



OLYMPIC CAPITAL quarterly

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

Trends to Track

by André Boder,
Education Manager, UEFA

Sports federations need a knowledge management system so they can capture the best practices of their members and use these to develop the sport on a global front. Knowledge, however, is unfortunately not something that can simply be collected and stocked on a shelf for others to use. So, how can a federation ensure a system is in place that ensures that knowledge is being captured, shared and developed? First, let's look at what knowledge is within this context.

What is knowledge to a sports federation?

Sports federations are there to encourage the development of a culture within

Developing knowledge for your members: how to do it right

A sports federation's mission, by definition, is to federate the sport. This, simply put, translates into taking on the mission of stimulating member associations, managers, coaches, clubs, etc., within the sport to continually develop and improve how and what they are doing. A sport federation, therefore, needs to capture best practices found within the sport, make these explicit and make them available and usable by all. So, how can a federation best do this?

their respective sport which carries values which are specific to the sport and promotes the sport on the basis of practical experiences. Hence, relevant knowledge needs to be both contextual and embedded in practice.

So, how can this knowledge of a particular sport be developed? One must start by developing the right practices, and then link these practices to the theory available.

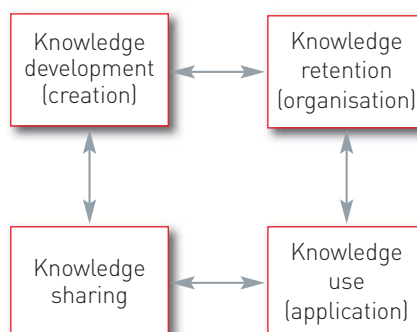
The circle of knowledge management

The practice of knowledge management actually includes four steps: development, sharing, application and retention.¹ Each step is of significance as knowledge management is a process.

For example, if a sport federation develops a framework for a sponsorship strategy for its members, the simple act of developing the product is not enough. Once the framework has been developed, it needs to be shared with various parties to ensure that a variety of different experiences are included in its development. Then, the piece of knowledge resulting from this process must be validated by applying it. It must then be monitored and updated to remain pertinent and useful. The secret is to consider these steps as a circle always to be improved. Knowledge and evolution go hand in hand.

Getting started in sports federations: the art of knowledge sharing

But if we have a circle, where should we start? The best way is probably to use the sharing as a starting point. What we want to avoid, however, is endless brainstorming and inconclusive knowledge sharing sessions. In order to achieve our goal and come up with a body of knowledge representative of the sport, I suggest following three major guidelines when setting up a knowledge sharing session or programme:



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From the Olympic Capital



Dear friends from
Lausanne and beyond,

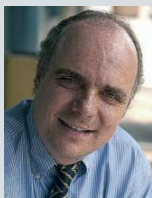
This issue of the Olympic Capital Quarterly takes a look at the exchange and capture of knowledge within and between sports organisations. This exchange is what we, in the Olympic Capital,

believe in. This is what we are constantly working to facilitate and expand for the benefit of sport in general.

It is with this purpose in mind that we are pleased to officially announce the extension of the Maison du Sport International (MSI). The MSI, inaugurated in 2006, is already home to more than 30 sports organisations. The extension involves the construction of a fourth building just minutes away from the IOC headquarters, the lake and the Alps.

You will find more about the benefits of being part of the MSI on page 7 of this issue. Also, don't hesitate to visit our website, www.ifsports-guide.ch, to find out more about what we can offer to sports organisations who choose to base themselves in the Olympic Capital.

We hope you enjoy this issue and look forward to meeting many of you in person at SportAccord in Athens!



With kind regards,

Patrice Iseli
Head of Sports
City of Lausanne

“ Knowledge
is unfortunately not something
that can simply be collected and stocked
on a shelf for others to use ”

- ▶ 1. Set your objectives: be explicit about what you want to achieve. What is your objective and which topics are you going to address?
- 2. Match the people and your desired outcome: clearly define who should be involved in the process and what it is that you want these people to do.
- 3. Identify clear methods: Identify the methods that will get you results and straightforward solutions.

