sports development

Understanding the purpose of sports development is not enough to plan for a strong future. The logic behind why things are done in the way they are, also needs to be clear. And unfortunately, this is where many questions can be raised.

Around the world, sports development reaches out to the same targets - athletes, coaches, youth, administrators,

clubs, federations, *etc.* Often the focus is on ensuring 'more' in each of these areas – more athletes, more coaches, more clubs, *etc.* Focusing on making all of these things 'better' often does not get the attention it deserves.

But what exactly is 'better' in sports development? Better protection? Better advice? Better sports career plan for our athletes? Better guidance for youth? Better education for coaches? Better structures for our organisations? Better governance? How can all of this be evaluated?

Focusing on 'more' can often steer development in the wrong direction. What would be the logic behind developing winter sports in countries without winter conditions even if it did mean having more athletes? What would be the logic behind developing water sports in countries without water? What would be the reason to promote complex and expensive sports in developing and poor countries? Where is the logic behind this type of 'artificial' (non sustainable) development? Such development goes against the purpose mentioned above – the solid base, the credibility, the values and the good governance of the sport. Luckily most stakeholders are in tune with this misplaced logic.

Sustainable sports development must be built on a logical view of the actual geographical, economical, and social conditions in the different parts of the globe. Too much focus on 'more is better' only creates limitations to this growth.

One of the main problems today is that sports all tend to do the same thing, with the same partners, at the same time, in the same places. There is no global perspective of sports development that is pushing things forward. If a global perspective is lacking, and there is no cooperation, then development runs the risk of creating competition for



Pere Miró at the IFS Sports Forum, Lausanne, november 26, 2007
 © photo: IOC/R. Juilliant

resources and opportunities. In short – we all need to work together rather than compete to move forward.

The way forward

There is very little known about the global plans for sports development. Our work is often based on experience and stories rather than on figures and research. Plans do exist, there is no question of that – plans can be seen within Olympic Solidarity, the international federations, the National Olympic Committee, *etc.* But few of these plans are currently working together. And how are these plans put into action and results measured? Here, there is very little information indeed.

In order to ensure a successful and secure future for our sports, there are three main areas that should be the focus;

1. *We must know more* about what is actually going on globally in terms of sports development.
2. *We must become better* at exchanging ideas and experiences – between sports, between countries and between various organisations involved in sports development.
3. *We must work together* in the analysis and implementation of various development programmes – not only by exchanging ideas, but also by coordinating strategies, plans and programmes.

To present some fresh ideas on how this can be done will hopefully spark a new debate and discussion in the area of sports development. Here are three proposals for action that would move sports development forward.

Firstly, a GLOBAL STUDY of sports development should be undertaken.

Research must be done on the current situation of sports development. Studies can create an inventory of existing plans, current strategies, investments and partners.

Secondly, a KNOWLEDGE CENTRE should be created for sports development. A central holding should be developed that could update the global information of sports development offering a sustainable means of information gathering. There is no need to create new, complex and expensive structures but simply a place where information can be gathered, exchanged, analysed and best practices published.

Thirdly, an ADVISORY BOARD should be appointed. Experts in the field should be gathered to advise organisations, provide assessments, create opportunities and synergies, facilitate relationships and provide a 'quality' stamp of approval for development projects. Again, there wouldn't be a need to create new, complex and expensive structures as current organisations could host a very basic and simple structure for this purpose.

The future lies in the core

Global sports development can move beyond the ideas presented here – imagine working together, investing together, growing together – but these can be next steps. First, the focus should lie on creating a platform to grow through academic study, a knowledge centre and an advisory board.

Thinking about global sports development is important not only because there is a passion at the core of sports development, but also because together more and better things can be achieved in a sustainable way. The direction for optimising global sports development in the 21st Century can be found in working together to clarify the purpose and logic of what is done. It is only then, that sport can truly be developed.

Global sports development will continue to expand in the 21st Century, but in order to ensure that this is done in an optimal way, it is essential to return to the core of our purpose – to remember, but also believe, in the power and magic of sport.



■ In the Manager's seat

Exclusive interview with Joao Frigerio, General Manager for Sportcal Europe

- **Sportcal, with its headquarters in London, has recently opened a new office in Lausanne. What was the reasoning behind this expansion?**

Sportcal has a great number of clients in Switzerland and neighbouring countries. There are also a good number of potential clients. Being closer and being able to actually meet in person people we've been having contact with over the phone is important to improve not only the news, but also the research side of Sportcal and the commercial side.

