



# OLYMPIC CAPITAL quarterly

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

## Trends to Track

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## Change in sporting nationality: the “next Bosman”?

Dealing with athletes’ eligibility, in particular their sporting nationality, is a challenge as there is no common definition and very differing attitudes within international federations. There is an urgency for the sports world to be proactive in clarifying and regulating the issue, preferably at an international level, before change of nationalities becomes a new “Bosman case”.

Starting nationality has become a major challenge for leaders in the sports world. The regulations surrounding which country athletes represent has gained interest as globalization has increased the mobility of athletes and has also increased the desire of certain countries to demonstrate their strength through the international sports scene. Countries are therefore both naturalising top athletes and welcoming with open arms athletes that are interested only in being mercenaries.

### Absence of a common definition

Contrary to anti-doping regulations, sporting nationality has no common

definition in the sports world. For a long time the possession of a nationality was sufficient to verify this link. Since the 1990s, this criterion has been challenged, notably due to the fact that each state has its own legislation related to granting nationality, resulting in inevitable inequalities. Some athletes were being granted nationality at record speeds, whereas others were made to wait for years.

In light of these disparities, each international federation and every organiser of multi-sport competitions, including the IOC, have adopted their own rules regarding athletes’ sporting nationality, each with their own aims of providing continuity for their competitions but also to avoid issues linked to mercenaries and athletes’ mobility.

Despite this absence of harmonization, most international federations agree that state nationality is the primary criteria used to judge the eligibility of athletes. This, however, is far from being the only consideration, and therefore does not guarantee athletes’ eligibility. For example, football players in the United Kingdom are all British citizens, but can not claim to be eligible in each of the four “national” federations located in that country.

### Far from zero tolerance

Each international federation has rules governing the parameters allowing athletes to modify their eligibility. This, however, leads to problems, as on the one hand, there are international federations, mainly individual sports, that permit athletes to change their sporting nationality. Nevertheless, restrictions such as a period of inactivity in official international competitions must be respected.

On the other hand, most team sports have no or very little tolerance for athletes wishing to change their sporting nationality. The general attitude of these international federations is that, if a change in sporting nationality is considered, very strict rules apply. Quota rules, allowing only a certain number of athletes who have changed their nationality on a team, exemplify this. Arguably, the difference in these attitudes can be explained by the fact that team sports are more closely linked to national sentiment. This is observed by the playing of national anthems prior to competition. Consequently, the decision of athletes to change their eligibility can be perceived as treason. The basketball player Becky Hammon, originally from the United

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## From the Olympic Capital



Dear friends from  
Lausanne and beyond,

In the last edition of the Olympic Capital Quarterly, we commented on the success that the UEFA EURO 2008 had been for our city and region. At the same time, we looked forward to the Beijing Olympic Games.

Now that these Games have come and gone, we in Lausanne and the Canton de Vaud, are reflecting on how proud we are to be a sports region. And even more so, how proud we are to be the 'Olympic Capital', home of the Olympic Movement. This summer has taught us many great sporting lessons, among which was the reminder that the effort we put into facilitating the practice of sport in our communities is done for one main reason: to ensure that future generations experience the great moments of pure joy that only sport can bring.

On our way back from Beijing, we thought of how lucky we are to work in an industry that can create such unique experiences. We lived it once again in September with the successful Lausanne Triathlon and Athletissima where we hosted many of the same stars that captured our hearts in Beijing. The events of this summer were a great reward to all of us. The experience has made us even stronger to face new challenges.

With this in mind, we hope you will enjoy this new edition of the Olympic Capital Quarterly.



With kind regards,

Patrice Iseli  
Head of Sports  
City of Lausanne

“An international conference on sporting nationality should be called in order that global reflection on this matter takes place.”

► States, naturalised Russian, is an example of this. Her selection to represent Russia at the Beijing Olympics was portrayed as traitorous by certain American sports officials and media figures.

Sometimes sporting nationality is not linked at all to state nationality as some sports accept that athletes represent, in international competition, the country where they reside rather than the one of their legal nationality.

One common element found in the various definitions of sporting nationality is that dual sporting nationality is not accepted. This signifies that athletes, legally having dual nationality, must, according to international federations' regulations, choose one country for which they would like to compete.

