



OLYMPIC CAPITAL quarterly

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

Trends to Track by Greg Curchod*

A bigger reach for better sports events

The UEFA EURO 2008 in Austria and Switzerland was a great success, not only for the eight host cities, but also for neighbouring regions that weren't directly involved in its organisation. It showed a new way for sporting events to expand beyond the borders of its host cities, while also giving international federations a lesson in how to create bigger more successful events for the future.

Looking to the regions that surround the host cities may well be the key to bigger, more successful and financially secure events. Most organising committees already work closely with the regional authorities of their host city in areas such as transport and security matters. In the future, however, in order to get wider areas involved in the events, federations and organising committees will need to give more attention to the regional authorities not only of the host city, but of the entire host region.

"City-regions": a new unit scale for sports events?

As urban centres become larger and city boundaries become less clear, the dis-

inction between a host city and the surrounding towns becomes blurred. Rights holders, therefore, will have to start considering new unit scales for their events to spread the impact even wider.

By expanding the geographical platform an event has, federations will create new opportunities to involve more key stakeholders and investors who can take an active part in the organisation of the event. Not only will they be spreading the costs but the risks and benefits of the event as well.

Event owners, therefore, need to consciously take note of this trend and start to package their events in such a way that the tourism and investment benefits for the region are clear. With the costs of staging sports events continually on the rise, this could be the answer for hosting financially secure and lower risk sports events. At the same time, it creates an event that will touch more lives and reach out to more people who will feel that their tax money is being used on an event that touches them directly.

As an example, The London 2012 organisers are currently going out of their way to try to convince the regions surrounding London that they too can

get involved in the Olympic Games. As a first step they have recently announced the officially approved training camps that are purposely displaced throughout the entire country.

This concept applies mostly to large scale events like the Olympics, and team events such as the Football World Cup and Rugby World Cup. Individual sports, however, can benefit from such an approach as well. For example, preparation events can be held close by a week or two before the main event, as we have seen with the Artois Championships in London's Queen's Club being held just a week before the main event of Wimbledon Championships in London. This allows for a greater area than just Wimbledon to get involved in the tennis hype that hits the city.

Stretching the geographical region of the event also allows for more promotion and therefore an increased awareness that the event is taking place. The best example of this is the Olympic torch relay. The relay enables the IOC to spread its message of peace and humanity around the world. The torch relay for the Sydney 2000 Games drastically helped to improve low approval ratings about the event all over Australia. ▶

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OLYMPIC CAPITAL quarterly

From the Olympic Capital



Dear friends from
Lausanne and beyond,

As the streets become quieter and daily life returns to normal it's natural for us to reflect on what a great event the UEFA EURO 2008 was for Switzerland. The EURO, by far the biggest sporting event

ever hosted in Switzerland, was a big success, and together with our colleagues from the City of Lausanne we are thrilled with the impact it had on our region.

Even though we did not host any events in Vaud, we definitely benefited from the event. These benefits, however, did not come alone. We build a strategy prior to the event that allowed us to capture some of the excitement. Through hosting a team, hosting media, and hosting many fans we were able to feel like we were an integral part of the event.

This edition of the Olympic Capital Quarterly has tried to stress the importance of this very message: as a "non-host" you can only reap benefits if you plan well in advance. The overflow of fans will not automatically come to regions surrounding the host cities – the regions need to reach out, promises need to be made and expectations have to be met. We hope the fans enjoyed their stay in Vaud.

As we close the door on the UEFA EURO our eyes turn to the next great event of 2008 – the Beijing Olympic Games. Let the Games begin!



With kind regards,

Nicolas Imhof
Head of Sports
State of Vaud

“By expanding the geographical platform an event has, federations will create new opportunities to bring on board more key stakeholders and not only be spreading the costs, but the risks and benefits of the event as well.”

► UEFA also launched a Champions League Trophy Tour to promote the league. This kind of creative thinking can be done by all federations, big or small.

Non-hosts: a new kind of ambush marketing?

It could be suggested that a non-host city can benefit from an event taking place close by simply by acting as if it was hosting. In other words, the non-host city can reap the benefits of hosting the event but without sharing the costs or risks. Is this a new kind of ambush marketing? Certainly not. The involvement of a wider region should be an integral part of the event organisation – and something that rights holders encourage rather than prohibit.

