

## Programme

- 09h00 – 09h30 **Welcome Coffee and refreshments**
- 09h30 – 10h00 **African Football Realities: Moving towards a Club Licensing System** - Herve Blanchard (Canada & Spain), Tushaar Garg (India), Patrick Onyango (Kenya), Hadrien Toure (France, Mali & USA)
- 10h00 – 10h30 **The internationalization of sporting events: The case of the Giro d'Italia** - Adam Crothers (Ireland & Australia), Sjoerd Griffioen (Netherlands), William McAuliffe (Ireland), Gordon Templeman (USA)
- 10h30 – 11h00 **Coffee break**
- 11h00 – 11h30 **Bidding: How can you win even if you lose? Identifying the legacies of lost bids to host a sports mega event** - Taha Diaey (Egypt), Jérôme Dufourg (France), Pavels Tjusevs (Latvia), Alberto Zamboni (Italy)
- 11h30 – 12h00 **Sports Fandom: What do Women Want? A Multi Sport Analysis of Female Fans** - Sara Cecamore (Italy), Kristina Fraesdorf (Germany), Rochak Langer (India), Áine Power (Ireland)
- 12h00 – 13h30 **Buffet lunch**
- 13h30 – 14h00 **The Power of Music - New forms of Sporting Events?** - Dominique Andereggen (Switzerland), Roy Levy (Switzerland), Niren Mukherjee (Malaysia)
- 14h00 – 14h30 **Insuring the Future of Football: Creating a Uniform Health Insurance Scheme for Players** - Shin Achiwa (Japan), Adib Hashem (Saudi Arabia), Roberto Navarrete (Ecuador & USA), Tomasz Pasieczny (Poland), Brent Rahim (Trinidad and Tobago)
- 14h30 – 15h00 **Favela Olímpica: A Feasibility Study on the Organization of a Youth Inter-Favela Games** - Bruno Wanderley (Brazil & Portugal), Neikelle Moore (USA & Trinidad and Tobago), Benedikt Nann (Switzerland), Alexandre Almeida (Brazil)
- 15h00 – 15h15 **Closing Remarks** - CIES Director, Prof. Denis Oswald



## African Football Realities: Moving towards a Club Licensing System



Herve Blanchard (Canada & Spain), Tushaar Garg (India),  
Patrick Onyango (Kenya), Hadrien Toure (France, Mali & USA)

### A relevant and current issue

Confederation of African Football (CAF), the football governing body of the continent has taken the lead to further monitor, protect and promote the development and quality of the game of football through the implementation of a Club Licensing System (CLS). A Club Licensing System acts as a set of established rules and regulations, drafted and issued by a governing body to different targeted parties within the field of football.

The intention is to develop and improve Clubs and National Associations managerial and operational abilities in positive trajectories towards further professionalization. Among the various benefits to be potentially achieved feature: the principles of good governance, increased transparency, improved professionalization of clubs, efficient functioning of National Associations and the promotion of quality standards and regulations.

Having incorporated "Article 56" to its statutes on 16<sup>th</sup> May 2011 and drafted the first set of regulations of the upcoming CLS, the Confederation now faces the challenge and complicated task of having to determine where to set minimum criteria. The research focused on this crucial phase of the implementation process during which CAF will have to assess the needs and priorities of National Associations and their respective Clubs in order to set those minimum criteria in the following areas: sporting, infrastructure, personnel & administration, legal and financial.

### Research Aims

The aim of the research thesis is to suggest areas of importance for a tailored implementation of a Club Licensing System in Africa based on the needs and priorities of African Clubs and their National Associations. The overriding question that the research aimed to answer is: "What needs and priorities of African Clubs and NAs should be addressed in the implementation of CLS?"

The project is structured to answer the above question as well as the following sub questions:

- What are the objectives of a CLS?
- What are the needs and priorities of clubs and NAs in general?
- What are the needs and priorities of clubs and NAs in relation to CLS?
- How should these needs and priorities be addressed?

## **Methods**

The research was primarily carried out in May and June 2011 through the reading of literature such as books, journals, theses, web-sites and reports; Investigation of clubs and NAs; A review of the documentation gathered; Selection of case studies based on preliminary research; and finally the make-up of interviews. Five clubs and their respective NAs were selected for the case studies based on their frequent participation to CAF competitions but also to reflect different sporting pedigree and geographical spread throughout the continent. The clubs in question are: Kaizer Chiefs of South Africa, Kumasi Asante Kotoko FC of Ghana, Paradou AC of Algeria, Mathare United of Kenya and Stade Malien of Mali. Interviews were conducted to determine their individual needs and priorities and how they will be affected by CLS. An analysis was then made to determine whether common trends emerged between the needs and priorities of the different clubs.

## **Constraints**

Access to documentation was very difficult due to a lack of relevant information concerning specific clubs' history and football in Africa in general. Although some scholars have researched the issue, the current state and history of football on the continent has been less studied than its European counterpart for example. Furthermore CLS is a relatively new topic with very limited published research having been done on the issue. For this reason it was chosen to lean on the existing FIFA Master Alumni network, some of who work in football in Africa or in different parts of the world. All the above-mentioned reasons make this research thesis innovative and unique in its kind.

## **Research findings, Stakeholders' suggestions and recommendations**

The research highlighted that African Clubs and NAs evolve in intrinsic football realities based on different socio-economic, political and sporting histories. However, some needs were commonly cited while interviewing the different parties; these needs should be considered on a priority basis and addressed in the first stages of the implementation process of CAF's Club Licensing System. Needs fell under the umbrella of four critical areas that have

been identified as: Education, Finance, Youth and Infrastructure. The recommendations made below are based on the priority areas highlighted and suggestions gathered from the various stakeholders.