### The need to regulate

One of the major challenges for international federations is to determine when a change in eligibility should be admitted or not from a sporting and ethical point of view. As such, they must differentiate between athletes who have developed their sports skills after having been naturalised and athletes who have been naturalised because of their sports abilities<sup>2</sup>. It is not easy to put in place rules that consider and differentiate these two cases. The first group are almost always penalized in order to avoid leaving the door open for the second group to take advantage of the system.

This theme of sporting nationality is frequently discussed in the media and sports community. However, it has not been, to our knowledge, the object of specific scientific study, especially not its legal aspects. Although, many are the questions arising from this subject, notably the compatibility between the rules of international federations

and state law, in particular European law.

The most controversial issue deals with forbidding athletes to change their sporting nationality, such as in the case of most team sports. Participants, representing many of the larger international federations, at the Congress on sporting nationality held the 10<sup>th</sup>-11<sup>th</sup> of November 2005, concluded that this prohibition is indeed illegal<sup>3</sup>. Notwithstanding, these prohibitive rules are still in place in many sport federations.

A further aspect of sporting nationality that merits examination is that of quotas set for the number of naturalised athletes allowed to participate on a national team. This signifies that certain international federations would limit the number of athletes who have changed their sporting nationality to participate on their representative teams. This practice may conflict with the jurisprudence of the Court of Justice of the European Community, which forbids discrimination related to the time of acquisition of the nationality of one of its member states.

The superimposition of rules governing sporting nationality is our last challenge. This means that athletes must submit to, in parallel, the regulations of their international federation and the regulations of multi-sport competition organisers, such as the IOC. Unfortunately, these rules do not always coincide. The following situation could arise: athletes, having changed their nationality are eligible to represent their new country according to the rules of their international federation but paradoxically, are ineligible to participate in the Olympic Games. The inverse is also possible. This absence of harmonisation, can leave athletes feeling victimized and, in the future, potentially lead them to pursue legal action to be deemed eligible to compete.



Through their regulations, international federations seek to gain homogeneity, regularity and equality in order to promote interests in their competitions. Admittedly, these are praiseworthy goals but this does not authorize international federations to take any action to attain them. International federations and organisers of multi-sport competitions, must balance their interests and their values with the legitimate rights of athletes. Each change of nationality is not necessarily mercenary nor contradictory to the sporting spirit.

#### Let's act now

The sports world waited to be provoked by the 'Festina affair' in the Tour de France before putting the wheel in motion to address doping at an international conference. This resulted in an international anti-doping code. Similarly, an international conference on sporting nationality should be called in order that global reflection on this matter takes place. It could result in establishing common rules therefore avoiding further conflicts. Preemptive discussion could also reduce the risk of athletes pursuing legal action. If not, the outcome of such a case could lead to deregulation of international competitions, the effects of which are unpredictable. The question is: should we wait for the next "Bosman case" before something is done?

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- <sup>1</sup> *Acknowledgments: Mrs Rozalia Cernevan, FIFA Master Alumni 2008.*
- <sup>2</sup> *Raffaele Poli, Pascal Gillon, p. 58, La nationalité dans le sport : Enjeux et problèmes, Actes du Congrès des 10 et 11 novembre 2005, Neuchâtel (Collection CIES) 2006.*
- <sup>3</sup> *Denis Oswald (editor), p. 201, idem.*

## ◆ Trends to track – case study

### Change of nationalities: the case of Table Tennis

Studying the rules of the **International Table Tennis Federation (ITTF)** highlights some of the challenges international sports federations face when dealing with sporting nationality.

In 10 years, ITTF's definition of sporting nationality has evolved from a liberal to a strict definition. Initially, non-nationals could represent their country of domicile in competitions. Notably after several athletes had taken advantage of this liberal definition, the ITTF successively toughened its position in 1997, 2004 and again in 2008. The nature of the abuse was that national federations were importing players, sometimes with the help of state authorities, rather than developing local talents. Presently, an athlete can only represent the national federation of the country in which it has jurisdiction and if he possesses the nationality of that country.

Many sport federations, in particular team sports, have a rule that simply bans athletes from changing their sporting nationality. These clauses are often illegal. Change of sporting nationality is one of the main concerns of the ITTF. National federations, with the help of some state governments, were expediting the naturalization process for promising athletes. In order to avoid this practice, ITTF now forbids athletes over the age of 21 to participate in World events representing a new association if they are over 21. This puts into question a very interesting legal issue concerning the ban on

athletes, who have been legally naturalized, and who have never taken part in international competition before.

