



# OLYMPIC CAPITAL quarterly

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

## Trends to Track

by Richard Baker,  
Communication Director of  
International Boxing Federation

The term development has evolved considerably over the past few decades. It wasn't so long ago that it simply referred to the continual training and certification of coaches with the hopes that this would improve elite performance and provide more opportunity for grassroots participation.

Different federations approach development in different ways, and even within the same sport, programmes and strategy can differ depending on continent or region. Successful sports, however, would all agree on one thing; successful development of a sport needs to take a holistic approach to all aspects of the sport including, but not

## Sports Academies – a good investment for a federation ?

The International Boxing Federation, AIBA, has recently announced a new development project that will see the introduction of boxing academies around the world. Here, Richard Baker, Communication Director of AIBA, explains the federation's approach to this new project, a case that could inspire many federations in their own search for development activities that best suit their needs.

excluded to, athlete performance and administration of the organisation that governs the sport.

### The need for integrated development

Pere Miro, Director of Olympic Solidarity, in a speech made at the 2007 IF Sports Forum in Lausanne, called for more logic behind global sports development and this is exactly why we at AIBA wanted to make sure our next development projects were thought through thoroughly with enough foresight to not only benefit boxing within the next 10 years but also the next 100.

Boxing, a worldwide Olympic sport, is undergoing some deep rooted changes in its governance. In order for AIBA to become recognized as a trustworthy organisation that is capable of providing the needed support to the future development of the sport, it was clear that development in all areas of the sport, from administration to elite athlete performance, needed to take place. It is imperative that athletes, as well as staff, volunteers and fans around the world can relate in their own way with the sport of boxing. A true relationship

needs to be developed with all of these individuals and this will only be developed through an increased focus on proper and consistent governance throughout all aspects of the sport.

How can we provide this focus and consistency to the sport? To answer this question the key people involved in the sport – the boxers, coaches, officials and administrators, the people who have been involved in the sport for many years and likely to continue to do so for many more to come – were asked a number of questions, among them, what needs to be improved in the sport of boxing and what measures would you take to implement this change? The results of this survey provided one key answer – education.

This word summarized all of AIBA's needs at this time. The AIBA Reform Committee, which was the brainchild of AIBA President Dr. Ching-Kuo Wu with the goal of implementing numerous reforms across all levels of AIBA and included Executive Committee members, international sport and industry experts as members and IOC member Dr. Gerhard Heiberg as the Chairman, strongly recommended a Boxing Academy as the answer to our needs. ▶

## Inside

Trends to Track	1
Sports Academies – a good investment for a federation ?	
In the Manager's seat "Sports administrators need to be leaders of change"	4
From the Seminar Room USOC Programme brings coaches from around the world to the Olympic Capital	6
Shortcuts	8



## From the Olympic Capital



Dear friends from  
Lausanne and beyond,

The State of Vaud and the  
City of Lausanne were  
recently given the oppor-  
tunity to once again  
demonstrate that we truly  
are at the heart of interna-  
tional sport. In one week

we hosted the four candidate cities  
for the 2016 Olympic Games who  
were in Lausanne to present their  
technical bids to around 100 IOC  
Members, as well as the seven inter-  
national sports federations who are  
vying for a place on the Olympic Pro-  
gramme.

It was truly a great pleasure for us to  
welcome all of these distinguished  
guests who are working towards  
making a stronger Olympic Move-  
ment: on the one side the cities and  
sports with their innovative ideas for  
the Olympic Games, and on the other  
the IOC membership who decide on  
how to lead the Olympic Movement  
into an even brighter future.

We were honoured to be chosen as  
the location for these important new  
meetings. Opportunities for such  
constructive exchange between  
"offer and demand" are few and far  
between in the sports world. We look  
forward to hopefully being able to  
provide this platform to the cities  
and sports for years to come.



With kind regards,

Nicolas Imhof  
Head of Sports  
State of Vaud

“The aim of an academy is to educate  
and provide the participants with the tools  
to make a difference, not only to their own lives  
but to their communities as well.”