### 1. Education

- *Need for trained sport managers & administrators*
- *Need of special training for CLS*

The overwhelming majority of clubs and NAs interviewed for the purpose of the research significantly emphasized the immediate need for improved quality human resources. Africa has long trailed other parts of the world in terms of economic growth, in large part because it lacks the trained talent required to drive such growth. Football in Africa suffers from a lack of efficient and trained administrators and football managers at the different levels of the governance pyramid. It was suggested that additional educational courses be put in place or made more accessible by the respective NAs or through appropriate channels. Numerous clubs also requested the need to be offered special training in light of the implementation of the Club Licensing System.

Recommendations:

- CLS Seminars and Workshops
- A Continental University Network Platform
- The creation of CAF Knowledge Management Standing Committee
- A digital knowledge exchange tool

### 2. Finance

- *Need to increase financial incentive for participation in CAF inter-club competitions (or to provide travel & accommodation subsidy)*
- *Need of financial support for CLS implementation*

The most recurring and crucial need of clubs and NAs is adequate financing to support their sporting and developmental activities. In most cases African Clubs and NAs are still very weak financially and thus operate with very limited means. Additional monetary support and non-monetary benefits are needed from higher governing bodies such as CAF and FIFA.

With regard to the implementation of the CLS in Africa, Clubs and NAs would need administrative and technical support, but also and more importantly financial assistance. The costs associated with such a comprehensive regulatory system can be quite high and overbearing for Clubs that are already struggling to balance their books. Costs associated with UEFA's CLS were in the range of US\$102 million annually.

Clubs also systematically mentioned financial difficulties in the context of participation to CAF inter-club competitions such as the African Champions League, The Confederation Cup and The CAF Super Cup. The main reasons put forth to explain those financial struggles were high travelling and accommodation costs. Even the more established clubs such as Kaizer Chiefs and Esperance Sportive de Tunis who have reached the finals of such competitions and have larger revenue streams and bigger fan bases mentioned that they struggled to break even when participating in international competitions. Prize money associated with their participation in CAF inter-club competitions is barely sufficient to cover their travel and accommodation costs.

Sponsorship income is usually dependent on a single sponsor model negotiated through the patronage of club presidents or owner and is usually on a short-term ad-hoc basis without a proper long-term commercial program. CLS is linked to participation to CAF competitions. For the CLS to be successful, CAF competitions have to become attractive to Clubs for other reasons than prestige and thereby be used as an incentive for compliance.

Recommendations:

- A special fund for CLS
- A new commercial programme for CAF Club Competitions
- Re-format CAF competitions for regional matchups in early stages

### *3. Youth development & protection*

- *Need to promote structured youth development systems*
- *Need to strengthen protection of African youth players*

A strong demand regarding youth development and protection of the youth also came out of the interviews of both Clubs and their NAs. CAF is already engaged with FIFA to help NAs establish grassroots programs to be organized at local and regional level for the benefit of local communities such as “Win in Africa with Africa” or the “Goal Project”. However research results suggested the need for a more granular focus on a structural level; one that provides a coherent system of step by step development of the youth starting at grass root level all the way to the elite competition echelon.

Clubs and NAs interviewed also stressed the need to protect the young players from exploitation at the hands of agents, rich European clubs or unsolicited academies. In its pre and postcolonial history African football has been systematically deskilled due to extensive youth player migration at the hands of European clubs. FIFA regulations have played a role in reducing this trend yet interested parties have found ways to circumvent regulations. More endogenous policies should be looked upon to embrace African youth development and deter such extraverted approaches.

Recommendations:

- Reward NAs with successful youth programs
- Stricter regulation on youth protection

#### 4. Infrastructure

- Need of consistent accessibility
- Need for safety & security for fans & players

Stadiums in Africa are predominantly owned and operated by national governments and local municipalities. The stadiums are usually multipurpose and not fully designed to meet the needs of a football club both from a commercial and safety standpoint. Additionally stadiums are not always available as two or three different clubs often share venues across a broad range of sports. Many clubs thus aspire to own a stadium of their own which can be fully developed to cater to their specific needs; to provide adequate facilities to their team to train and develop, but also from a commercial standpoint to generate higher revenues, both through match day and non match day income. Ownership of stadium or a permanent home for teams enables the establishment of a stronger emotional connection with fans; thus ownership of a stadium and of adequate training facility has been a priority. Only small steps have been taken to reach this end however due to modest financial means and lack of government support in that regard. In the short term it is a common and urgent need for most African clubs to have consistent accessibility to stadiums on match day as well as safe and appropriate training facilities for their first and youth teams.

Recommendations:

- Public/Private partnership model
- African Nations Cup to be awarded to Zonal Unions (Multiple host countries)

#### The Last Word

The authors have a great interest in seeing CLS be successfully implemented by CAF; a successful growth and prosperous development of football on the continent is desired and this bias was clearly stated in the introduction of our project. Lastly the research is focused on a select group of clubs only. It may not necessarily be comprehensively representative of all the different "football realities" of the continent and highlight how *all* clubs will be affected by CLS and its pending implementation by CAF.

*This project was made possible thanks to the guidance of our project tutor Prof. Pierre Lanfranchi; the collaboration of the Secretary General of CAF Hicham El Amrani and the different Clubs & National Associations that granted us their time and valuable information; and the support and network of the FIFI MA Alumni Family.*

## The internationalization of sporting events: The case of the Giro d'Italia



Adam Crothers (Ireland & Australia), Sjoerd Griffioen (Netherlands),  
William McAuliffe (Ireland), Gordon Templeman (USA)

Sport in the 21st century is big business and is no longer confined by the parameters that it once was. It has broken free from the shackles of pure sporting values and is now a major player in global business. In today's multibillion-dollar sports industry, athletes, companies, teams and events compete for name recognition and seek to internationalize their activities with the aim of capturing the maximum share of the global entertainment dollar. Whilst internationalization agendas are becoming prevalent in the sporting lexicon, it is debatable whether some successful internationalizations have occurred by accident or by design.

Accordingly, the exploration of existing management theory to explain the internationalization phenomena occurring in sport form the backdrop to this paper.

### Research Aim

This paper examines the internationalization of sporting events using existing management theory and sport specific case studies. Given the lack of relevant academic models, our aim is to construct a framework model for the internationalization of sporting events and test this model against an existing sporting event.