Sports federations that are looking for ways to increase investments in their events can assist neighbouring regions to get involved by documenting and developing ideas of how the region can benefit from the event. Regions need to be aware that they too can benefit, not by directly hosting the event, but by using the event as a platform for communication and activation of special projects for the benefit of the host city, the sport, and of themselves as a 'non-host'.

Some tactics for non-hosts

But how can surrounding cities get more involved in an event taking place next door? The UEFA EURO 2008 provides some examples. There were around fifty non-host cities that had an integral part in the organisation of the event.

Typically, there are three areas in which these cities were active: Team camps, media centres and fan hospitality.

1. Attract training camps and base camps

Many EURO base camps were the result of the organising committee teaming up with the tourism offices

of the regions in order to provide the teams with the best possible training venues and accommodation.

To make hosting a team even more successful, cities can look to attract the national teams of countries that are heavily represented within their own local community. For example, the French speaking part of Switzerland was focused on attracting the base camp of the Portuguese Team as the Portuguese community in this part of Switzerland is extremely large.

Because the "base camp market" is becoming very competitive, tourism authorities are advised to start initial contacts with team leaders very early, before teams or athletes are even qualified for the event.

2. Become media-friendly

National media will follow their national teams to their base camp so another main consideration for the non-host's strategy to host a base camp is also the nature or "nationality" of the media coverage that they will get out of it. Non-host's should focus, therefore, on attracting media from international markets where they would most like to be present and promote themselves.

A strategy with the tourism authorities should be implemented to ensure that the media are fed with the appropriate messages about the place. Special events for the media, such as tours and photo opportunities with players should be organised on behalf of the city.

To be successful with the media, however, non-hosts will have to become as media-friendly as host cities, providing journalists with working conditions that can compete with the turn-key solutions that host cities will naturally be offering.



Trends to track – case studies



Lausanne and the UEFA EURO 2008: capturing the action



3. Welcome the fans

Fans will prefer to stay where the event actually takes place. Depending on the size of the event, however, the host city will not be able to absorb the accommodation demands which allows for neighbouring cities to attract the overflow of visiting fans.

In terms of accommodation, large sports events are quite good at developing a collaboration between the main city and its non-host neighbours, adding hotels from surrounding areas into travel packages. But much more can be done in order to create an experience for the fans outside the centre of the event.

The success of public viewing, or 'fan parks' as they are often known, should not prevent the development of other innovative ideas. Fans that are not going to see the event live will travel reasonable distances if the right promises are made. The key here is to always link the product or promise to the sport event itself. For example, advertising that the non-host city is located near a beautiful lake is not enough, but putting a big screen on the lake where spectators can watch the event may just do the trick.

Thinking bigger, for better events

Teams, media, fans – they are all part of the pie. The bigger the pie, the more successful the event. The more successful the event, the better it is for the sport, its federation and all the host and non-host cities. The key to future success is to find ways to stretch the concept of a host city, and involve more regions, if not the entire country, in an event, bringing sports events to a new scale.

**Greg Curchod is the Director of TSE Consulting, Switzerland.*

Lausanne, despite not being a host for the UEFA EURO 2008, decided to do everything it could to ensure that the Olympic Capital fully experienced the event.

We secured the Netherlands National Team's base camp through existing relations with the management of the team. Their presence attracted media from Holland and its opponent countries and hundreds of fans assisted to the team's training sessions at our Olympic Stadium.

A large public viewing area, the 'UBS Arena', was set up in Lausanne and had a capacity of 10,000 spectators. Developed by a private company and sponsored by a large Swiss bank, UBS, sixteen such arenas were set up in host cities around Switzerland. Lausanne

hosted the largest one. Surrounding the arena, we put together different "villages" featuring a lot of sports related activities for families, as well as a large food court that focused on traditional foods from the participating teams.

Many other activities were organised by the city in conjunction with the State of Vaud, for example 22 public foosball tables were placed in different key areas of the city, Canton de Vaud branding was set up around the city with information points and other various hospitality initiatives for our visiting guests.

Patrice Iseli
Head of Sports
City of Lausanne, Switzerland



Ekurhuleni and the FIFA World Cup 2010: hosting as a "non-host"

Ekurhuleni, South Africa, will not host World Cup games in 2010. Nevertheless, due to its important positioning beside Johannesburg and its international airport, OR Tambo International, the municipality has secured a special place within the 2010 organisation.