AIBA President – Dr Ching-Kuo Wu.

### The response

Sports academies have become  
increasingly popular as centres of excel-  
lence for elite athletes, as education  
centres for sports administrators and  
institutes for sports science etc. Many  
international federations run their own  
centres, but there are also private  
commercial centres as well as national  
centres. Although this trend has been  
developing for some time, it seems that  
often centres are being built but the rea-  
soning behind them is not very clear.

Academies have been opened in the  
past simply because it was the thing to  
do. Starting back in the 70's it became  
clear that successful sporting countries  
had such academies (Russia, East Ger-  
many, etc) so other nations thought that  
they should invest in building one if they  
wanted to be successful. Federations –  
with the ultimate goal of developing  
their sports – then also jumped on  
board as academies seemed like a good  
investment and a way to use develop-  
ment budgets.

There has been debate on all sides of  
the concept of sport academies as to

whether the expense of these types of  
facilities have the necessary impact on  
the development of athletes or whether  
the money could be used better in a  
decentralized system.

Therefore, before jumping on board,  
AIBA wanted to be sure, in its own right,  
that an academy was what boxing really  
needed. Is a sports academy the right  
answer to our development needs?

To evaluate whether a sport academy is  
the most effective means to develop-  
ment, an organisation should establish  
clear criteria across all relevant areas  
related to how they wish to develop. For  
athlete development, for example,  
areas such as access to top coaches,  
athlete professionalism within the  
sport, athlete access to top facilities,  
need/availability to support sport serv-  
ices (sports medicine, sport sciences,  
etc.) and the health of the current ath-  
lete development pipeline within the  
sport all need to be evaluated. Only  
after a thorough evaluation of this type  
of criteria would it be wise for an organ-  
isation to venture into the sport acad-  
emy/training centre arena.

The AIBA Reform Committee identified  
the global and continental needs in  
order to determine what the main  
objectives should be for the AIBA  
development programmes. Consider-  
ing the important nature of these pro-  
grammes and sense of importance on  
delivery, AIBA took the decisive step to  
launch five boxing academies in five  
different stages. The first AIBA Boxing  
Academy will be opened in Bécancour,  
Canada as a model academy. Once the  
Bécancour academy is successfully  
open, running smoothly and operating  
on all cylinders, a second academy  
will be opened in Podolsk, Russia. The  
same principle will then apply until  
there is one AIBA Boxing Academy for  
every continent.



AIBA Boxing Academy, Bécancour, Canada.



The academies will not only focus on elite performance, but also on ensuring a high level of skill in all areas of management, administration and governance of the sport worldwide. The temptation to charge head first into launching all five academies at once was there, however the AIBA Reform Committee decided that the more meticulous strategy of launching one academy at a time will ensure that no corners are skipped and all beneficiaries of the academy will obtain maximum value.

The aim of an academy is to educate and provide the participants with the tools to make a difference, not only to their own lives but to their communities as well. So it is imperative that the philosophy and strategy are sound before jumping to the structure. Building an academy is not enough: having the right strategy, and finding the right qualified people with the proper skills to implement such projects is imperative. With this in mind, AIBA ensured that the right programmes and the

right people were put in charge of the requirements.

And that is why Bécancour stood out as the number one pick to host the first AIBA Boxing Academy starting from 2010. After 20 cities had registered their intent to host AIBA's first boxing academy, Bécancour won the selection for the quality of not only the infrastructure and location but also of the invaluable support from the local and regional government of Bécancour and its surroundings. The determination of people, who are fully prepared to provide an environment where the young boxers of today cannot only develop their boxing skills, but also their minds in order to grow as a better person in society, was another decisive factor. The culture and education support from the city of Bécancour and its university was another key point, and it all added up to Bécancour becoming the premier choice as a destination where AIBA boxers can excel both inside and outside of the ring.

