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MEDIA GLOBAL FOCUS, INTROS & BREAKOUT SESSIONS
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GLOBAL FOCUS
Harnessing the strength of community

Michael Leavey, CEO, 10Duke



Michael Levey, 10Duke

Vertical strategy: Web 2.0 is all about building a website that pushes information out but which also demands and takes information back. The idea of a community site is to engage from the top down and go right down to grass roots level – a vertical approach. Web 2.0 is about engaging on the level of the individual user. The key question is how much do you want to open up to your fan base? How much do you want to interact?

Complementary approach: The ATP's website 30love.net is built to complement their institutional site, ATPtennis.com. 30love.net is a fan site with a younger audience and content driven by users. They can talk about stuff openly. A story starts on ATP.com, then moves to 30love.net for discussion. 30love.net has 1.2 million unique users per month. Content has started with an elite focus and is now moving down to club level. As the ATP tournaments roll around world, various events do not want to invest in an online community presence for fans. So 30love.net provides the platform to do that for each event. The functionality moves around the world.

Alternative approach: Arsenal uses a different approach from the ATP. The social

networking functionality is built within Arsenal.com, which is thus both an institutional and community site. There is a risk from fans of other clubs coming to their site to post negative comments in the community area, so Arsenal runs a moderated site in that content is approved before going up. The ATP site is post-moderated, meaning content goes up and is taken down if unsuitable. Moderation is quite a sophisticated task and costly.

Social networking: You cannot close down a Facebook or YouTube application. They are a fact of life. Social networking is not about locking down but pushing out and sharing with other networks. You want to track your content, know where it is. You can take your advertising with you to the likes of Bebo.com. Sites want your content to attract users and they will give you distribution free. YouTube wants \$250,000 for a YouTube channel.

But you don't need to take that route. Get your content shown on YouTube within a channel page such as the one the ATP has launched. They will give you 25%-30% of advertising revenue. YouTube and the like love your content because the rights are approved so they can advertise with it. Most content is stolen and they cannot run advertising with it.

Viral marketing: Get viral to reach young users. There is the "twinning" application, for example. Consumers put up their own picture and the application tells them which player they most resemble. It can even be done on mobile and can carry advertising. Another innovation is cyber stickers, digital equivalent of old player stickers or trading cards. Kids go to school with collections on their phones.

MEDIA INTRO
State of the art for press and media

Anna Legnani, Deputy Director of Communications, IAAF

The market: It is crucial to be in a position to adapt to the changing environment. Boundaries are shifting. Press agencies have online multimedia products. TV networks are also diversifying into new media, and newspapers are doing likewise. Competition is

increasing. The most important priority should be connecting, being aware, staying in touch, – with the public, media, and athletes.

The IF website: A dynamic diversified website is important. Through a good website, an IF can become its own specialized news

agency. The IAAF has a network of over 70 writers contributing to its site. A federation's site should be the primary source of news from major competitions. Modern technology also offers new ways to reach audience though the internet, including video, but the challenge is to protect existing rights deals. The IF should provide internet-based news and information, including historical information, for journalists. The number of journalists actually travelling to competitions has been declining. But this does not mean coverage is declining, because they are now covering events through the internet. While this is obviously not the best way to do the job, it works.



Anna Legnani, IAAF

Event technology: Connectivity is the key to building a good technical operation. Press operations now require much faster media and transmission facilities with more

capacity to cope with more photos and audio and video being sent. Organizing committees need fibre circuits for connecting competition areas at the event and relaying content to the outside world. Broadband access for media is necessary (the IAAF provides it free at events). Wi-fi helps. But Wi-fi alone is insufficient. The IAAF also provides computers for journalists at events because journalists in many countries do not have their own laptops. Information at events: The IAAF provides a results service with a touch screen. Everything available for journalists on site is also available around the world. To reduce congestion in interview areas at the event, the IAAF has begun disturbing host broadcaster's interviews to work stations.