In our search for a suitable sport and sporting event to test our model against, we pinpointed professional road cycling as a sport with an acknowledged internationalization agenda and which has been understudied in comparison to other sports. From these beginnings we arrived at our research question for this paper:

*Can a framework for the internationalization of sporting events be constructed from existing management theory which is applicable to professional road cycling tours?*

## **Test Case Study – The Giro d’Italia**

The Giro d’Italia is a professional road cycling tour held over three weeks every May. The Giro d’Italia, both in terms of history and reputation, is second only to the Tour de France in in prominence within the cycling calendar.

Whilst one of the biggest problems faced by professional road cycling has been its perception as a Eurocentric sport, the Giro d’Italia has also been hampered by the specific problem of being perceived as an Italian event. In the 23 editions of the event since 1988, there have been 14 Italian winners. Apart from the nationality of riders and winners, pertinent and related aspects of the Giro d’Italia including the profile of sponsors, the teams and the fanbase have been perceived as being predominantly Italian. The Giro d’Italia has sought to combat this perception in recent years by, amongst other initiatives, increasing the number of stages of the event that take place outside of Italy and by actively seeking to increase the number and profile of non-Italian riders.

## **Research Methodology**

The authors examined existing management theory to construct the framework model and utilized best practice case studies to justify our experimental model structure. Case studies are very useful in looking at the application of management theories as case study research involves the investigation of a contemporary phenomenon within a real-life context. This specific form of research is recognized as being of particular value in providing detailed knowledge of complex events as they develop over time.

The authors then devoted attention to gathering information on the Giro d’Italia using more than one data source which allowed for a richer case and for the triangulation of results and to construct validity.

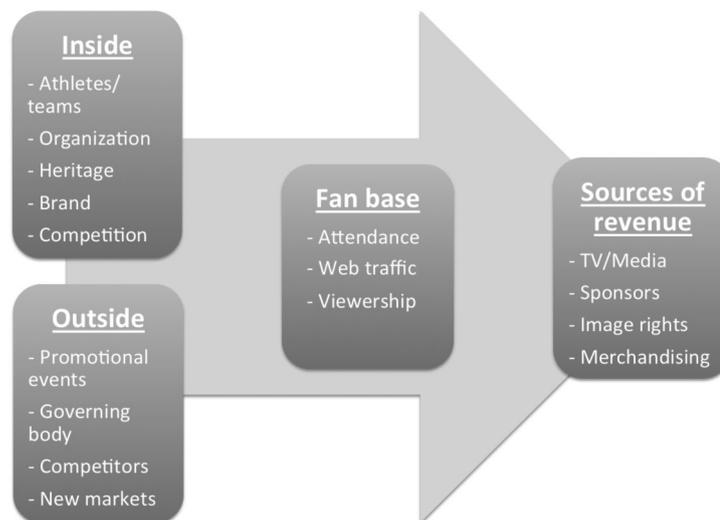
In our research we made use of the following four data collection approaches:

1. Gathering data from archival material;
2. Semi-structured interviews with key stakeholders;
3. Company visits; and,
4. On-site field research.

## The Inside / Out model

Following our exploration of existing brand and stakeholder theory we were able to construct our framework which took the form of an Inside / Out model.

The Inside / Out model operates to create from within and develop incrementally from a core position that is sustainable and is ready for external growth. For an existing organization the inside-out model has similar objectives but with more focus on the improvement from an already pre-existing state. The aim can be summarized as seeking to reinforce from within an organization by strengthening internally before (minimally to a sustainable degree) initiating larger ambitions of growth externally. When applying the model it is broken down into constituent components which are incorporated in the model graphic below.



## Findings & Discussions

The findings collated from our research were assembled and organized with respect to the model. By categorizing our findings under each component of the model, we were able to get a coherent picture of Giro d'Italia's current position with respect to internationalization. We then explored the findings in light of a Gap Analysis which pitted the Giro d'Italia against three best practice cases (Formula 1, FC Barcelona and the NBA). This painted a clear picture of the gap that exists between the Giro d'Italia and best practice counterparts.

Subsequently, we profiled the Giro d'Italia and the best practice cases along a sporting brand internationalization pipeline, which highlighted the gap between the Giro d'Italia and the best practice case studies.

It emerged that the Giro d'Italia may need to address certain internal aspects, such as leveraging more on the heritage and the uniqueness of the brand and to build upon the international dimensions of teams and riders.

As regards the outer components of the model, Giro d'Italia may need to build upon its existing promotional work which could aid its bid to educate external parties about the race and ultimately help Giro d'Italia enter new target markets like China, India and South America.

It was clear that the Giro d'Italia enjoyed a healthy fan base, exemplified by the high volume of web traffic, attendances at the race and TV viewership figures. Whilst this platform has potential to open up a number of revenue sources, the authors considered that more could be done to maximize potential.

In order to emulate the achievements of best practice examples, the authors considered that Giro d'Italia could expand its sponsorship hierarchy paving the way for an international dimension which could be leveraged upon.

## **Conclusion**

The authors concluded that a framework for the internationalization of sporting events could be constructed from existing management theory and that this framework is applicable to professional road cycling tours.

The authors found that, given the sequential dimensions the model contains, when the components of a professional road cycling tour event are placed into the model, the model highlights and pinpoints the strengths and weaknesses that are contained within the particular event. The specific areas in which the product needs to strengthen emerge and enables the assessor to propose strategic advice on actions the event can take to optimize the internationalization process.

The authors noted that, as the model was tested against a specific sporting event, it may require some manipulation to be better equipped to deal with peculiarities and complexities residing within different sports and sporting events.