One way to ensure the AIBA Boxing Academy was sufficient to boxing's

needs was to look closely at other examples and ways of raising the bar, learning from good and bad experiences. There is no need to reinvent the wheel, however it was crucial that the AIBA Boxing Academy would not repeat any mistakes of the past and will be a leader in the field of sports education and management.

### Moving forward

The enhancement of all intellectual and physical levels of the global boxing family is the key to success for the overall development of the sport of boxing. Another main objective of the academy is to boost the quality of boxing at the youth level, specifically in developing countries.

An Academy is definitely a long-term project and AIBA has put aside five years to fully launch its five academies. To take a short sighted view could jeopardize any long term benefit, however with the launch of this first academy, the immediate task is straight at hand. We are confident that AIBA is creating something new and innovative that will add to our existing development projects, and be of benefit for decades to come.





“Sports administrators need to integrate knowledge from many disciplines, including technology, law, and business, as well as a strong business background.”

## ■ In the Manager's seat

Exclusive interview with  
Dr. Claude Stricker, Executive  
Director of the AISTS – the  
International Academy of Sports  
Science and Technology



International Academy  
of Sports Science and Technology

### ■ What would you say is the main change that the administration of sport has experienced over the last ten years?

In the past, sport administrators typically had to learn by trial and error, because there was little accessibility of programmes to train and educate them in sport specific arenas. Sport is now professionalized with individuals still possessing great enthusiasm for sports, but also management training and expertise in other businesses and fields, enabling them the capacity to move the sport forward and be the leaders of change.

### ■ What do you think are the new skills required to be a good sport administrator?

Sports administrators must have the capacity to integrate knowledge from many different areas including technology, law, medicine, and ethics, as well as a strong business background. Sport has become more complex and the need to “think globally and act locally” has never been more apparent in this industry. Of course, administrators must possess an open mind and an evolving vision, complemented by an innovative spirit to be able to succeed in this industry. Finally, sports administrators and managers must

## “Sports administrators need to be leaders of change”

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. In this issue, we asked Dr. Claude Stricker, Executive Director of the AISTS – the International Academy of Sports Science and Technology – home of a renowned Master programme in sports administration, about his views on the role of higher education in the sports industry.

have the humility to continuously learn and adapt in a fast paced and changing world.

### ■ How have you reflected this change in the content of your Master programme in sports administration in Lausanne?

Our programme is highly international with each class representing all continents, speaking more than 30 languages, and bringing global perspective and experiences to contribute toward discussions. We also offer an extraordinary level of scientific knowledge with more than 125 lecturers/speakers each year who are renowned experts in their specific field, covering management, technology & engineering, economics, law, sociology, biology & medicine. We place special emphasis on technology, innovation, business and governance, because these areas are the critical factors in the evolution of sport. The programme also includes practical work for sports organisations blending theory and scientific knowledge with real world mandates and applications.

### ■ International Sports Federations always mention that a good knowledge of their sport is required to apply for a position within their team.

Do you think it is really important for a good sports administrator to be a specialist of the sport he or she is working for?

What is a necessity is that the candidate understands the root and essence of the sport discipline. Sport is driven by passion. A passion for sports or another art form and a strong belief in the values inherent in sport, are essential for sport administrators. A good mixture of staff would be half from the federation's particular sport, and half from other sports, giving the organisation fresh perspective. What is more important than coming from a particular sport is the understanding and respect for the effort and practice behind an athlete's performance and the finished product of an event.

### ■ What would you recommend your students to answer when they are asked, during a job interview, why they want to work in sports?

This answer should come from the heart and it is most likely different for everyone. They have to express their passion for the industry and really look within themselves to communicate where this passion comes from. I cannot advise them with a specific answer, but only with the recommendation that

s must have the capacity from many different areas law, medicine, and ethics, business background. ”



Solar Impulse.

they have a clear picture of why they were motivated to enter the industry. Most students at the graduate level already have a strong understanding of this driving force.