Just a two-hour flight from the stadiums hosting matches, Ekurhuleni makes an ideal base camp for supporters and teams. Most foreign visitors will have to pass by the international airport when arriving in South Africa.

As part of our 2010 strategy, the city has developed a concept of being the "Welcome Village". We will host a Fan Zone and Fan Village that will

be visible to passengers flying into the airport. The slogan "stay to play" is being used to promote the concept that supporters are invited to stay in Ekurhuleni and to jump on a plane to attend the games.

Ekurhuleni is also working on five legacy programmes that will run over the next three years focusing on infrastructure development, social cohesion and sporting culture, expanded tourism, clear city identity, and human capital development. So, it is evident, that even as a "non-host", Ekurhuleni is expecting to benefit a lot from the 2010 World Cup.

Joe Mojapelo
General Manager,
2010 & Special Projects
City of Ekurhuleni, South Africa



■ In the Manager's seat

Exclusive interview with
André Gueisbuhler,
Secretary General
of the International Gymnastics
Federation (FIG)

■ M. Gueisbuhler, what is the main reason for such a large International Federation like FIG to move to the Olympic Capital?

It was the Canton of Bern's sudden decision that the FIG must pay taxes which launched the discussions to leave Moutier and establish our headquarters elsewhere.

We chose Lausanne for the following reasons:

- We did not want to leave Switzerland
- Lausanne is the Olympic Capital and the seat of the IOC
- Lausanne is the seat of over 20 International Federations
- Lausanne was keen to have the FIG in Lausanne and made us a very generous offer to buy the former headquarters of the FIVB
- Lausanne granted the FIG a tax exemption
- It is easier to find staff with the specific education, knowledge and experience in sport in Lausanne

The easiest way to summarise our decision is to take an example from the USA: If you are in the computer and IT business you are in Silicon Valley, if you are in finance, you are at Wall Street in New York. In Switzerland, if you are an IF and part of the Olympic movement, you are in Lausanne and not in Moutier.

Why International Gymnastics moved to the Olympic Capital

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 speak to André Gueisbuhler, Secretary General of the International Gymnastics Federation (FIG) who is currently moving the Federation to its brand new headquarters in Lausanne.



■ As an administrator and a manager, what is the main challenge that you have faced in the move?

The main challenge was and still is to recruit over 50% of new staff. We lost a lot of knowledge and experience which must now be rebuilt. A few staff members will commute between Moutier and Lausanne, which is 1 hour 40 minutes by train (one way) and I foresee that they will also not continue to do this for a long time. This means that I will have to face an extremely high fluctuation rate for probably another year.

■ So, as part of the move, you will have to hire new employees in Lausanne. What would you say are the key skills that a modern sports administrator should be looking for when hiring new staff?

For me, the most important is a good and specific education, the ability to communicate, perfect in English and French,

additional languages are also an important asset. Teamwork, efficiency, flexibility and reliability are the other key qualities I am looking for. And if all this can be combined with experience in Gymnastics, then I have my perfect employee.

■ Will you use the opportunity of this move to change the way that FIG works internally (internal structure, reporting procedures, etc)?

There are no significant changes planned but obviously this new beginning and especially the recruitment of so many new staff, offers a unique opportunity to revise certain structures and to completely review every single job description. Working on 4 different floors in Lausanne, compared to 2 floors in Moutier made me think a lot about the mere physical placement of every staff member and our departments and thus the information flow.

■ In Lausanne, Federations regularly meet to exchange ideas and knowledge. What do you think a Federation like FIG could learn from other Federations?

I already had regular contact with my colleagues, the Secretary Generals as well as many Presidents of other federations. Whenever I face a problem, I try not to reinvent the wheel and seek

“I am sure the FIG as an organisation and myself personally can learn a lot from other IFs.”

advice from those who are facing the same problems. To now be located in Lausanne will deepen these relationships and this exchange of ideas. I am sure the FIG as an organisation and myself personally can learn a lot from other IFs. I sincerely hope that this is not a one way profit for the FIG and that we can also give valuable input and support to them.