Summing up: Technology makes it easier to do the work of an IF media department, but it remains essential to establish personal contact with journalists (and consumers). Show understanding of their needs. IFs should also help build a new generation of journalists through workshops and projects. Athletes are a sport's best asset. Help improve communication skills though media training. Generate more human interest stories and use blogs, live chats and internet diaries to enable people to get up close. With the media environment changing all the time, re-evaluation should be ongoing.

MEDIA INTRO *Using the newest technologies*

Tom Dielen, Secretary General, FITA

YouTube's importance: In 2002 the market was being told by many experts that web TV would replace TV, but in reality the TV is still there at the centre of the market. The big difference is in the way the signal gets to the TV set. In 2006, FITA started a channel on web TV. But the cost was too onerous and they stopped last year.

FITA started to use YouTube to reach the web market. YouTube is far bigger than anything else on the net, using 20% of global bandwidth and accounting to 10% of IP traffic. So it should be part of any strategy. YouTube enables reporting of activity so you can see who the audience is, but many people, especially young people, don't want to register, so they do not show up in the data.

Content on YouTube: Currently FITA has 355 videos on YouTube, and has attracted 1.1 million views so far. Maximum views for a single video: 77,000. Popularity follows the

calendar with higher traffic when events are happening. There are over 20,000 videos on YouTube involving archery. But when you use a search engine, FITA's offer comes first. The IOC started using YouTube during the Beijing Games in territories where rights not sold and in Korea.

Since the Games, that content has become available almost everywhere outside USA. Top video was 813,000 views for the Opening Ceremony. The men's 100 meters final only had 36,000 views, even though it's considered top event in the Games. That is probably because that content could be seen in so many other places.

When content is widely available on other sources, it's not big on YouTube. So the lesson is, don't put on YouTube what can be seen everywhere else.



Tom Dielen, FITA

Other platforms: People don't always go to official sites for information. For example, during the Summer Games, daily average viewers on Beijing2008.cn ranked only sixth in American market traffic (Yahoo Olympics was first)

- RSS feeds are valuable to build a presence on the web through other websites.

- Wikipedia, a user-built dictionary, can be a useful tool for sport.
- Social networking can be a promotional tool. ISSF (Softball) is using Facebook to drive traffic to their website. ISF (Surfing) is using MySpace.
- Blogs are tricky. Discussion forums and blogs are out there, but federations struggle with this because comments can be controversial and need to be controlled.
- Video coaching on the internet is growing. WTF (taekwondo) is working with Dartfish in this area. Virtual enhancements can be an exciting but costs can be high.
- Virtual worlds are definitely something we will be more and more confronted with.
- Online games are good promotion. IOC offered an online archery game for Beijing. The more you have for your sport, the better.

Breakout 1

WORKSHOP: *A Crash Course in Crisis Management*

Tom Maginnis, *Director of Communications, Charlescannon*
Rapporteur: Szymon Szemberg, *Communications Director, IIHF*

Flow of a crisis: A crisis in public relations can be touched off by a range of different situations. It might blow up from a doping scandal or match-fixing allegations or revelations of financial impropriety. Whatever the source, the development of a crisis tends to follow a similar pattern. It hits as a surprise, with a lack of sufficient information. There's an escalating flow of events, and you lose control as you start to come under intense scrutiny. A siege mentality sets in, there's panic, and the issue is resolved in the public arena instead of internally as it should be. Each crisis is different, but there is a standard template for action.

Rule one: Be ready. Know who deals with the relevant sensitive issues within the organisation and who communicates to the outside world. Make sure there is a single source of communication.

Rule two: Be open and transparent and make sure you are in control, not the news organisations.

Rule three: After the crisis, communicate measures so that the situation does not happen again.



Wednesday wrap-up session

Rule four: Have a crisis management plan. Anticipation and planning are key. It would be a good idea to devote half a day to practicing reaction to a big negative story.