ITTF has also introduced a waiting period for younger athletes who wish to change their eligibility. They are excluded from world events for three to seven years, depending on their age at the time of the request for their new sporting nationality. Generally, waiting periods are used to ensure that there is a genuine link between an athlete and a country. The longer ban could appear to be put in place to discourage athletes from changing their sporting nationality, rather than to confirm their genuine link to a country. This puts into question the proportionality of the duration of the waiting period.

ITTF's new regulation, which is one of the strictest examples in an individual sport, has been put in place to encourage national federations to develop local talent. Nevertheless, as long as international federations refer to the possession of state nationality in order to represent their corresponding national federation, they will not be able to guard against the fact that athletes, who have acquired a new nationality, might want to represent their new country.

Due to the fact that naturalization is a state-held power, states should be involved in the process defining sporting nationality so as to avoid this concept being brought to court.

For more information about CIES's research topics, visit: [www.cies.ch](http://www.cies.ch)



## ■ In the Manager's seat

Exclusive interview with  
Gilbert Felli,  
Olympic Games Executive  
Director at the International  
Olympic Committee

■ **M. Felli, there was a lot of talk, before and during the Beijing Games, about what the Olympic Movement could bring to China. But now that the event has come to a close, what do you think these Games have brought to the Olympic Movement?**

Hosting the Olympic Games in the world's most populated country is one of the greatest benefits for the Olympic Movement. The ambitious culture and education programme organised around the Games will be one of the strongest legacies from Beijing 2008. Olympic education and the promotion of sport participation in general was promoted everywhere with a programme that involved more than 400 million young people across China. These Games also showed the world that Chinese athletes can perform well beyond table tennis and diving. China is now one of the world's best sporting nations, if not the very best. Last, but not least, these Games have reinforced the universality of the Olympic Movement and contributed to building new bridges between cultures and civilisations.

■ **What impact have the Games had on the Olympic Sports?**

With more than 28'000 accredited media representatives in Beijing, all sports benefited from an unprecedented media exposure around the world, both through

## “400 million children were touched by the Olympic spirit in China”

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 Gilbert Felli, Olympic Games Executive Director at the International Olympic Committee, who tells us about his thoughts on the impact of the Beijing Games.

traditional and online media. For many sports, the Beijing Games also turned out to be an incredible platform to promote themselves in China, where several sports have had very little exposure until now. Some sports have also benefited a lot from these Games through the astonishing performance of athletes like Phelps and Bolt. I would not be surprised if, similar to the effect the 1992 Dream Team had on grass-root basketball, both swim and track clubs experience a wave of new young beginners joining their sport. Finally, the broadcasting of these Games was able to show the drama and excitement of many sports like never before. Much will be learned from this experience.

■ **The Beijing Games have already been qualified as the best organised Games ever. What led to these Games being so well organised?**

Organising the Olympic Games in China was a real challenge for the IOC and for the entire Olympic Movement. Differences in culture and working habits were significant. We had to understand these differences and integrate them into our planning and monitoring of the Games. That meant being patient and understanding, yet also persuasive. Another key element in the success of the Games was the support we were able to provide from day one through our transfer of knowledge platform. Beijing

carefully observed what was done in Sydney and Athens and managed to integrate the best elements of these two previous Games in their planning. We provided our expertise along the way, through regular on-site presence, and via the organisation of many workshops and seminars on specific Games functions or services. But first and foremost, it was the energy, enthusiasm, curiosity and openness of our Chinese counterparts which can explain a good part of the success of these Games.

■ **Do you think the grandeur of these Games might discourage future hosts who may feel that they won't be able to live up to the high expectations set by the Chinese?**

Every edition of the Games must be unique, while ensuring some sort of continuity. It would be a mistake to try to simply copy what the Chinese have done. The Beijing 2008 Games reflect the country and the context in which they were staged. Our challenge is to make sure everyone understands what they witnessed in Beijing cannot simply be replicated in future host cities. Our contracts, documentation and obligations will not change tomorrow to match a new “Chinese standard”. We are very much aware of the risks resulting from losing control of the size, cost and complexity of the Games.

“Hosting the Olympic Games in the world’s most populated country is one of the greatest benefits for the Olympic Movement.”