# Bidding: How can you win even if you lose? Identifying the legacies of lost bids to host a sports mega event



Taha Diaey (Egypt), Jérôme Dufourg (France),  
Pavels Tjusevs (Latvia), Alberto Zamboni (Italy)

## Introduction

*"It is commonly held view that the toughest Olympic event is the marathon... [but by comparison] there is another Olympic event which makes the marathon looks gentle. It has only a handful of competitors, lasts many years, is fought out in every continent of the world, and ends with the presentation of just one medal"*<sup>1</sup> This quote by Sir Robert Scott, leader of the Manchester, leader of Manchester bid campaign 1992, 1996, 2000 and Commonwealth Games 2002 suggests that the bidding process is complex and involves considerable risk and commitment.

Nowadays there are a large number of cities competing in order to reposition themselves by means of attracting large international sports events. Hosting of large events has become considerable for the overall positioning and branding of the cities. Due to the fact that such competition has significantly increased over the last decades, cities tend to put more effort into obtaining the honour of hosting sport mega events. Today the bidding for sports mega events is a media event in itself. Cities enjoy an exceptional opportunity by attracting local, international and global media attention.

The major problem related to bidding for the rights to host a sports mega event is the fact that in a long-term competition there is only one winner. Every other contender is still obliged to invest a lot of money for the bid campaign. Moreover, the cost of bidding is constantly increasing, which should raise alarm for the sport governing bodies since there may be fewer or no bidders at all in the future if bidding becomes unattractive due to high costs. It may reasonably be assumed that only the world's largest and most powerful cities will still have the capacity to stage sports mega events.

## Research aim

The specific aim of this research is to prove that certain positive legacies of lost bidding processes to host a sports mega event do exist. In order to achieve the research aim, the following objectives were set:

<sup>1</sup> Sir Robert Scott, head of the Manchester 1992, 1996 and 2000 bid committee, cited in P.R.Emery, "Sport in the city. The role of sport in economic and social regeneration"(London: Routledge, 2001), 90.

- To determine specific categorization of potential positive and negative legacy that a city can gain from losing a bid;
- To make an analysis and to provide specific examples of legacy categories of lost bids;
- To make recommendations for bidders to secure a winning legacy for their bids.

### **Research methodology**

The method of research was quantitative and qualitative analysis. Data was collected and analysed from primary and secondary sources. The Authors examined a variety of books, journals, articles and on-line resources for the in-depth understanding of the issues concerned. A thorough research of relevant literature was carried out on the various aspects of bidding, particularly its regulation within the governing bodies. A sample questionnaire was sent to 80 (eighty) cities addressing the main questions of our research. Additionally, interviews were conducted with representatives of consulting companies specializing in bidding (Greg Curchod, Director, TSE Consulting Switzerland; Peter Hargitay, Consultant), the governing bodies (Nuria Puig, IOC Head of University Relations; Nick Lau, FIFA Project Manager), former leaders of bid campaigns (Sir Robert Scott, leader of Manchester 1992, 1996 and 2000 Olympic bid campaigns; Michele Uva, leader of the Italian bid for EURO 2016) and other sport industry experts (Zohair Ammar, owner of Score Sports). This data laid the foundation for the qualitative data, including the material available during lectures of the FIFA Master programme.

### **Challenges and limitations**

The following challenges and limitations were established:

- Time constraints limited the data collection process therefore not all the stakeholders who were contacted were able to discuss the research with the Authors before the research submission deadline.
- The Project does not provide a mathematical measurement of legacies (tangible, intangible or other) of losing bids.
- The Project is mainly focused on cases related to Olympic bids.
- Due to the sensitive nature of information concerned with the topic and staff rotation within the international federations, organizing committees of the Olympic Games as well as city municipalities, Authors faced a problem of access to certain resources and limited chance to conduct surveys or interviews.

## Key findings

One of the research findings is that a bidding competition is a complex process that involves a lot of risk and uncertainty. A lost bid may in some instances result in negative legacies such as overspending, political tension and bad publicity for the whole country.

On the other hand, by analysing different examples of cities that have suffered a loss in the past, we have come to a conclusion that in some cases a loss in a bidding campaign may lead to positive legacies. These legacies vary on a case by case basis, often depending on the size of the city, its strategy and objectives. The authors believe that the legacy of lost bid can affect different fields of the society. The table below summarizes the main positive and negative legacies of losing a bid.

Legacy of Lost Bids	
Positive	Negative
<b>Economical Legacy</b> <ul style="list-style-type: none"> <li>- Increasing tourism</li> <li>- Employment opportunities</li> <li>- Business opportunities</li> </ul>	<b>Economic Legacy</b> <ul style="list-style-type: none"> <li>- High public spending</li> <li>- Diverting resources from other priorities</li> </ul>
<b>Environmental Legacy</b> <ul style="list-style-type: none"> <li>- Development of environmental programs</li> <li>- Green venues</li> </ul>	<b>Political Legacy</b> <ul style="list-style-type: none"> <li>- Political tension</li> </ul>
<b>Political Legacy</b> <ul style="list-style-type: none"> <li>- Building relationships in the sports world</li> <li>- Success in future bidding campaigns</li> <li>- Improvement of national political relationships</li> </ul>	<b>Promotional Legacy</b> <ul style="list-style-type: none"> <li>- Bad publicity to the city/country</li> </ul>
<b>Promotional Legacy</b> <ul style="list-style-type: none"> <li>- Promotion of the bidding entity</li> <li>- Putting the city/country "on the map"</li> <li>- Re-positioning the city/country</li> </ul>	<b>Social Legacy</b> <ul style="list-style-type: none"> <li>- Division of the community</li> </ul>
<b>Social Legacy</b> <ul style="list-style-type: none"> <li>- Increase of community spirit</li> <li>- Youth education</li> </ul>	
<b>Sporting Legacy</b> <ul style="list-style-type: none"> <li>- Development of sport programs</li> <li>- Development of athletes</li> <li>- Promotion of sports</li> </ul>	
<b>Urban Legacy</b> <ul style="list-style-type: none"> <li>- Sport facilities</li> <li>- Transportation facilities</li> <li>- Realising technical plans, that can be used in the future</li> </ul>	

## Recommendations

The Authors have summarized a list of recommendations which advise the bidders how to avoid negative impacts and the ways to achieve positive legacies from losing a bid.