Rule five: Finally, make sure you have solid media relations with the most important organisation covering your field. You cannot start to cater to them after a story starts to break. Have those good relations already in place.

Breakout 2

WORKSHOP: *Creating News & Generating Press Coverage*

Adam Szreter and Claire Courtney, Underthelial Communications
Rapporteur: Matt Smith, *Executive Director*, FISA



Matt Smith, FISA

Key point one: Develop your network of journalists. That includes people contributing from in house as well as the media out of house. If you don't know who's going to write your stories, you cannot create coverage.

Key point two: The quality of the stories is important to get them covered. Be sure you have quality news in order to get it written about.

Key point three: Prioritize your target groups. Don't use a shotgun approach. Divide up the market into which channels you want to use and which target groups you want to reach. For example, the women or youth targets require specific approaches.

For women, look at how to get into women's magazines and tailor your content to magazines or sections of newspapers.

The youth target is more difficult. They don't look at newspapers. They use new media in their own languages. Look at what they are interested in.

Remember: The basis of everything is knowing what your organisation's key objectives are. You need to know what you want to achieve before you start trying to generate coverage. Is it to get more people to play your sport? To attract sponsorship? To get into the Olympics Games or stay there? Your news strategy should derive from your overall aims.

Breakout 3

CASE STUDIES: *Looking After Press and the Media at Your Event*

Philippe Silacci, *Press Operations Officer*, FIG
Giselle Davies, *Director of Communications*, IOC
Patrick Lang, *Media Operations*, Organizing Committee of the FIS Alpine World Ski Championships, Val d'Isere 2009
Rapporteur: Chris Hurst, *Corporate Communications Manager*, ICC



Philippe Silacci, FIG

Planning: Be prepared. Cover all possible scenarios in detail, starting from the beginning of the process. That means accreditation, arrival, allocation of seats, feeding and

watering the journalists and so on. At an event the press officer cannot just hand out stories and set up interviews. He or she needs to be an IT expert, a teacher solving squabbles between journalists over wanting to sit in the same seat as yesterday and jump into other roles as required.

Goals: Understand your stakeholders. That is both an internal and external challenge. Not everyone in an organisation understands what the goals are. The media officer is the person who needs to establish what key messages are, how to deal with crisis and right processes in place.

Five things to remember (as described by Giselle Davies): One, journalists want the truth. No comment better than untrue. Two, there must be trust between you and

journalists. They need you to provide background off the record. You must be established as trustworthy. Otherwise the press officer is defunct. Three, think of their audience needs, such as such as time zones. Try to accommodate their requests. Four, communicate with journalists at the event. Pitch stories. Return phone calls. Five, feed them.



Giselle Davies, IOC

Investment: Not all events can have fantastic facilities. But they can invest in people to help make the media's job easier.

Key recommendations: Keep up with fast-changing media. Talk to the media, even a few phone calls to main media in advance of event. Media management is vital and needs as much planning as other parts of event. Media outlets are only routes to the consumer. Talk to the consumers themselves. People consume events in different ways.

Breakout 7

WORKSHOP: *Creating Revenue from Sports Content*

Philip Hennemann, CEO, Infostrada Sports

Rapporteur: Didier Mieville, Marketing & Communications Director, FITA

Inventory of revenue: Federations get revenue from a range of sources - Olympic revenue for some, sponsorship, ticketing, merchandising, data and results, and moving images content. The latter can come from live, delayed, highlights, features, news, or archives. Mainstream television is really only relevant for a minority of federations, the bigger sports. For them, the issue is how to optimize distribution of video content and the key question is how much to block and how much to unblock in order to safeguard television deals. Other federations need to explore other ways to get their content into the market. They need to be creative, work harder.