1. Set your objectives

Simply getting people together to share ideas and brainstorm does not produce results. In order for sharing sessions to be productive the goal and agenda of the session must be explicit to everyone. Three aspects must be considered:

- The topics selected must address real current needs of the sport and the initial objective should be to solve concrete problems of the sport, not to collect best practices in the first place.
- Both cultural and practical aspects must be addressed. Cultural differences for the sport and how each country can overcome these differences need to be taken into consideration. And practical tools that can be used by every federation shall also be a focus, such as knowing how to write a contract with an agency or how to write a bidding proposal.
- It is important to consider the level of granularity of the objective. Knowledge is useful if it is described at a level which is specific enough to trigger interest from each target, but it must be generic enough so that you can transpose it in a different context.

2. Match the people and your desired outcome

In order to ensure that the sharing of experiences is productive the right

people need to be grouped in the right way. When choosing the right people it is important to remember that best practices can often stem from difficult situations. It should not only be the strongest or biggest federations that are involved in sharing experiences, but the smaller or struggling ones as well. For example, a football club in a relatively deprived country had involved volunteers in a variety of tasks in designing a football event. This generated a new type of partnership which boosted the development of fan clubs. A number of good practices came out that were re-applicable in different contexts.

3. Identify clear methods

Because knowledge and evolution go hand in hand, it is not recommended to write manuals of good practices that will quickly become obsolete. Knowledge is not a repository of information, it is a process involving people². So, what you want is to create a process whereby stakeholders will continually share knowledge in a dynamic way. You may want to call such a process “education” or “training” programmes or “workshops”, whatever suits your federation. Here are a few hints when getting started in the process:

- The success of such knowledge endeavours often depends upon how you set up the scenario between the stakeholders in a session. Typically it is quite interesting to use experts as a counterpoint to provide feedback to various inputs rather than to ask experts to make long presentations.
- New technologies can be very helpful in getting people interested and interactive.
- Finally and contrary to a common belief, more lessons are learned



from mistakes and failures rather than from success stories. The reason is simple. When you recount a failure, you focus upon this particular moment when you had to decide where to go and where not to go, what to do and what not to do. And these moments are critical in what we call good practices and know how.

A continuous process

According to this vision, using knowledge to improve practices in sport is to develop a network of entities – all stakeholders in a sport federation including national associations, clubs or any other body involved – and stimulating these entities to engage in a process of creating, sharing, organising and applying

their knowledge. Retention shall then be seen as a process of refinement of constantly improving practices rather than a process of stocking information.

¹ Adapted from Nonaka, I. and Takeuchi, H. (1995), *The Knowledge-Creating Company*, Oxford University Press, Oxford.

² Boder, A. (2006) "Collective Intelligence: A Keystone in Knowledge Management", *Journal of Knowledge Management*, Volume 10, Number 1, 2006, pp. 81-93(13).

◆ Trends to track – a case study

Sharing knowledge effectively: UEFA's KISS project

In mid 2005, UEFA took a decisive step by introducing the KISS project (Knowledge & Information Sharing Scenario). The idea was to massively invest in assisting all of the European football associations (a total of 53 associations) to improve management practices. The project initially covered topics such as marketing, communication & media and project & event management.

The prerogative was that the project should focus on the *education* of the associations' middle management, but it would not do so in the traditional way which based on courses. Rather, the objective was to put together a process including interactive working sessions, followed by a progressive networking of associations around key tasks, with the idea to develop good practices.

Two and a half years later, the KISS project has undeniably induced a new culture within European Football. This is particularly showed in the way the associations have established networks between each other and also with UEFA.

The scenario is based on a mix of four activities;



1. Seminars for associations to develop and reinforce basic skills
2. Workshops to address critical issues more in-depth
3. A unique *on-line knowledge platform* to review the knowledge at a distance
4. Establishment of working communities using *virtual meeting* tools for associations to achieve their tasks collaboratively at a distance

As of today the following practices have been addressed: management of TV and mobile rights, media relations, crisis management, image management, the design of football events, sponsorships and partnerships management, stewarding and security. Associations now refer to them when running their day-to-day work and adjust parameters to fit with their specific context.