**Have a proactive approach.** Being proactive for a bidding committee is a decisive precondition in order to obtain competitive advantage and to gain most types of positive legacies from the losing bid. Passive fulfilment of the procedural bidding requirements will drastically decrease the possibility of gaining positive legacy from the bid.

**Elaborate a long-term plan.** The bid must be a part of a long-term strategy of the bidder and clear objectives must be set out in order to realize what the benefits of entering into the bidding race are and how the bidder will benefit even if the victory will not be obtained.

**Perform an analysis before you bid.** Economic benefits of the bid outcomes must be carefully planned. The city/country should perform a financial analysis of the potential event hosting. The intangible benefits for small size cities/countries form a considerable element for deciding whether the campaign should be proceeded with.

**Measure, analyse, compare.** In the context of a long term strategy of the city/country it is important to understand whether the vision of the city/country is going in the right direction. This can be achieved by performing measurement, comparisons and analysis of the expectations and the achievements obtained by the bid in specific spheres.

**Involve public stakeholders.** The involvement of public stakeholders is vital for different reasons such as financial support, credibility and collection of information. Knowledge of government policy, direct communication and including representatives of public stakeholders in the bidding committee are means to obtain this involvement.

**Involve the community in the bid.** By involving the community in the bidding campaign and creating a common goal as well as obtaining support from the public, the bid will create a platform for social legacy in terms of renewed community spirit. This can be achieved by organising promotional events related to the bid, and by involving community members in decision making process of the bid through public surveys.

**Make the bid transparent.** Making the bid transparent is essential in order to avoid political tension after the loss. The transparency can be obtained by a clear communicational campaign regarding the costs, benefits and risks of the bid. The bid should be as transparent as possible to avoid any accusations in the event of losing and furthermore in the light of the effect that a non-transparent campaign may leave on the image of a city or country.

**Control the cost of the bid.** Management of the cost of the bid is essential to avoid overspending. To control the cost of the bid, the bid committee has to involve a high number of stakeholders that can contribute by guaranteeing a substantial amount of cost-cutting. For example partnerships with airlines will save the travelling expenses that usually are an important part of the bidding budget.

**Integrate the bid in the city long term urban vision.** In order to obtain a positive infrastructural legacy from the bid, it is highly recommended to include in the bid the urban plans that are needed to renew the city/country. Even if the bid will be unsuccessful, it is more likely that the plans will be implemented. Cooperation with the relevant public authorities will contribute to such integration.

**Build and maintain relationships with sport governing bodies.** Creation of network within the sport governing bodies is advisable for the success in future bidding campaigns as well as for other associated reasons. In order to be successful in this component the bidders

must have a recognizable team, which has to participate in the events not only dedicated to the bid competitions. In this team it is recommended to include icons of sport in order to facilitate the communication with the sport governing bodies. Furthermore, it is important to react positively to the decisions of the federations and to show appreciation for their work.

**Use the previous bid experience.** Bidders can leverage on the knowledge and network acquired in previous campaigns. In order to secure the transfer of know-how there should not be strong disconnection between various bids in terms of time and of data collection.

**Link the bid with sport.** The bidders should not forget the close connection between the bid and sports. Linking the bid with sport is one of the ways in order to obtain a sporting legacy from the bid. The bid for a sport event is a good opportunity to promote sports.

# Sports Fandom: What do Women Want?

## A Multi Sport Analysis of Female Fans



Sara Cecamore (Italy), Kristina Fraesdorf (Germany),  
Rochak Langer (India), Áine Power (Ireland)

### Authenticity, Gender and Fandom

A sport is nothing without its fans. Sports fans are key stakeholders, playing a crucial role in the success and popularity of sports teams and the enterprise of sports in general. Sport is a male domain, a bastion of masculinity. Women may account for 50% of the world's population but they only constitute a minority group with the general body of sports fans. However, women do have a history of sports fandom even if one has to rummage through the sporting annals to find references to their presence at sporting events. Their absence from sports history is just one of the obstacles female sports fans encounter in their quest for acceptance within traditional fan communities. Factors such as the overt masculinity of sport, exclusion, fan/gender identity tension and accusations of inauthenticity have contributed to the subordination of female sports fans.

This 'sidelining' of female fans is strange when one considers that women are a valuable asset upon which professional sports could leverage. The economic empowerment of women and the subsequent adjustments in their position within society have given women much greater freedom and have led to a sense of entitlement to their own leisure time. Women's increased involvement in sport through fandom can be economically and socially beneficial and can also bring benefits to women themselves. Female fans can not only positively affect variables such as attendance, sponsorship, merchandise and TV revenues, but can also influence sport by having a "civilising effect" and acting as a link between current and future generations of fans. Additionally, sports fandom can assist women in resisting gender subordination.

### Research Aims

Female fandom is a rather neglected area of research. Of the research that does exist, much of it has tended to focus mainly on football or, if not football, on one particular sport without offering comparisons with other sports. The aim of the Project is therefore to try to address this 'gap' in the research by asking and suggesting some answers to the following question: 'When it comes to sports fandom, what do women want?' The research seeks

to identify the needs and concerns of female sports fans in order to propose what steps should be taken to redress the current inequalities in terms of the numbers and treatment of female fans.

## **Methodology**

The authors take a novel international and multi-sport approach in their research, analysing eight different sports across five different countries.

The methodology involves:

- a literature review on the concept of fandom, in particular female fandom;
- a review of the known experiences of female sports fans and the policies and initiatives of the selected sports;
- the analysis of the findings for common trends and experiences in relation to female fans and their treatment; and
- a proposal of steps to be taken to improve the current situation.

## **Female fans – An international perspective**

The authors provide an international perspective on female fans of some of the most popular sports across the world. The project provides a 'snapshot' of how the following sports address their female fans.

### *Football - England*

The level of female fans of Premier League clubs has increased to 15% in recent years. An analysis of the Premier League National Fan Surveys reveals that female fans place importance on safety and the quality of stadia facilities. Many clubs appear to target the family market and have designated family seating areas in their stadia.