■ **There are more and more higher education programmes in sports administration around the world. How does a programme like yours remain competitive?**

There are over 130 university programmes in sport management in Europe alone! Our differentiation is that we are a global platform, mutually enriching our participants with their own diversity. We are also one of the few programmes with overwhelming expertise in technology, and now more

than ever, new technology and sports go hand in hand. One of our academic founders, the EPFL engineering school, is the scientific partner of renowned sports technology research projects such as the America's Cup Alinghi sailboat, Solar Impulse, FINA research and testing of new technology swimsuits, and many more. Our unique access to the International Olympic Committee (IOC) as one of our founders gives our students a strong understanding of Olympic values and contact with motivating individuals within the IOC.

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

First I would recommend practicing their sport at the highest level possible to experience the motivation and drive needed to succeed in sport and in business. I would recommend they do an undergraduate degree in another area of interest: business, arts, science, management, engineering, etc., and get work experience in that field. Then they'll have a solid background to pursue a more specialized field. That is when I would recommend a masters degree in sport specific management. These individuals bring years of experience with them, and prove to be invaluable resources to their future employers. Last, but certainly not least, is to learn as many languages as possible to be able to adapt in the international world of sport.

## ■ ■ ■ ◆ Fast track

# How to improve your writing

Whether you love writing or dread facing a blank page, writing probably plays a critical role in your daily work. You probably have to write emails, memos, reports or other things that require writing skills. Here are some fast tracks to help you improve your writing.

### Track no. 1

**Communicate don't complicate.** Getting your message across and understood is more important than impressing your readers. Chose a simple structure and make sure your message is clear or it won't matter how well you write the reader will not understand.

### Track no. 2

**Keep it conversational.** Business writing is different than what we all learnt in school. Fancy language and sentence structures make reading difficult. Some grammar rules can be broken, just as we do in conversations. Writing is more effective when it doesn't sounds like a grammar lesson.

### Track no. 3

**Make it personal.** Especially when writing communication material where you want to persuade your reader, use the second person (you). This will allow you to connect with the reader and gives a feeling of one-on-one personal communication.

### Track no. 4

**Read it aloud.** Before sending an important email or letter read it out loud. This will give you the chance to see if your sentences really do flow nicely together. If you find yourself tripping over words or gasping for breath, rewrite it!

### Track no. 5

**Edit.** Writing and editing at the same time just simply doesn't work. Most skilled writers put as much effort into editing as they do into their first drafts. So, give yourself time to read and re-read your work.



“A programme focused on building the knowledge and capabilities of coaches is of great value to the development of athletes.”



## From the Seminar Room

by Greg Curchod,  
Director, TSE Consulting

# USOC Programme brings coaches from around the world to the Olympic Capital

This past April, Pat McQuaid, Vice President of ASOIF and UCI President, Matt Smith, Executive Director of FISA, and Yassine Yousfi from Olympic Solidarity presented coaches from 27 countries with their certification from the first edition of the International Coaching Enrichment Certificate Programme (ICECP), at the Maison du Sport in Lausanne. Here, we take a look at this new and innovative initiative organised in collaboration between Olympic Solidarity and the USOC.

The ICECP programme is offered to NOCs world-wide by the U.S. Olympic Committee (USOC) and the University of Delaware (UD) in partnership with Olympic Solidarity. The graduation ceremony here in Lausanne was the culmination of an intensive coaches' education programme that began in September in the United States.

The focus of the course is on the sports sciences combined with a practical component which included an apprenticeship with a U.S. Olympic team or university team as well as the development of a project aimed at improving the national coaching infrastructure in their respective sport with the support of an international expert.

“Following the conclusion of the modules in Colorado and in Delaware, my way of seeing sport has changed, all the ideas that we were able to gain and that we are able to put into practice in our countries are extraordinary,” said Sergio Vargas, Guatemalan Softball Coach. “This week I am completing a talent identification programme on a national school level in all sports. All this is fruit of the ICECP.”