Progressively the project has built a pool of experts, all originating from the football family, (UEFA, external agencies or the associations themselves). In the preparation of an upcoming meeting, the subject and the objective of the session are identified and external experts are brought in if needed. A one-and-a-half day workshop or a two-hour virtual meeting is then put together. The rule is to gather at least a few associations in order to privilege *knowledge sharing*, to allow for their contrasting experiences to be shared.

Starting in 2008, the project will enter a new phase. More topics will be added including the legal aspects of football and corporate management issues. UEFA will also invest more in the associations' own educational endeavours and will develop a programme assisting key managers to develop their own skills. Based on the key KISS principle of knowledge sharing, these managers will be invited to gain practical experience in various fields by accompanying professionals, rather than simply attending traditional management courses.

Interactive knowledge sharing sessions generate good practices. All exchanges are filmed and then integrated within the on-line knowledge platform.



■ In the Manager's seat

Hans Bertels
Executive Director, Fédération
Internationale de Hockey (FIH)

- **Thirteen years ago you were appointed as FIH's first ever Executive Director. What are the major changes in sports management that you have experienced over the course of your career?**

In general, managing an International Federation has become a more complex task needing more professional administrators. When I started in June, 1995, the FIH was a small family business based in Brussels. Today, we have fifteen professionals working in the office in Lausanne with five additional people in continental federations. Strategic planning has become more important – we are in the process of updating our plan for 2009 - 2012. Another example: As our team has become more specialised we have also brought all of our TV and sponsorship sales in house.

The role of the international federation has changed as well. International federations have become more knowledgeable and the IOC and organising committees are more taking advantage of this. ASOIF plays an important role in coordinating and communicating input to the IOC. However, every federation has different requirements, style and culture. The FIH, for instance, treats their guests and sponsors differently at their own world level events. This should be taken into consideration by giving each federation a bit more flexibility at the Olympics.

Influential sport manager bids farewell 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 Hans Bertels who, after an active 13 years working in international sport, has recently retired from his position as Executive Director of the International Hockey Federation (FIH).

- **With this trend of becoming more professional, what would you say are the management skills people working in international sport need that they didn't ten years ago?**

The staff in our federation are more and more focused on managing people rather than purely executing tasks. For example, in the past our Communication Manager was responsible for writing live web commentary at each of our international events. Now, with so many events taking place, we have [regional] web officers at each event delivering this live commentary, and the FIH Communication Manager is responsible for managing the process and the contribution of the web officers.

- **Sport in general seems to be making a move to hire more business people rather than just bringing in people from the sport– what do you think of this trend?**

In our federation we have a very good mix of people from inside and outside the sport. All of the positions that are directly related to the execution of the sport of hockey, such as the technical manager, need to have strong inside hockey knowledge and background. For other positions, such as finance, marketing, and events, it is possible and sometimes even better, to have someone that doesn't come directly from our sport and/or who uses more of a business approach.

- **Following your move to Lausanne do you think the external environment of the Olympic Capital added value to your federation?**

The Olympic and international sport environment is an advantage, but perhaps not as much as I thought it would be. Primarily this is because I was very involved in the Olympic Movement and already had my contacts and a strong network prior to moving to Lausanne. The Maison du Sport International in Lausanne is a good step forward for growing interaction between the international federations, but there still needs to be more structure and possibilities for contact and exchanges between the various international federations and between the international federations and the IOC. It was a pleasure to work together with some colleagues and the City of Lausanne to create a framework.

- **What have you brought to this federation that could inspire other managers and that you'd like to be remembered for?**

My biggest achievement has really been the creation of a strong team that works with enthusiasm and professionalism for hockey, based on a strategic plan. My personal philosophy is to make myself "redundant". Everyone here works independently to a certain extent but with agreed goals and objectives and a clear reporting line. When I leave the team it will

“The staff in our federation are more and more focused on managing people rather than purely executing tasks.”



continue to work with the same dedication and spirit as they do now. I strongly believe that in the long run, this is in the best interest of both the FIH and individual staff members.