### *Football - Germany*

The German Bundesliga has the highest overall attendance rates not only in European football, but worldwide. One quarter of its fan base is female. The family-friendly ticket pricing policy, stadium atmosphere and safe modern stadia are identified as factors that contribute to the popularity of football among German female fans.

### *Football - Spain*

Research on Spanish football reveals the prevalence of all female fan clubs (peñas) established by women who felt uncomfortable in the traditional peñas due to their overwhelming masculine nature. The female only peñas allow female fans to create their own cultural space around football and play a key role in their struggle for authenticity.

### *U.S. Sports*

American professional sport clubs and leagues implement creative initiatives to broaden and diversify their fan bases and increase profitability. These sports boast impressive levels of female fans within their fan base (NHL (40%), MLB (37%), NBA (35%) and the NFL (34%).) Two distinct approaches to attract female fans were identified:

- (i) 'Direct Marketing' - initiatives include offering a wide variety of team branded merchandise, sports workshops, all-female fan clubs and female targeted match day initiatives.
- (ii) 'Indirect Marketing' - the attempt by leagues to 'clean up' their sports by addressing player misbehaviour on and off the playing field.

### *England – Rugby Union*

Female fans account for approximately 16% of all attendees at Premiership Rugby games. The clubs' approach to recruiting more female fans is to use a mix of infrastructural and merchandise initiatives. At the infrastructural level clubs have found that by hosting big games at large modern stadia and by taking steps to upgrade their own stadia, female fan levels have increased.

### *England – Rugby League*

The breakdown of Super League's fans shows that approximately 40% of Super League attendees are women. A key point of emphasis for English rugby league clubs is the importance placed by them on (1) developing and maintaining strong links with the community, (2) underlining the family aspect of the game, (3) devising female focused marketing strategies and (4) providing match day entertainment.

### *Australian Rules Football*

The total female membership of AFL clubs is approximately 34%. The AFL takes a progressive approach to the role of women within their sport. Women, therefore, feature prominently in all aspects of the AFL from participation to administration, volunteering and supporting.

## **Key findings**

In order to know '*what women want*' in terms of their sports fandom it is crucial to identify what women *do not want*. The research identifies the following issues:

- Women *do not want* the overpowering masculine culture of sport to continue. They *want* is a process of 'feminisation' to occur within the sports world.
- Female fans *do not want* to be excluded from engaging in sports fandom. They *want* to be included in regular fan culture without necessarily having to adopt aspects of the language and behaviour that prevails within it.

- Female fans *do not want* to be singled out by sex. They *want* acceptance in the same way it is afforded to men. Women *do not want* to have to demonstrate their fan credentials every time they engage in fan behaviour. What *women do want* is to be accepted within fan communities *on their own terms* as legitimate and authentic fans.

The analysis of the experiences of female fans across different sports in various countries highlights common trends and initiatives that have found favour with female fans:

#### 1. Facility improvement

Women *want safe, clean and comfortable* sports stadia. Modernisation and safety have proven to be key factors in attracting more women to the matches. Female fans *want to enjoy* the sports event they attend in a safe and non-threatening atmosphere.

#### 2. Family friendly environment

A sport's ticket pricing strategy is significant when it comes to attracting female fans who wish to bring along their family. Such fans are more likely to be price sensitive. Moreover, the concerns of those female fans to whom a family friendly environment is important, relate not only to infrastructural issues but also to the values associated with a sport and how its players conduct themselves both on and off the field.

#### 3. Tailored marketing and merchandise

Women want to know that their specific concerns have been considered by sports marketers and have grown impatient with generic and stereotypical initiatives. They *want to use* their sports clothing as a way of openly demonstrating their fandom and commitment to the cause. Female fans *want* sports marketers and clubs to go beyond the 'shrink it and pink it' approach that pervades currently and to demonstrate that they take women seriously as fans.

#### 4. Ownership of fandom

Women *want to gain* a level of 'ownership' of their individual fandom and to be afforded the opportunity to engage in fandom on the same terms as male fans. When this has not been possible within traditional fan communities, female fans have taken control of their own fandom to counteract the exclusion and ridicule they have experienced.

### Recommendations

The authors make various recommendations as to what can and should be done in order to engage with female fans and to avoid the repetition of previous mistakes. While sports organisations should take the lead in implementing those measures, some measures may be outside their direct control.

### 1. Measures Within the Control of Sports Organisations:

- *Infrastructure*: Guarantee stadium safety and security, adequate toilet facilities and a safe stadium environment.
- *Marketing*: Avoid homogenising female fans and using clichés. Adopt multidimensional marketing campaigns.
- *Club merchandise*: Extend and develop (with women in mind) the range of products offered to women.
- *Inclusion*: Acknowledge the existence of female fans and understand the obstacles that they face.
- *Women in Leadership positions*: Appoint more women to decision making roles and involve them within the structure of the sport.

The general message to sports organisations is:

- **Recognise** the existence of female fans, of all types, within the fan base.
- **Listen** to what female fans have to say.
- **Look** and **Learn** at what has worked for other sports.
- **Act** now! Be proactive in engaging with female fans.

### 2. Measures Outside the Control of Sports Organisations:

- *Media*: Encourage an increase in female journalistic presence and ensure that the presence of women within the sports media is based not merely on beauty but on merit.
- *Legislation*: Existing gender equality legislation could be used in the sports domain to bring about cultural and institutional change, thereby inculcating a greater acceptance of women's place in the sporting world within the wider public. 'Title IX' in the US and the Norwegian Gender Equality Acts have been so used to significant effect.
- *New Sports vs. Established Sports*: For 'new' sports it may be easier to open up opportunities for women to attend in more equal number because of their freedom from the baggage of masculine history. However, this is no excuse for the more 'traditional' sports not to consider changing with the times.