■ **By moving to Lausanne, you are moving closer to the IOC: what message would you like to send the IOC as you establish yourself in the Olympic Capital?**

It underlines that the FIG is part of the Olympic Movement, that it is at the side of the IOC in all the major problems sport faces in today's society. The FIG is the oldest Olympic Federation and one of the most important ones in the Summer Olympic Games. Gymnastics is the base of all physical education, the base for all other sports.

■ **What do you expect that the Games in Beijing will do for your sport internationally?**

I expect, and hope, that the Olympic Games in Beijing will once again be a great success for Gymnastics, and boost

for young people to practise Gymnastics. I expect a record in TV ratings and viewing hours and an even wider spread of beautiful images of Gymnastics through new media.

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

Study hard in order to be able to go to University and take a degree in Sports Management. Make sure your English is perfect and you have a good knowledge of another three current languages.

Lausanne sports network goes online

The Maison du Sport International (MSI) in Lausanne has just launched its official website at www.msi-lausanne.ch.

The site, offered in both English and French, showcases the MSI with details about the building and its tenants, including a comprehensive list of all of the events taking place within the MSI and a calendar of international sports events around the world.

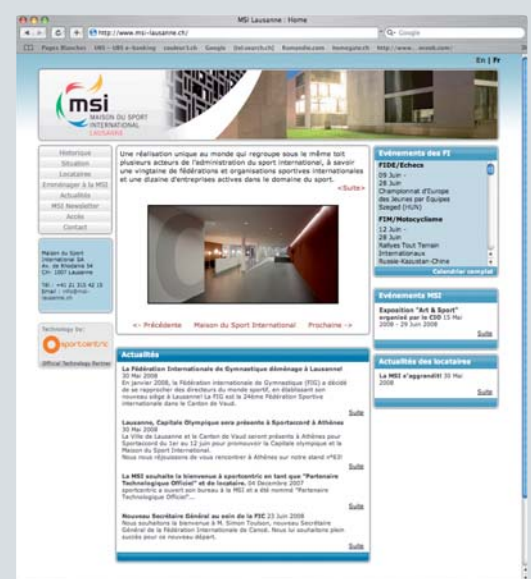
The site is set to develop to become a virtual place for the exchange of knowledge and experiences between the sports industry. The site will include an intranet for all of the organisations placed within the MSI. It will also, however, create an online network for all sports federations, in Lausanne and beyond. For example, the information and presentations for the next series of monthly IF Staff Seminars held at the MSI, which will be launched in January 2009, will be available on the site.

The launch of the website brings the MSI one step closer to realising its objectives of bringing sports organisations closer together in order to learn from each other by exchanging knowledge and best practices as well as to create concrete synergies.

Today, the MSI plays host to more than thirty sport organisations, of which approximately twenty are International Sport Federations. It has recently been decided to expand the building and plans are being made for the construction of the fourth building.

For more information about the MSI, please contact Ms Sabrina Tramparulo at:

sabrina.tramparulo@lausanne.ch,
+41 21 315 42 15, or visit our new site:
www.msi-lausanne.ch





“ We have succeeded in creating a gender sensitive collective conscience at the ITTF and this is only the first step towards long-term sustainable change.”



From the Seminar Room

by Lila de Soysa, Coordinator of Women's Development Programme, International Table Tennis Federation



Taking steps to equalise the gender balance in sport

The International Federations and other sports organisations based in Lausanne and its surrounding area meet regularly for interactive half-day seminars. The session's topics vary, but their objectives are always identical: to provoke interaction, networking and a cross-organisational exchange of ideas. In this issue we re-visit the seminar on Women in Sport where Ms. Lila de Soysa, Coordinator of Women's Development Programmes for the International Table Tennis Federation, shared her experience on building programmes focused on developing the role of women in sport.

The International Table Tennis Federation (ITTF) has taken an active approach to building strategies and developing programmes that give women a chance to come to the forefront, not only as athletes but also as leaders, coaches, technical officials and volunteers.

In 2001, the ITTF established a Women's Development Programme that consists of three main stages; building awareness, providing education and increasing participation. This stemmed from an internal survey of the Member Associations. The survey showed that there were no women in the boardrooms (the ITTF itself had never had a woman in its Executive Committee), no national female coaches, many women's teams that had never participated at Continental or World Championships (if funds are lacking it's always the men's team that goes, even if the women's team is stronger), many female international umpires that pass the exams never actually officiate at international events. It was simple to see that something needed to be done – it was time for us to act!