Among the graduates of the first edition of the ICECP were Ivo Lakucs, coach of the gold medal-winning BMX team from Latvia and Atanas Nikolovski, a white-water kayak athlete and coach who was the flag bearer for The Former Yugoslav Republic of Macedonia during the opening ceremonies in Beijing.

“Through the ICECP we have the opportunity to share as an Olympic

Committee and as a nation our knowledge, resources and determination to reach out to the rest of the world, said Robert Fasulo, Chief of International Relations for the USOC. “In collaboration with Olympic Solidarity we identified the development of a coaching education course as one way we could partner with the Olympic Movement to support the international development of sport.”



Participants ICECP, Lausanne 2009.

# OLYMPIC CAPITAL agenda

## Some forthcoming sports events in Lausanne & area

July 7 Athletics  
Athletissima  
[www.athlessima.ch](http://www.athlessima.ch)

August 21-23 Horse sport  
Equissima,  
Lausanne  
[www.equissima.ch](http://www.equissima.ch)

August 29-30 Lausanne Triathlon  
Ouchy  
[www.trilausanne.ch](http://www.trilausanne.ch)

September 13 Lausanne Walking  
Stade de Coubertin  
[www.lausannewalking.ch](http://www.lausannewalking.ch)

Until September 13 "Heroes" exhibition  
Olympic Museum  
Lausanne  
[www.olympic.org](http://www.olympic.org)



U.S. Olympic Training Center.

The graduating ICECP coaches' projects ranged from the Development of a National Volleyball Coaching Education Programme in Fiji to establishing a long term athlete development plan for Kayaking in Macedonia. The projects were judged by a jury of international tutors as being of exemplary level, with honourable recognition granted to twelve of the coaches.

"We felt that a programme focused on building the knowledge and capabilities of coaches would be of great value to the development of athletes" said Fasulo. "And by including within the programme the development of a project relevant to their sports and countries helped to ensure that there was a sustainable element that would last beyond the course itself."

The academic portion of the programme consisted of daily lectures, group projects and demonstrations from USOC Performance Staff, University of Delaware professors and coaches, as well as world renowned experts. Recognizing that the programme should also include some extra-curricular activities, especially during the evenings and weekends when the coaches were more bound to feel homesick, the UD and the USOC took advantage of close by opportunities to develop a complimentary cultural and sporting programme.

The University of Delaware portion included field trips to Philadelphia to visit the training facility of the NFL's Philadelphia Eagles, and a tour of the Wachovia Center, home of the NBA's Philadelphia 76ers where the participants had a chance to see the 76ers in action against the New York Knicks. The group also attended a University of Delaware American football and football matches where the coaches were

recognized in front of the stadium, as well as traveled to Washington, D.C. for a day where they visited the U.S. Capital, museums and monuments.

After completing the UD part of the programme, the coaches participated in an apprenticeship either with their respective sport Olympic team or a college team at Penn State University, University of Delaware, Ohio State University or Texas Wesleyan University.

The programme moved to the U.S. Olympic Training Center where sessions were presented by USOC staff and experts. The group also visited the U.S. Air Force Academy and attended an American football game, as well as went to an NHL match in Denver, and climbed to the summit of Pikes Peak at 4,300 meters via a cog railway.

To conclude the first part of the programme, the coaches met with their international tutors, from the CAR, INSEP, Canadian National Coaching Institute, Sports Coach UK, the USOC and the University of Delaware, who then worked with the participants over the next six months in supporting them with the development and implementation of their projects in their home country.

In April, the coaches met back in Lausanne where they were tasked with presenting the results of their projects to a jury of tutors followed by a public presentation at the IOC Headquarters. While in Lausanne, the ICECP coaches also had a chance to visit their respective IFs and the Olympic Museum.