■ If you could give one piece of advice to future bidding cities, what would it be?

Think in advance! The success of the Games is forged at a very early stage. A strong vision for what the Games can bring to the city, region and local communities is a key ingredient of this success. But also, an understanding of what the city has to offer, how its history, organisation and DNA can be leveraged to organise great Games is needed.

■ What happens now in terms of transfer of knowledge for future Olympic hosts? How will the knowledge developed by Beijing be captured and transferred?

This has already started! Our Beijing counterparts have known for a long time that they had to deliver an observers’ programme during their Games, participate in the Official Debriefing in London next November and provide knowledge reports

and documentation. The observers’ programme was very successful with over 40 visits organised during the Games for 350 participants from future Games organising committees and the four 2016 candidate cities. We will then debrief the whole preparation and staging of the Games with the same partners, as well as with many other stakeholders (NOCs, IFs, commercial partners, media, etc.).

■ The city of Lausanne has recently been very active in animating its international sport platform (the House of

International Sport, IF staff training seminars, the first edition of the Lausanne Summit for Olympic Cities, etc.). What do you think these efforts have achieved for the Olympic Movement and international sport in general?

These efforts are all a great benefit for the Olympic Movement as it allows more and more exchange of information, sharing of expertise, joint initiatives and projects, etc. These initiatives contribute to Lausanne shining far beyond what a city of its size could ever dream of.

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

Do it with passion and keep in mind the connection between the highest level of sports administration and grass-root sport. Everything we do is essentially to inspire young kids to join their local clubs!

■ ■ ■ ◆ 9-11 October 2008, Lausanne, Switzerland

## Lausanne Summit 2008: “The Road to Olympic Host City Success”

For each successful edition of the Olympic Games, there has been a strong host city at its core. The Lausanne Summit is the first ever gathering of these Olympic Cities and will bring together the Mayors of cities who have organised, will organise, or are considering organising, the Olympic or Youth Olympic Games, both summer and winter. Joining together for the first time, past Olympic hosts will share experiences that will build the platform for the future success of each and every Olympic and Youth Olympic Games to come.

The International Olympic Committee backs this initiative as part of its knowledge transfer strategy. «The IOC is committed to

ensuring that a city understands, as early as possible, the importance of integrating the Olympic Games into its long-term urban development strategy, in order to leave the best possible urban and sporting legacy to the country, the city and its entire community. This is why the IOC supports the first Lausanne Summit and the General Assembly of the World Union of Olympic Cities, which will be the perfect platform to share and exchange information and knowledge”, said IOC President Jacques Rogge.

The City of Lausanne has succeeded in signing up prestigious keynote speakers for this first Summit. Simon Anholt, the world’s leading specialist in creating brand strate-

gies for countries, cities and regions, will give a keynote speech about how sports events can be used to help a host build its own competitive identity. Michael Knight, former Minister of the Olympics for the 2000 Sydney Olympic Games, will be addressing the Lausanne Summit on the topic of socio-political opportunities related to hosting the Olympic Games. Gilbert Felli, Olympic Games Executive Director at the IOC, will explain how the bidding, planning and staging of the Olympic Games has changed over the last 10 years.

More information visit:  
[www.olympiccities.org](http://www.olympiccities.org)



## From the Seminar Room

by Tim Goethals  
Project Manager, ASOIF

# IF Sports Forum 2008 – The 2<sup>nd</sup> Annual Gathering of Sports Leaders

The second annual IF Sports Forum will take place in Lausanne in November and invites international federations from around the world to come together for a two day closed door workshop.

Following the success of last year's innovative IF Sports Forum, the second annual event will take place November 17-19, 2008, in Lausanne. Andrew Ryan, Director of the Association of Summer Olympic International Federations (ASOIF) said, "We were extremely pleased with the response to the first IF Sports Forum and immediately saw the need to make it a regular event. We've been working hard to build on our initial concept to make the 2008 Forum even more useful and hands-on."

Taking place over two and a half days, the IF Sports Forum is a closed-door workshop for the senior management of Olympic, recognised and all other international federations (IFs), focusing on common goals, shared experiences and collaborative problem solving. With over 100 IFs currently governing sport throughout the world, coming together as a 'family' is a rare opportunity, but one that, increasingly, proves invaluable to all constituents as they continue to negotiate their way through the complexities of an ever-more complex and competitive industry.