## Conclusions

Sport is very important to female fans worldwide and female fans are increasingly important to sports. If they are serious about ensuring that female fans will be a valued and active presence within sport now and into the future, sports organisations and the wider sports community must recognise the obstacles that female fans encounter and take steps to address them. The project suggests some strategies that may assist in this regard.

Sports, in considering female fans, must bear in mind that just as all women are different; female sports fans are not a homogenous fan category. While the project shows that certain core commonalities among them can be identified, a 'one size fits all' approach will not work. Sports may feel that they are in a dilemma and have to choose between the more 'family oriented' female fan or the more 'modern' female fan. The authors argue that it should not be a case of either/or. A balance can be struck here. There can and should be a place for all types of female fans within a sport, just as all male fans are accommodated.

The authors, therefore, suggest that sports can attract and retain more female fans if they: recognise their existence, listen to what they have to say, look to and learn from other sports and act promptly by inviting and encouraging women to be part of their sports.

The bottom line is simple: female fans love their sport and want their sports to love them back.

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## The Power of Music - New forms of Sporting Events?



Dominique Andereggen (Switzerland), Roy Levy (Switzerland),  
Niren Mukherjee (Malaysia)

Who does not know how it feels to chant the team songs together with the crowd while attending a match of your favorite team? Do you remember how it feels when you put on your earphones, listen to your favorite music and start running? Or could you imagine watching a beach-volleyball game without music? Music and sport are two very powerful influences in today's world, reaching out to millions from varied backgrounds. Music is a medium – just like sport – that is universally ingested and its understanding transcends national, ethnic and religious animosities. Much like sport, music is a common language that evokes feelings of co-existence, joy, and humanism.

Music at sporting events has grown to incorporate its effect not only on the audience, but also on the athletes. If permitted, athletes like to listen to their own music either for training, competition or during the breaks. Sports teams identify to a particular song that, at times, is chosen as their 'anthem' to increase team identity and helps to intensify the morale. The influence and importance of music on sport is tremendous.

The aim of the Final Project paper is to research the long-standing history between music at sporting events, how, over time, the connection has developed and just where it is going. The authors researched the deeply-rooted relationship of these two intertwined industries to show what was (history), what is (present) and what could be (future). The idea was to look into new forms of sporting events which use live music while the athletes are competing, i.e. where music is not just a half-time act or being used as a time-filler. However, these new concepts bear certain risks:

1. Is the target group of the sport event the same as the target group of the music bands?
2. What is the goal of the music? Should it enhance the athletes' performances or just make the event more attractive for spectators? Or both?
3. How can sport events prevent the music from distracting the athletes?
4. How could sport events use music if it faces the risk of the musical act gaining primary recognition ahead of the sports event?
5. Could music be considered 'doping' when used by athletes in future sports events?

## Sources and Methodology

The research has mainly been of a qualitative nature. Information from journals, IOC reviews, letters from Baron Pierre de Coubertin, books and magazines have aided in the acquisition process. Numerous trips were made to different libraries especially to the IOC library, the Magglingen Mediathek and the sports library of the Federal Institute of Technology (ETH) in Zurich. Finally, interviews were conducted with numerous professionals from the sports and/or music industry. For the case studies a 360 degree approach was chosen to explore the idea behind the event and to collect opinions and viewpoints of various stakeholders involved (athletes, musicians/bands, sponsors, event organizers etc.).

## Challenges

This project was very late off the blocks since the first attempt for a Final Project about the Youth Olympic Games had to be cancelled after significant research, time and effort was put into it. The authors had to start from scratch to conceptualize and develop a brand new idea of interest. In March 2011 the general topic 'Sport and Music' was selected. Then a 'red line' had to be found to restrict this broad topic. The authors decided to focus on music's involvement in sporting events. A major challenge was the retrieval of contact details of the various stakeholders and to get them to answer on time.

## Structure

There are three main parts to this project – it is divided into a timeline of music's presence in sporting events in:

(i) The **past**, i.e. the development of music at sporting events. In this historical section, the Olympic Games (1896 – 2010) were used as a benchmark to measure how music in sporting events was cultivated. The historical links between music and sport were established and the similarities of the two entities were highlighted (existence of set rules, sense of skill needed to perform, distinctions between amateurs and professionals, expressed and understood worldwide in the same way).

Baron Pierre de Coubertin's ideal of merging the arts and sporting competitions (the 'Great Marriage of Muscle and Mind') was evaluated and probed. Various aspects in the Olympic Games like ceremonial music, the arts competitions, cultural programs, different musical accompaniments, music and its relation to mass media were discussed at length.

(ii) The **present**, i.e. where music is incorporated into sporting events today. In this section, two case-studies were used. The events were *Run to the Beat (RTTB)* in London, a half-marathon through the city where live bands play along the course of the race and Adidas Rockstars in Austria, a rock-climbing (boulder) event where the climbers compete whilst

live rock music is performed. This paper examines their concept, formation and running of the events and also their sustainability.

With *RTTB*, the conceptualization of the event and its make-up was the first focus. *RTTBs* concept was built around scientific research, which involves measuring the beats per minute (BPM) of the runner that is matched with the tempo of the specifically placed musical acts along the half-marathon race course. With 2011 title sponsor Nike+ being so immersed in the running scene, information about the benefits of the product are also noted in the paper. Information about previous title sponsors, Ministry of Sound in 2010 and Sony Ericsson in 2008 and 2009, is also touched on. Quotes from City Showcase, the agency that hires the talent for *RTTB*, and various artists who have performed in previous editions are noted. A summary of opinions and evaluations of last years' runners concludes the *RTTB London*. *RTTB*, run by International Management Group (IMG), has a global vision of spreading this concept. Switzerland is the first country to initiate that vision, a detailed look is given to Run to the Beat Basel which is in its second year of running as compared to London's fourth.

*Adidas Rockstars*, being in its inception year, had limited information and stats to go on. The approach was then to first delve into the concept and idea of having rock bands perform whilst athletes competed in bouldering. Then, in numerous interviews, the expectations of the various stakeholders (event organizer, athletes, media partner, bands) were gathered. It was interesting to note that Adidas created this innovative concept during a workshop with the top climbers in the world.