■ **Who are the sports managers who have inspired you?**

The people that I find inspirational to work with, but at the same time challenging, are the volunteers in the sport, Office Bearers, Board Members and Committee members, because of their knowledge, dedication and excitement for hockey. It is always the challenge to

find the balance between the responsibilities and workload of the professional staff and the volunteers. As the responsibilities and importance of the professional staff continues to grow, volunteers need to accept that their responsibilities might decrease. It is not always easy for dedicated volunteers to accept this.

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

Start within your own sport, at club and national level, sometimes in a voluntary position. Make sure that you always can offer added value to the organisation. But, the advice really depends on the position you are going for. For positions such as Executive Director, you need to have proven (sport-) management experience, if possible from the commercial world. Therefore, I am sure that my successor, the new Director General of the FIH, Christophe Troendle will be able to offer added value to the FIH in the future.

■ ■ ■ ◆ **Fast Track**

How to keep your writing short

When time and space are limited it is important to keep writing short; whether it be a report, article or press release. This fast track will help you trim your writing right from the start.

Track 1

Shift to an informal tone. Writing a report or proposal may naturally cause you to write in a formal, bureaucratic tone. As a result, you will lean towards using bigger, more sophisticated words and complex sentences. Downshift to an informal tone and your writing becomes shorter. One way is to use contractions like ‘we’re’ instead of we are, or use personal pronouns. You can always go back to revise later, but writing the first draft this way will set you off in the right direction.

Track 2

Take a good look at the structure. The old advice from our teachers was to introduce our message with introductory paragraphs and preview each point that will be made thereafter. This goes well for longer reports and essays, but when you are strapped for space (and time!), there is no need to announce what you’ll say - just say

it. Also, if a section exists mostly for show, go ahead and cut it. Readers don’t know what you planned to write, so they won’t miss it if its not there. Let anything go that doesn’t emphasise your main point.

Track 3

Shorten a sentence whenever you can.

The best sentences are often the shortest. The cumulative effect of shortening sentences and phrases can be great, even if each change saves just a little space. Additionally, excessive verbiage and sentences can disguise the main point and leave you with an ineffective piece. Over 75% of revision is in eliminating words, the other 25% is improving those that remain.

Track 4

Replace longer words with shorter, simpler ones. In the search of shortening sentences, one should not overlook the

actual words used. It is generally better to use the shorter, ‘familiar’ synonym, like “shorten” for a word than the fancier, perhaps more precise word, “abbreviate”. This holds especially true in the international sports world where not everyone speaks the same language and where documents are often translated.

Track 5

Use formatting creatively. It may seem like diagrams take up a lot of space. However, they may help you cut down on the words needed to explain your message. Tables work well for comparing and contrasting because they keep you from having to repeat concepts and names in the running text. Maps and flowcharts can convey complex relationships in an easy-to-understand way. And, as an extra added bonus, the audience’s expectations may change when looking at a diagram.



“The selection process for each event should be based on the long term corporate strategy of the federation.”



From the Seminar Room

by Ivan Khodabakhsh, Event Manager, European Athletics



How can a selection process improve the delivery of events?

The International Federations and other sports organisations based in Lausanne and its surrounding area meet regularly for interactive half-day seminars. The sessions' 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 Event Management where Mr. Ivan Khodabakhsh, Event Manager for European Athletics, shared his experience on how a bidding and evaluation process can improve the delivery of events.

Federations need to create interest on the part of cities in hosting their events. At the same time they need to ensure that the interest is from cities that actually have the ability to stage a high quality event. We at European Athletics have put in place a strong bidding and evaluation process to ensure that our events are awarded to host cities that will both put on a great event and help us meet our strategic objectives. We have identified some key considerations for federations looking to improve their selection process and thereby help to ensure the end result is a high quality event. Having a clear strategy, a thorough evaluation procedure and integrating the right stakeholders in the process are all important to making sure the right city ends up hosting your event.

Start with strategy

Before even considering the selection process a federation should be clear on its own objectives for the event. The long-term corporate strategy of the federation should be a priority when setting objectives and the strategic plan for the events has to follow the federation's visions and goals. Otherwise, instead of being coherent and attractive, the total picture of the events allocated in a four-year cycle could be just a patch work of cities around the world. Each event should have an over-

riding objective within the strategy – whether it is to increase spectators, promote the sport internationally, open up to a new market, etc.