Hein Verbruggen, President of the General Association of International Sports Federations (GAISF), explained, "With the busy day-to-day running of an IF and thousands of sporting events throughout the world, it was obvious that oppor-

tunities to communicate were not available. Many sports face mutual challenges but by working in isolation, organisations were missing out on many of the visionary ideas and creative solutions being implemented by their colleagues. The Forum was created to provide this missing opportunity."

This year, the two focus 'themes' will be **Leadership** and **Media**. The emphasis is on providing an environment whereby IFs can exchange information, ideas and experiences, and come away with practical tools and suggestions for helping them to better run their organisations and sporting events.

During the two and a half days, a series of keynote addresses, workshops, case studies and global focus sessions presented by both IF members and business sector experts, will address issues such as *'Leading your organisation into the future'*, *'A crash course in crisis management'*, *'Looking after press and media at your event'*, *'Developing leaders for the future'*, *'Managing partnerships and collaborations'*, *'A beginner's guide to new media'*, *'Harnessing the strength of community'*, *'Risk assessment for your sport and your organization'* and *'Financial management and better budgeting'*.

Organised in conjunction with Sportaccord, one of the keys to last year's win-

ning formula was the accessible and non-commercial atmosphere surrounding the event. The IF Forum is open only to GAISF members and to select specialists who are either participating as speakers at the event or who have kindly come on board as Official Forum Partners (IEC in Sports, Infotrade Sports and Eurovision).

Another unique aspect of the Forum is reflected in its tag-line, 'A Forum for the IFs, by the IFs'. Not only do Federation concerns and suggestions influence the choice of subjects to be discussed, but many of the workshops and case studies within the programme are presented by Federation members themselves, who either have a particular story to tell or a unique approach to a common problem.

"Our core audience actually influences both the programme content and the direction the group discussions take," commented Anna Hellman, General Manager of Sportaccord. "This active and enthusiastic participation by their peers makes the Forum a very unifying event for all of the IFs. The hope is that everyone who attends is able to find important areas of common ground on the best way of achieving the goals we all set ourselves to make sport, and sport governing bodies, more efficient, more secure and more successful."

# sportaccord

## IF FORUM

## OLYMPIC CAPITAL agenda

### Some forthcoming sports events in Lausanne & area

- Oct. 12-16 28<sup>th</sup> Olympic Week  
Olympic Museum  
[www.olympic.org](http://www.olympic.org)
- 
- October 26 Lausanne Marathon Lausanne  
[www.lausanne-marathon.com](http://www.lausanne-marathon.com)
- 
- Until Oct. 26 Beijing 2008 Olympic Museum  
[www.olympic.org](http://www.olympic.org)
- 
- December 5 Seminar Sport Infrastructure  
Swiss Association of Sport Administrators (ASMS)  
Forum Fribourg  
[www.asms.ch/seminaire08](http://www.asms.ch/seminaire08)
- 
- December 20 Christmas Midnight Run  
Lausanne  
[www.midnightrun.ch](http://www.midnightrun.ch)

This commitment to communication, unity and exchanging knowledge is behind the recent, subtle re-branding of Sportaccord, with the new tag-line of *share sport*. Having evolved beyond the annual week-long Sportaccord convention into a tangible and diverse Sportaccord 'community', with additional offerings such as the IF Sports Forum, Sportaccord TV and the Sportaccord Yearbook, the new-look logo was launched at the beginning of October and reflects the key objectives that lay behind the creation of the Forum.

The City of Lausanne and the Canton de Vaud have committed to hosting the IF Sports Forum through 2009 and have welcomed both locally-based sports groups and visiting federations with open arms and generous hospitality. With more than 20 IFs located in the region, there is no more appropriate location for this unique gathering of sports leaders and governors than the Olympic Capital. As this year's Forum approaches, we look forward once more

to the involvement and inspiration of our colleagues from all over the world and to the chance to renew our commitment to excellence for the benefit of all sport.



### ◆ Knowledge exchange

## IF Staff Seminars gear up for a fourth season

The fourth season of International Federation Seminars, taking place at the Maison du Sport International in Lausanne, the Olympic Capital, will be launched in January 2009. These half-day seminars are open to the staff of all the Federations based in Lausanne and State of Vaud and are one of the many platforms that the City of Lausanne and State of Vaud offer to Federation's that are based in the area.