- **After spending several months in Lausanne, what in your view does the platform created in the 'Olympic Capital' bring to the international sports community?**

I think this platform is really helpful and federations and other stakeholders are starting to profit from the structure and facilities created in Lausanne. It creates opportunities for them to meet and discuss. Lausanne has been the 'Olympic Capital' for some time, but now, more than ever, it is bringing this name to life. The major benefit in my point of view is the transfer of knowledge between the federations and how this is improving and facilitating relationships throughout the entire sports community.

- **Sportcal, as one of the leading business websites for sport, is often at**

Sportcal.com The business site for sport

In each issue, the Olympic Capital Quarterly gains insight on the actual issues sports managers based here in the Olympic Capital face on a daily basis in their organisations. Here, we spoke to Mr. Joao Frigerio, General Manager for Sportcal Europe – the business website for sport.

the centre of all the communication that takes place in the sports world. What are some of the recent trends you have noticed in the way that international federations are managing their communication?

We have really noticed that federations are becoming more proactive and looking for new and innovative ways to get their messages heard. News used to be just about event results, but now we are hearing more and more about some of their commercial successes but even more interesting is what is going on within their actual organisations. The majority are quite receptive in providing information and I feel they want to show that they are as transparent as possible. More and more they are using our platform to distribute their releases.

- **There are a lot of former journalists that arrive in positions of management in the communication departments of international federations. Do you see any danger in this trend?**

In principle I see no danger as long as they are prepared. It is clear that journalists, despite understanding how to write well, may or may not automatically have the skills to be a strong manager. This type of change, therefore, needs to be planned. I didn't make the transition from journalist to manager over night but took the skills I had developed in journalism

and improved other skills through an MBA in Brazil and a sports management master here in Europe. It wasn't an accident but a well planned career change. As long as people are willing to develop then there is no danger in crossing over between two positions that do share similar (or even different) skill sets.

- **What is the biggest barrier between the international federations and news agencies like Sportcal?**

We have two main hurdles that we try to overcome.

One is that although we are known as a specialised news agency, we also have a lot of other things to offer to the federations. We do a lot of research and often federations don't know how to make use of this. Being here, having personal contact, makes it easier to ensure that they can find the information they are looking for on our site. We offer quite personalised services and in the New Year we will be launching a new website which will be much more interactive and user friendly.

Secondly, we find that as we are a specialised sports channel, when we do stories it is not enough that we use the federation's general press release or talk to the Heads of Communication. Our readers expect more and it is up to us to speak to the decision makers and top people in the federation - which isn't

“Federations are becoming more proactive and looking for new and innovative ways to get their messages heard.”

always easy! Luckily after fifteen years we have managed to establish ourselves as a very respectable source of in-depth information and people trust us to report with independence and integrity.

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

It is hard to give advice when not so long ago I was one of those people dreaming

of a career in sports management! I would remind young people that working in sport is as hard as working anywhere else – and sometimes even harder. It can often be very exciting – when for instance you get to go to events you always dreamed of, like the World Cup – but at the same time quite frustrating – you get to that match you were dreaming to watch, but can't enjoy it because you are busy with your job... Sport offers ups and downs like everything else.



■ ■ ■ ◆ Fast Track

How to speak from a script

Speaking from a script requires slightly different skills than speaking without one. Consider this handful of hints to help you speak from a script, rather than look like you are reading from it.

Track 1
Leave space between you and the lectern

Stand slightly away from the lectern, but not so far that you are out of reach. This will make the angle of your eyes less steep when you look down at your script, which will naturally allow you more direct eye contact with your audience. You will also have enough space to move your hands to emphasise your points.

Track 2
Use the 'eyes up-down-up' technique
When speaking, use the basic rhythm of looking at the first part of the paragraph to memorise as much as you can, then look at the audience and speak out the first part of the paragraph while making eye contact. Before you run out of words, look down at the script and speak out

the middle part of the paragraph while reading. Then raise your eyes to finish the last part of the paragraph.

Track 3
Prepare the script so it's easy to read
When preparing the final script, make each sentence its own paragraph so you can follow the "eyes up-down-up" technique. The last sentences on a page should never cut off and continue on the top of the next page. This would make it impossible to use the right eye technique. And finally, be sure to use big letters (at least 12 pt), so you can actually see the text!

Track 4
Slide, don't flip
Keep the sheets of your script separate – don't staple them. So when you are

speaking, slide the pages aside, rather than flipping them over. This will better hide the sheets and make you look less like you're reading. But remember to put page numbers in all four corners so that if you drop the script, it is easy to quickly place them in the right order!

Track 5
If you're going to use a script, use the script!

There is often a tendency for the speaker to wander from the script during a speech. This can be risky because once you're out, it can be difficult to get back in – the speaker may not only lose their rhythm and place in the script, but they may also risk repeating themselves and looking more as if they are reading as they search for where to begin again.



“Sports Governing bodies need to be clear, interesting, transparent and available.”