"ICECP was a great demonstration of international cooperation between NOCs, the respective IFs, multiple NFs,



professional sport organisations, several university athletic departments and Olympic coaching development experts," said Yassine Yousfi, Project Manager, of Olympic Solidarity's Coaches Section. "We are especially grateful for the dedication, personal attention, courtesy and passion that the USOC, the whole team at the University of Delaware and the city of Lausanne demonstrated towards the coaches and in making the ICECP programme a great success."

The list of the participating coaches and their projects, please see:  
[www.udel.edu/ICECP/2008ParticipantHomePage.html](http://www.udel.edu/ICECP/2008ParticipantHomePage.html)

For a brochure of the ICECP 2<sup>nd</sup> edition please see: [www.udel.edu/ICECP/](http://www.udel.edu/ICECP/)



## Shortcuts

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

### ■ Sports Economics: Theory, Evidence and Policy

(Butterworth-Heinemann, May 2009) provides a highly accessible introduction to the main theoretical, empirical and policy issues that emanate from the economic analysis of sport. It embraces the full scope of the sports economy, covering the three main arenas in which sport takes place – mass participation, professional sports and sports events. The key elements of the economic representation of these three markets is examined, together with the main policy issues, as well as the underlying demand for and supply of these sports.



### ■ Written by a renowned international management consultancy specialised in the world of sport, The New Sports Organisation

(ProSport Publishing, March 2009) provides the crucial link between management theory and the practical day-to-day work of running a sports organisation. The purpose of the book is to present a view of the eight essentials needed to successfully manage today's sports organisation, based on research and theory and tested by consultants worldwide in various different sports. An essential read for all sports administrators who want to bring their organisation to the next step.



Available at [www.tseconsulting.com](http://www.tseconsulting.com)

### ■ Strategic Sports Event Management, Second Edition: Olympic Edition

(Butterworth-Heinemann; 2nd edition, May 2009) provides students and event managers with an insight into the strategic management of sports events of all scales and nature. The framework offers a planning process that can be used to understand the importance of a strategic approach, and shows how to implement strategies that can achieve successful sports events over the short and long-term. The text uses new international case studies throughout to offer real-world insight in both larger and smaller events. Plus, in this new Olympic edition, we see the introduction of a Beijing Olympiad case study in each chapter.



### ■ Qualitative Research in Sport Management

(Butterworth-Heinemann, April 2009) is the first book of its kind to produce a unique and ground-breaking work which brings together valuable research designs. In each design the text provides a concise guide to how each model can first be applied to sport management issues and problems, second, strengthen the research design, and finally, enhance the research process.



## Impressum

Published four times a year  
Distribution: 2500  
Edited by: City of Lausanne / State of Vaud  
Editorial Board: Nicolas Imhof • Patrice Iseli • Sabrina Tramparulo • Cosima Deluermoz  
Graphics: Next Communication  
Photography: © Service des Sports, C.I.O. AIBA, EPFL.

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

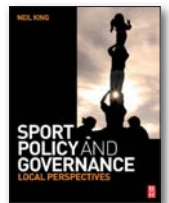


This newsletter is available online at [www.ifsports-guide.ch](http://www.ifsports-guide.ch)

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](mailto:sabrina.tramparulo@lausanne.ch)

### ■ Sport Policy and Governance: Local perspectives

(Butterworth-Heinemann, April 2009) is the first detailed study of the politics of sport policy at the local authority level of governance. In focusing on the local level, the book recognises that the extent to which we benefit from public policy is a result of where we live. As the book gives centre stage to the period since 1997, the changing parameters of local sport policy are located within political priorities around elite sport development and the instrumental uses of sport to deliver social policy goals.



### ■ The Score Takes Care of Itself: My Philosophy of Leadership

(Tantor Media; Unabridged edition, August 1, 2009) Bill Walsh is a towering figure in the history of the NFL – he changed the way football is played – pushing it into the twenty-first century. Prior to his death, Walsh granted exclusive interviews to bestselling author Steve Jamison. They became his ultimate lecture on leadership – illustrated by dramatic and apt anecdotes from throughout Walsh's career.