The bidding and evaluation process can then be used to make sure this objective is met. If for example, a strategic objective is to develop a stronger presence in a certain market, the selection process can be used to ensure this happens. Hence, the strategic aspects of the venue selection are crucial for the future and well being of the federation. The clearer you are about your strategic objectives the more your bidding cities can understand and meet your needs.

An overall strategic plan has to be put in place with close collaboration between the federation's political bodies and professional personnel. The implementation of the plan needs a clear division of responsibilities between the decision makers and the staff, and it should encourage close cooperation so they are all working as one team.

Evaluate, evaluate, evaluate

The quality of an event is based on the quality of the venue and the organisers themselves. You can't make a race horse out of a donkey! Therefore, the criteria for

success need to be defined and the federation needs to stick to them throughout the entire evaluation process. It is fundamental to follow a thorough evaluation process to ensure that bids not meeting essential criteria or missing vital information are not included in the final vote.

At European Athletics we avoid venues that do not have guarantees of spectators. We also put high importance on the inclusion of a promotional plan that integrates the city and its media partners.

At the same time the operational aspect of the bid are not disregarded and they undergo a thorough and intensive evaluation. We put importance on the experience of the organiser, past events they have hosted, infrastructure, accessibility to the venues and ability to provide services that are needed by our federation. We are convinced that a good evaluation improves the bid and is of benefit to us and the candidate city.

Integrate the stakeholders

It is important for the federations to identify their relevant stakeholders and find out what the stakeholders' expectations are from the venues. Are these expectations reflected in the criteria for the selection of the venue or in the

Some forthcoming sports events in Lausanne & area

- April 12** Symposium
 "Sport & Performance: the fight against doping"
 By the Swiss Association of Sport Managers, UCI, Aigle
www.asms.ch/symposium08

- April 26** Road Running
 20km de Lausanne
www.20km.ch

- May 4** Cycling
 Tour de Romandie, Lausanne
www.tourderomandie.ch

- May 8-11** Gymnastics
 28th European Men's Artistic Gymnastics Championships
 Malley, Lausanne
www.gymlausanne2008.ch

- June 7-29** Football
 Euro 2008 "Fan Park"
 UBS Arena, Lausanne
www.ubsarena.ch



competition programme? Federations need to consider these needs and expectations and analyse the markets fulfilling them and then target the selected market.

We try to listen to and integrate the relevant stakeholders. We organise regular meetings with our commercial partners, workshops with the leaders of our national federations and get feedback from our sport fans by conducting surveys at our events and on our website.

If you neglect the expectations of your stakeholders, you will lose them in the long-term. For example, if you go too often to markets that are irrelevant for your sponsors it will be unlikely that they will extend their contracts. Do not ignore TV markets with a loyal fan base for your

sport, or territories where you have a long term TV contract.

Improving the delivery of events

A proper selection process is the first, and often most crucial step to ensuring a great event. No matter what the bidding process is (open or closed bid), as long as there is a clear strategic direction, a good evaluation procedure and that the right stakeholders are involved, the quality of the remaining bids should be attractive for the federation. The most important aspect through all of this, however, is to be transparent and fair. With the proper structures in place you can ensure that whichever city wins the event the delivery will be of high quality and cities not selected will come back with an even stronger bid next time.

◆ The Maison du Sport International (MSI) is growing!

A new opportunity to join the Lausanne sports network

Just two years after the official opening of the Maison du Sport International (MSI) in Lausanne the authorities of the Olympic Capital and the State of Vaud have announced their intention of adding a fourth building.

In his inaugural speech at the MSI on June 23rd, 2006, IOC President Jacques Rogge enthusiastically embraced the idea that international sport organisations in Lausanne could benefit from a closer relationship and exchange. What he was referring to is an idea that had flourished in the minds of local authorities for a while: to bring sports organisations closer together in order to learn from each other by exchanging knowledge and best practices as well as to

create concrete synergies and significant economies of scale for its tenants.