'Rallying for Change'

In order to fully involve all our national associations and all the men and

women involved in table tennis in the discussions, the ITTF organised a first women's forum entitled 'Rallying for Change' during the 2003 World Championships in Paris. 'Rallying for Change' culminated in some main recommendations that have been the focus of the ITTF Women's Development Programme ever since:

- The ITTF should not only try to achieve the IOC target of 20% women in decision making bodies but should exceed it in order to be a role model for other sports federations.
- The ITTF should dedicate more resources and positions for the development programme to women and motivate national associations to encourage and increase women's participation within Olympic Solidarity courses and the ITTF Development Courses.
- The ITTF should establish a Working Group on Women and Sport to oversee that action is actually taken in favour of women and girls.

The first initiative was to reserve a position for a woman on the ITTF Executive Committee. Initially it was a position that would only be open for women

for the 1st mandate and then would be open to all at the following elections. A woman was elected, (Judith Faragó from Hungary), and subsequently another woman, Claude Bergeret, from France. The ITTF went from no women in the Executive Committee for 70 years to 2 women in a couple of years! Establishing the Women's Working Group has been a real step forward. Now there is a group of people within the ITTF thinking at all times about in table tennis and their specific issues.

Increasing participation

Here are some examples of the programmes that have been put in place to increase women's participation in the following areas:

In leadership:

- The ITTF pays 3 nights hospitality at the Annual General Meeting if one of the delegates is a female.
- The ITTF Constitution was changed so that 25% of all members of Committees are female.
- Equal numbers of men and women nominated to officiate at all ITTF approved events.



For Players & Coaches:

- Host countries have to give free hospitality to 3 men and 3 women (before it was free hospitality for 5 players which were usually men).
- Equal prize money is distributed at all ITTF sanctioned events.
- A 400 dollar bonus is given to associations that host table tennis coaching courses (including Olympic Solidarity courses) with over 40% female participation.

For Media:

One out of three media scholarships are reserved for female journalists to attend the World Championships. Special section on the ITTF Website is dedicated to women. The ITTF magazine and published material always contain an equal number of photographs of female and male athletes.

Spreading the development

We have succeeded in creating a gender sensitive collective conscience at the ITTF and this is only a first step towards long-term sustainable change. It is slowly but surely rubbing off on our national associations who support the ITTF Women's Development Programme by creating strategies of their own, for example:

- Japan Table Tennis Association organised the Japan Open and invited only female umpires to officiate at the event.
- Several National Associations have hired female national coaches.
- Many national associations have created their own women's working groups.
- National associations actively encourage the election of female board members (Qatar elected its first ever female board member).

Some forthcoming sports events in Lausanne & area

July 10-13	International Beach Volley Tournament www.beachvolleylausanne.ch
August 22-24	Horse sport – Equissima www.equissima.ch
August 30-31	Lausanne Triathlon www.trilausanne.ch
Sept. 2	Athletics – Athletissima www.athlessima.ch
Sept. 19-21	Tennis, Davis Cup Switzerland-Belgium www.mytennis.ch
Sept. 20-21	Volleyball Supercup www.lucvolley.ch
Sept. 19-22	Lausanne Young Master Chess Tournament www.lausanneyoungmasters.com
Sept. 27	Archery – World Cup Final www.archeryworldcup.org

Setting targets is a good strategy, but then one must follow-up by finding, educating and recruiting women.

For more information or if you are interested in joining the International Federation Women's Network who meets regularly in Lausanne, contact Lila de Soysa at ldesoysa@ittf.com or Brigitte Zufferey at brigitte.zufferey@fim.ch.

Sports Management Seminar for Women

Lausanne, September 1-4, 2008

Lausanne, the Olympic Capital, seemed like the best place to create a common platform that would bring all the sports together, united in a common goal: training women leaders for the sport business. Therefore a Sport Management Seminar for Women was created and has taken place in Lausanne for the past four years. This year's seminar will take place September 1st-4th, 2008. The seminar is a four day education programme that aims to provide women in sport management with a solid understanding of the key skills that are needed to pursue a successful career in international sport.

During the four days, participants will work on case studies and participate in interactive workshops and lectures. This year, the 4th edition of the seminar, will focus on and develop the areas of marketing and communication. The participants will also visit an international sport federation, attend an international sports event and have a sport practice organised by the sport department of the University of Lausanne.