From the Seminar Room

by Thérèse Untersander,
Sport Journalist, Le Matin,
Lausanne, Switzerland



What do journalists really want and need?

A recent edition of the IFs Seminars organised regularly in Lausanne focused on the relationship between sports and the media. Sport journalist Thérèse Untersander shared her thoughts with the participants and tells us here a bit more about what she thinks are the key elements that can improve the partnerships between sports and the press.

On a day-to-day basis

1. Tell us who to speak to

Just like sports need to acknowledge the different media that need to be contacted when a story breaks, journalists need to speak to a lot of people from different federations regularly. It is therefore vital to first of all make it easy for the media to have one single contact person within the organisation, and secondly to give them the chance to build a trust-based relationship with that person.

Journalists work under the pressure of tight deadlines: the easier it is for them to contact someone and to have confidence that their answers are on their way, the easier it will be for them to write a detailed and positive story.

Sports should build their own database of journalist contacts. They shouldn't be afraid to make this list a prioritised list and feel free to give more information to those contacts the sport needs and trusts the most.

2. Make information available, preferably online

Journalists are often bombarded by newsletters from multiple organisations. They are actually far happier if they can simply click on a website and find what they are looking for. The information should be readily available and

understandable. Sports organisations should remember that not everyone is familiar with their sport. Also, a few free of charge, good quality photos should also be available for download as well as clear information about the rules of the game, the history of the sport and its top athletes.

During a major event

1. Help us to help sports

In the lead up to any major competition either the federation or the organising committee should try to make it as easy as possible for journalists to attend the event. From hotel room to transportation information, the easier it is for the representatives of the media to sort out their logistical issues, the more receptive and attentive they will be to the event.

During the event, organisers should make sure their press delegates are available and reachable. The flow of communication should be clear to all and the communications available in several languages. Also, organisers will benefit from trying to organise original photo shoots.

2. Build new friends, but treat the old

Major events attract their specific press, but often a much wider range of journalists as well. Organisers

should add these new contacts to their database: collecting every possible paper-cutting or piece of footage about their event in specific markets is a good way for sports to remember who the important contacts for the future are.

While sports make new media contacts, they should not forget to remember the old ones. Prioritised seating and exclusive interviews always help to make old time friends cherish the relationship even more.

After the event, Federations or organisers should revise the hierarchy of their contacts based on the outcome of the coverage. A good thing to do is also to try to get some feedback from the media that attended.

And finally, when crisis strikes

1. React quickly

In times of crisis, the leaders of the sport have to be immediately reactive. The one thing that is certain during a crisis is that the journalists will write their stories; the organisation will only benefit from communicating, therefore preventing gossip or incorrect data to spread in the news. Communication should be streamlined, and only a few selected people should be allowed to be in contact with the media.



OLYMPIC CAPITAL agenda

Some forthcoming sports events in Lausanne & area

January 10 Conference "Globalization in the Business of Sports"
Lausanne
www.aists.org

January 26-17 Snowboard-cross
FIS World Cup – Leysin
www.fis-ski.com

January 29 - February 3 International Dance Competition
36° Prix de Lausanne
www.prixdelausanne.org

February 8-10 Ice Hockey
Skoda Cup, Patinoire de Malley – Lausanne
www.swiss-icehockey.ch

February 29 - March 2 Bowling
International Vidy Championships
Lausanne

2. Don't hide

In times of crisis, a clear strategy should be prepared. A quickly available press release is good, but the organisation should also make sure that there is someone journalists can talk to. Also, if an athlete is involved, it is better to have him or her present during news briefings even if he or she does not speak: it shows the athlete is not hiding from the bad news.

Making friends

To conclude, in order to have the journalists on their side, sports governing bodies need to be clear, interesting, transparent, available and as subtle as possible at all times in their "prioritised" relationships with the media. This relationship can be tough at times but the fact is both sides need each other to exist – so let's work hand in hand to get more and better coverage out there!

◆ From the Seminar Room: participant's input

Preparing media officers and training athletes

Emmanuelle Moreau, Media Relations Manager, International Olympic Committee.

It was a pleasure to represent the International Olympic Committee at the Communication Seminar for the International Federations. I took this opportunity to present the IOC's communication structure and strategy. We wanted to share with the International Federations how we inform and communicate with as much consistency as possible on the various issues which touch our organisation. Specifically two of our main tools that allow us to streamline our communication flow were showcased; our 'position papers' which provide all of our stakeholders and members of the Olympic Family with the IOC's positions on key topical issues, and our 'tracking' tool which allows us to track all of the inquiries coming into the IOC and gives us a chance to respond in a clear and consistent way to these topics. The IOC, as many of the federation's will experience as well, has many people speak-

ing on its behalf and we are working to continually improve the tools we use to ensure that our message can be heard clearly and consistently around the globe.