Today, the MSI plays host to more than thirty sport organisations, of which approximately twenty are International Sport Federations. The specific services offered by the MSI are as diverse as they are useful: affordable rent, one-stop-shop "help desk" to facilitate all administrative requests (delivery of visas, working permits, search of accommodation), on-site specialised travel agency, access to fully equipped meeting rooms, a fitness studio and a cafeteria are just some examples of the benefits of being part of the MSI. The building is located in a gorgeous location by the lake, just minutes away

from the IOC and just a thirty-five minute drive from the Geneva international airport.

The construction of a fourth building has now been officially announced. The building will be adjacent to the existing three and will offer the exact same services. Spaces are still available.

For more information about this extension, or to learn more about the specific conditions offered to sport organisations that wish to establish themselves in Lausanne, please contact Ms Sabrina Tramparulo at: sabrina.tramparulo@lausanne.ch or at +41 21 315 42 15 or visit: www.ifsports-guide.ch.

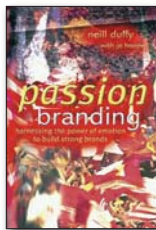




Shortcuts

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

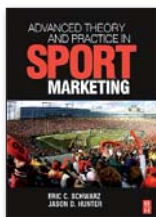
■ **Passion Branding: Harnessing the Power of Emotion to Build Strong Brands** (Wiley, 2003) Centered on a passionate relationship between brand and consumer and the leverage of that passion in order to create value for all involved in the relationship, Passion Branding can be a great way to drive brand awareness at a fraction of the cost of traditional advertising, particularly for brands that don't enjoy high emotional affinity with customers. This book draws on major case studies from around the world, including Shell and Ferrari, Hyundai and the FIFA World Cup, and Guinness and the Rugby World Cup.



mounting a bid, through putting together the components of a successful campaign will be outlined. This report can be downloaded at:

www.sportbusiness.com/reports

■ **Advanced Theory and Practice in Sport Marketing** (Butterworth-Heinemann 2008) Advanced Theory and Practice in Sport Marketing delves into advanced topics untouched by existing publications such as data analysis, sport marketing information systems, sport marketing logistics, and more.



■ **Sponsorship: For a Return on Investment** (Butterworth-Heinemann 2007), provides a unique insight on the use of sponsorship for a return on investment. It builds a conceptual framework for the development, planning, implementation and evaluation of strategies for sport, arts, music and community sponsorship, and from two perspectives: For rights owners, the importance of effectively acquiring and then developing a bespoke approach for the recruitment of sponsors for effective sponsorship programmes. For sponsors, a better understanding of how sponsorship can be used for successful integrated marketing communications.

■ **Sports Event Bidding**

A new report from SportBusiness is a comprehensive resource for both bidders and property owners. It will help in this high stakes game by plotting rapid changes in the bidding landscape and providing a carefully mapped course through it. With expert input from successful and unsuccessful bids around the world you will gain vital insight into all the key factors essential to your bid. All areas from making the initial decision to

■ **The Marketing Director's Role in Business Planning and Corporate Governance** (Wiley 2007). Corporate governance is a hot topic, as is the need for marketing to operate at board level. But no-one has yet brought the two issues together. This book changes that. Gerald Michluluk builds on the latest research to help marketing directors incorporate marketing systems and best practice into a board's decision-making process. Michluluk outlines marketing's key role in alerting the board to market conditions that merit adjustment of the corporate strategy, thus ensuring that strategy is based on sound intelligence and grounded in market reality.



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

■ **Building Better Boards: A Blueprint for Effective Governance** (Jossey Bass 2006). This book offers a high-performance board model based on solid research and real-world experience. It provides a blueprint for turning boards into high-performance teams, examining the issues that have the greatest effect on a board's success: building a team, assessing strengths and weaknesses, determining roles and processes, accessing essential information, changing corporate culture, mapping strategies, CEO performance and succession, and more. The book is based on Mercer Delta's work with major global clients as well as on solid academic research.

■ **Presentation zen**

(New Riders 2008) Presentation designer and internationally acclaimed communications expert Garr Reynolds, shares his experience in a provocative mix of illumination, inspiration, education, and guidance that will change the way you think about making presentations. Presentation Zen challenges the conventional wisdom of making "slide presentations" in today's world and encourages you to think differently and more creatively about the preparation, design, and delivery of your presentations.