Last year more than 80 women from 62 different countries participated in the seminar. We are striving to create an education programme that is pertinent,



practical and adapted to women in sport management.

Both men and women from all international and national sports federations, national Olympic committees as well as other sports organisations are invited to attend. Participants must be fluent in English. A continuing education certificate will be awarded to participants completing the seminar.

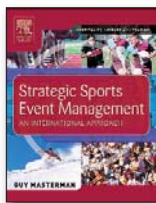
For more information, please contact: info@aists.org (www.aists.org/women).



Shortcuts

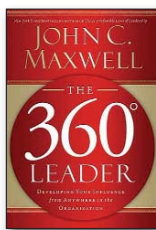
Research, books, and seminars – this is the place to look for new ideas and hints on the latest trends in sport management!

■ **Strategic Sports Event Management: An International Approach** (Butterworth-Heinemann 2004) provides event managers in the industry with an insight into the strategic management of sports events of all scales and nature. It builds a conceptual framework for the planning, organising, managing and evaluating of sports events. It contains international cases and examples, of both large and small sports events, from first-hand experience and research.

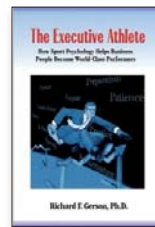


fundamental roles of sport sponsorship, it examines incentives for sport consumers, licensing issues, sales management and servicing, and the role of technology in sport promotion and sales. It also explores sales training, the art of ticket sales, customer retention, branding, and risk management.

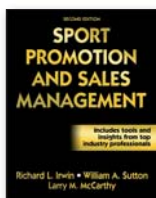
■ **The 360 Degree Leader: Developing Your Influence from Anywhere in the Organization** (Thomas Nelson 2006). You don't have to be the main leader to make significant impact in organizations. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, this book offers specific principles for Leading Down, Leading Up, and Leading Across.



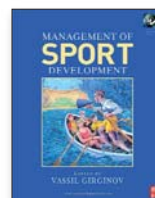
■ **The Executive Athlete: How Sports Psychology Helps Business People Become World-class Performers** (HRD Press Inc., U.S. Jun 2008) is all about the similarities between executives who want to achieve high levels of performance and athletes who play at the top of their game. The book shows how athletes mentally train themselves, for which the same mental training can be applied by the executives in business settings.



■ **Sport Promotion and Sales Management, Second Edition** (Human Kinetics February 2008), presents a wide-ranging view of what it takes to be successful in the field. Moving from theoretical foundations of sport promotion and sales to



■ **Management of Sports Development** (Butterworth-Heinemann 2008) is a unique book that covers all the key issues in the growing field of sports development. It is written by an internationally renowned author team and concisely edited into a logical and comprehensively structured volume. It is accompanied by a dedicated website with updates, further articles and features.



■ **Sports Marketing: A Strategic Perspective** (Prentice Hall 2008) provides an appreciation for the growing popularity

Impressum

Published four times a year
Distribution: 2500
Edited by: City of Lausanne / State of Vaud
Editorial Board: Michelle Bohin • Nicolas Imhof • Patrice Iseli • Sabrina Tramparulo • Cosima Deluermoz
Graphics: Next Communication
Photography: © Service des Sports, Volker Minkus, Regis Colombo/diapo.ch, Lausanne Tourisme.

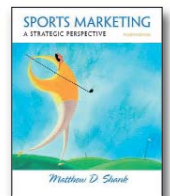
Articles do not reflect the own views of the City of Lausanne/State of Vaud.



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

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

of women's sports and the globalization of sport. This edition concentrates on the rising costs, escalating salaries, and the price of new stadiums and arenas versus the incredible appetite of consumers for sports. Extensive treatment is given to understanding consumers as spectators and participants.



■ **The Major Sports Events Guide 2008-2018**. Sportcal's latest publication provides detailed analysis on a wide variety of forthcoming major world and continental championships, cups, finals, multi-sport games and significant series. Information is provided on 100 sporting events from over 50 different sports. The guide offers a snapshot of a selection of the major sports events market worldwide, showcasing both previous events and giving crucial, hard-to-find information on future bidding opportunities. The publication will be supported by a major redevelopment of Sportcal's Bidding service into a more in-depth "Events" service that will cover all aspects of bidding, delivering and legacy of sports events.