Philip Hennemann, Infostrada Sports

The ITU (Triathlon), for example, stepped back for traditional television production by taking it in-house and reduced the cost by

several hundred thousand dollars. To improve distribution, the ITU only distributed content for free. Now it is distributed in 150 countries and the ITU is getting rights fees in 23 countries.

New media: For smaller sports, the internet and mobile are especially relevant. Internet content is historically free, while mobile content has been paid for. When looking at the internet and mobile, be thinking about where you can earn revenue. If the content is not paid for, there are still advertising possibilities such as links to content or embedded graphics.

Personalities: Make better use of personalities. IWUF (Wushu), for example, has started to use Jackie Chan and Jet Li. Joining forces to create bigger platform.

Focus on your audience: You should get most of your revenue from countries where your sport is popular. Concentrate on those. Get a better knowledge of your fans and viewers. Sponsors want to know the audience and the targets. The IPC (Paralympics) has shown the value of this. They went to sponsors with a proposal to do vignettes for distribution. Sponsors paying \$60,000 to cover production get exposure worth \$400,000 of commercial value. So next time maybe the IPC can ask for \$100,000 instead of \$60,000 - and the difference will be new revenue.

Breakout 8

WORKSHOP: *A Beginner's Guide to New Media*

Nicolas Gaviola, *Commercial Director for Southern Europe, Entriq*
Rapporteur: Christian Pierre, *Webmaster, FISU*



Nicolas Gaviola, Entriq

Why new media: The new media platforms such as internet and mobile are where your audience is, certainly your future audience of young people. New media platforms are 24/7 accessible. They are personalized. They complement TV.

Rule one: Engage with your audience. Be attractive. Provide a good user interface and easy access. Presently 40% of sites are reached by search engines like Google or

Yahoo. Ensure search engine activities are optimized. Check out Wikipedia to find out how to do this, or go to pay services.

Rule two: Monetize content intelligently. Banner ads need to be integrated so they do not drag away traffic to other platforms. Preferably use video ads. Don't forget to change them. You can go to pay-per-view. But make sure you have exclusive content people will pay for and be sure to deliver value.

Rule three: Boost your audience through syndication and partnerships. Make your content reachable in other places. Use aggregators in third party sites like Eurosport or ESPN. Use social networks and RSS feeds.

Summing up: The key thing is engagement. You need to be involved in new media every day. If people don't see your new media presence changing, they won't come back.

Breakout 9

CASE STUDIES: *Your Website: Making It Work and Reaching Today's Audience*

Thierry Montigneaux, *Assistant Secretary General, FAI*, assisted
by **Jean-Marc Badan** and **Rob Hughes**
Ben Pankhurst, *Managing Director, Charlescannon*
Florian Wanninger, *Communications Director, FIBA*
Rapporteur: Régine Vanderkerckhove, *Secretary General, UIM*

Resources: Be aware of how much budget you have - and who the audience is. The biggest challenge is limited resources. It can be difficult for an IF to outsource because the complexity of the content requires editorial expertise. The range of an IF's activities can be hard to present in a single coherent offer. The FAI has the challenge of combining 10 different sports, all with specific needs, into one online site.

Being consumer-friendly: During the Beijing Games, FIBA offered five different sites for basketball. The aim was to move from being an institutional site to a consumer-friendly site. The targets were young people and basketball fanatics. Most traffic came from results and statistics. This was not costly content because it was coming from the data base.

Second was news, third photos and fourth video (interviews rather than competition coverage, which was not possible). A lot can be done with limited means. FIBA handles its web activity in-house with external consultants.



Florian Wanninger, FIBA

The big picture: Think strategically with creativity. Today's audience is changing very rapidly.

Budgets must be measured against return on investment.

Brand positioning should be a central consideration.

Be consistent and target your audience. Keep control over content.

Be brave and be alert to new technologies.

Make decisions on what you have measured.

If necessary, go back and review and change.



**Presidents Denis Oswald, Dr Jacques Rogge,
Hein Verbruggen**