The IF Staff Seminars are an on-going platform of exchange or knowledge and experiences. They provide continual opportunities for the staff working in various departments of a Federation to meet and discuss with their colleagues from other sports.

The 2009 season of IF Seminars will consist of eight different seminars, focusing on different topics within the areas of development, marketing, communica-

tions, administration and finance, events, anti-doping, personnel, and IT.

Preparation for the upcoming stream of seminars is underway, and more information will be available on the Maison du Sport International website by the end of the year.

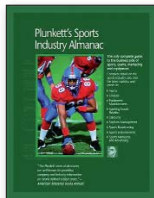
Visit [www.msi-lausanne.ch](http://www.msi-lausanne.ch) for more information or contact Sabrina Tramparulo at [msi@lausanne.ch](mailto:msi@lausanne.ch).



## Shortcuts

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

■ **Plunkett's Sports Industry Almanac 2009: Sports Industry Market Research, Statistics, Trends & Leading Companies** (Plunkett Research, July 2008)



Valuable for planning purposes are the chapters devoted to major trends and industry outlooks. The content of this reference resource will provide many answers for researchers, students and general information seekers. Plunkett's Sports Industry Almanac coverage includes sports business trends analysis and sports industry statistics, sports business glossary and a listing of sports industry contacts, and profile of over 350 leading teams, leagues and sports sector companies.

■ **Turf Maintenance Facility Design and Management: A Guide to Shop Organization, Equipment, and Preventive Maintenance for Golf and Sports Facilities** (Wiley, September 2008)



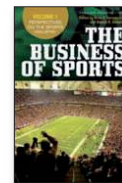
is an essential resource covering all aspects of setting up, and efficiently operating, a turf maintenance facility. The authors discuss the role of the turf equipment manager, the most effective shop equipment, management techniques for safe and efficient shop operation, and specialized diagnostics for turf equipment.

■ **Consumer Behaviour in Sport and Events: Marketing Action for Sports and Sporting Events** (Butterworth-Heinemann, October 2008) emphasises the role of consumer behaviour in developing strategic marketing activities for sport and related

industry sectors. The book provides a detailed understanding of the personal, psychological and environmental factors that influence sport related consumer behaviour. This understanding provides the basis for the development of marketing actions useful in sport and related business, community and government sectors.

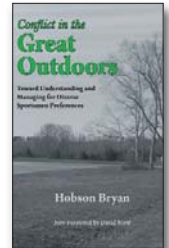


■ **The Business of Sports** (Praeger Perspectives) (Praeger Publishers Inc, July 2008). The sports industry is large, visible, and growing – and it has a huge impact on society. That's obvious to die-hard fans who not only watch sporting events but buy memorabilia too. But even sports haters can't escape the onslaught of professional sports: They are asked to chip in as taxpayers to build public stadiums, and their children can be exposed to events sponsored by alcohol and tobacco companies, not to mention the juvenile antics of some star athletes. Businesses often also see an increase in productivity when the Olympics – or other large national or international events – occur. Yet most of us love to watch, and play. "The Business of Sports" throws light on this fascinating subject by exploring the business and economic dynamics of the industry from a diverse array of perspectives that cover the industry's macroeconomic, management, and marketing/promotion issues.



■ **Conflict in the Great Outdoors: Towards Understanding and Managing for Diverse Sportsmen Preferences** (The University of Alabama Press, October 2008) addresses

the different orientations and behaviors within sportsmen categories. A major problem of outdoor recreation management addressed in Hobson Bryan's work is the difficulty in identifying sportsmen subgroups having distinctive preferences and expectations as to the composition of the 'quality' outdoor experience. Bryan applies his theory of variations within a leisure activity by addressing what sportsmen do and why they do it in various activities such as mountain climbing, hunting, canoeing, skiing, and backpacking.



■ **The Olympic Games Effect: How Sports Marketing Builds Strong Brands** (John Wiley & Sons, September 2008) observes that beyond athletics lies a network of investment, organization, and case studies in leadership. For sponsors, a key byproduct of these networks is a strong brand halo—the focus of John Davis' interesting new book. Davis brings a keen academic and business eye to the brand halo associated with the competition. And this book will be an important resource and practical guide for firms in evaluating Olympic sponsorship.

## Impressum

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