Steve Ireland, Athletes Training Programs expert for the IAAF.

At the end of 2006, the International Association of Athletics Federations (IAAF), as part of the implementation of their "Athletics' World Plan", identified the need for the top athletes of the sport to become better at interacting with the media. The IAAF President, Lamine Diack, fully embraced the idea of putting together a structured and focused training programme, to run throughout 2007.

The main objective is not only to improve the athletes' skills, but to make them aware of the benefits of being proactive with the media. Not only for themselves and their careers, but for the benefit of the sport globally. Aware-

ness of athletics, in an increasingly competitive media environment, is mostly built on the ability of its key ambassadors (the athletes) to project themselves and the sport in a positive manner. Messages must be clear, convincing – and honest.

The sessions are organised during an athletics event, or at the athlete's training ground. A small team of two trainers and a cameraman film athletes being interviewed. They are played back and fully analysed. They are filmed again so they can see their progress on screen. All along, the experts provide them with simple, practical hints on how they can improve.

Today, more than 20 top athletes have been through the programme and the feedback has been extremely positive. The programme will continue in 2008 and will be expanded to include athletes breaking through into the top flight. We hope you can all see the difference in Beijing this summer!



Shortcuts

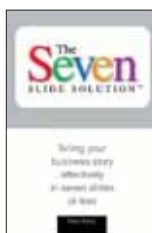
Research, books, and seminars – this is the place to look for new ideas and hints on the latest trends in sport management!

■ **Strategic Sport Communication** (Pedersen, Miloch, Laucella, Human Kinetics 2007) is the definitive text for those who want to gain a comprehensive understanding of the field of sport communication. It introduces readers to all aspects of the sport communication industry and how each is integral to the management, marketing, and operational goals of sport organisations at all levels. Through the examination of key research, current trends, industry demands, and the organisational value of sport communication, the book provides a thorough grounding in the diverse areas the field offers for both academic study and professional practice.



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■ A unique approach to organising and constructing business presentations is introduced in this book. Its content draws on the insights of cognitive psychology and provides an infrastructure to build presentations that resonate with your audience like a good story. **The 7-Slide Solution™** (Kelly, BookSurge Publishing 2005) offers a structured way of making business presentations. It explains how the audience absorbs and translates information, lets the reader discover how to create a structure for a powerful communication during presentations and gives advice on effective slide design in a presentation.



It explains how the audience absorbs and translates information, lets the reader discover how to create a structure for a powerful communication during presentations and gives advice on effective slide design in a presentation.

■ From ancient times to the 21st century, **Sport: Almost Everything You Ever Wanted to Know** (Harris, Vintage 2007) tells the story of sport. All sport. Ever. In eight

themed parts, Tim Harris describes the triumphs and breakthroughs - as well as the cheating and skulduggery - that have created the modern world of sport. Why golf courses have 18 holes, why boxing 'rings' are square? Why do wickets have three stumps? Harris lifts the secrets about why golf balls have dimples and why teams do score more goals at home than away? This book is unique and packed with extraordinary anecdotes to turn any reader into a sporting expert.

■ **Sports Development Policy, Process and Practice** (Hylton, Bramham, Routledge 2007) provides a detailed, authoritative and dependable guide to all aspects of the subject. The field of sport development is an important emerging field of academic study with a distinctive contribution to make to wider social, cultural, economic and education policies and practices. The book examines the roles of those working in and around sports development and explores how professionals can devise better and more effective ways of promoting interest, participation or performance in sport. Some of the contemporary debates about mass participation, community sports development, social inclusion, coaching and talent development, PE and school sport, working and volunteering in sports development, elite performance and the Olympic Games, research and policy evaluation are included.



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■ **Olympic Cities: City Agendas, Planning, and the World's Games, 1896 to 2012** (Gold, Gold, Routledge 2007) provides the first full overview of the changing relation-

Impressum

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ship between cities and the Olympic events since 1896. With eighteen specially commissioned and original essays written by a team of distinguished authors from the UK and overseas, it explores the historical experience of staging the Olympics from the point of view of the host city. As controversy over the growing size and expense of the Olympics continues unabated, this book's incisive and timely assessment of the Games' development and the complex agendas that host cities attach to the event.



■ **Transnational and Comparative Research in Sport** (Henry, Routledge 2007) addresses the difficulties of the wider adoption of a post-modern understanding of truth and knowledge and the diminished significance of the 'local' within the rhetoric of globalization have all combined to constrain comparative and transnational research under the weight of theoretical and methodological concerns in the context of sport studies. The book aims at developing typology which can be adopted to help re-establish meaningful transnational and comparative research supported by case studies and full discussion.