(iii) A **future** analysis of where these intertwined industries could be tomorrow and what risks and challenges could arise in the future. One such hot-button topic raised in this section was whether music could be considered doping. With research showing that music certainly has the ability to enhance an athlete's performance, the debate arising among scientists is whether this effect is merely psychological or if it is due to an 'enhancement of oxygen transfer' in the athlete's body which could be considered a Prohibited Method based on the Code of the World Anti-Doping Agency (WADA).

The authors, seeing a true potential for music in sporting events in the future, have devised new concepts for sporting events which require a direct use of music almost to the point where music are equal partners to sport in the said event.

- (i) With *RTTB*, a **competition for the bands** could be arranged which would see the various stakeholders (athletes, spectators, sponsors, bands) benefit from the event running this idea. Athletes will be at the center of a bigger event as bands constantly try to outdo one another. Spectators will witness competition levels rise from both the bands and the athletes. Finally sponsors are given two varied markets to invest their brand message in, with bands competing, as well, to win.
- (ii) When it comes to *Adidas Rockstars*, the authors suggested a sort of '**climbing choreography**' competition where athletes would not be judged on conventional climbing techniques but would rather have to climb (or even "dance" on the wall) in

sync with the music that is being played. Points that will be given to climbers would be based on poise, gracefulness, technique and rhythmic coordination to the music chosen by or for the athlete. This new form of competition would maintain the basics in rock-climbing but would be an innovation in terms of developing coordination and new techniques for the climbers or boulderers. Similarly, this idea could be used in BMX, in-line skating and skateboarding events where the athletes choreograph their moves according to the music.

- (iii) Another idea is the '**Silent Party**'<sup>1</sup> concept of running where athletes are all given the same genre/type of music which they collectively choose as their favorite. Wearing the headphones and invigorated by the music, excelled performances and personal best (PB) times will be attained and the measurability of the music's effect on the athletes can be easily determined.

## Conclusion

De Coubertin's original idea, to have an artistic competition at the Olympic Games which was first implemented in the Olympic Games in 1912, did not survive past 1948 when the last art competition took place. Music has however slowly worked its way back into sport events by means of chants, hymns, anthems, opening ceremonies, half-time shows and event songs.

This development has been taken to the next level by events like *Run to the Beat* and *Adidas Rockstars* which engage live bands to perform while the athletes are competing. As shown in the case studies, it is questionable whether the music directly enhances the athletes' performances or whether it just motivates the crowd and improves the atmosphere at the site which indirectly has a positive effect on the athletes' performances. Whether or not it enhances the athletes' performance, it can surely help animating the spectators and create a positive, vibrant atmosphere at the event. The fact that event organizers are trying to find new ways to make their sport event more attractive shows that the development of music at sport events is far from having reached its potential.

It is difficult to predict how the future will affect these intertwining industries but it is easy to foresee that if some day the executives of the international sports governing bodies decide that music is considered doping, this would be the end of music at sporting events which are signatories of the WADA Code. Maybe it could even impact private sport events such as *Run to the Beat* or *Adidas Rockstars*. If not, however, there is a good chance that the tremendous potential of music and sport will be further developed. Maybe de Coubertin's visionary legacy of a marriage of body and mind will eventually be revived.

<sup>1</sup> A 'silent party' usually takes place in highly populated residential areas so as not to disturb the neighbors. Party-goers are given headphones which receive the music played by the DJ. The music on everyone's headphones is the same so basically people dance in a "silent" atmosphere.

# Insuring the Future of Football: Creating a Uniform Health Insurance Scheme for Players



Shin Achiwa (Japan), Adib Hashem (Saudi Arabia), Roberto Navarrete (Ecuador & USA), Tomasz Pasieczny (Poland), Brent Rahim (Trinidad and Tobago)

The clash between national teams (federations) and clubs is nothing new in the football world. As there is a clear conflict of interest between all stakeholders involved and there is significant amount of money at stake. The authors of this paper believe that they are in a position to propose solutions that can help alleviate the tensions that exist between clubs and national associations. As this paper is for academic purposes, all the recommendations should be considered as proposals to help resolve the main issues addressed which is the players' health insurance. Furthermore there are a number of other issues that will be discussed because it is felt that they are inter-linked to players' health insurance. Therefore the following areas mentioned are as follows: compensation, transparency, decision-making process, international calendar, friendly games, limits on the number of games per player per year, obligatory doctor consultations, and others.

Authors of this paper believe that it is hardly possible to resolve one issue without resolving others and General Secretary of Premier League, Mike Foster, amongst others, confirms this attitude. However, it is sometimes much more practical to start small in order to achieve something big. Health insurance is one of the most fundamental issues to be addressed therefore it should be considered as the initial step to bring all stakeholders to resolve the tensions in football. As a matter of fact, because of the academic limitations, all the issues cannot be comprehensively addressed. We believe this small step forward can be a positive solution to bring clubs and federations closer, which may result in making negotiations easier in the future.

## Research Methodology

The method of research began by studying different books, journals, articles, electronic reports and interviews conducted in order to acquire a profound knowledge of the issues involved. The next phase of collecting research was done by surveying 12 National Association (from five different confederations) to analyze the different Health Insurance schemes that are in place. We also contacted football clubs that include Manchester City FC, Bayern Munich and West Bromwich Albion as well as their representative body, European Clubs Association, to ask them their opinion on the effects of a player call-up for

international duty. At the same time, UEFA and FIFA were interviewed by the authors of this project at their headquarters, to analyze the current system that they have in place to preserve football's main asset, the player. After gathering this information, several group meetings took place to discuss the main areas that the authors of this research consider valuable to intervene.

## **Key Findings**

From the beginning of the project, it was clear that the relationship between football clubs and national teams have been deteriorating over the years, especially when football clubs have to give up their players to the national federations for international competitions.

The main issue that affects the relationship between clubs and national associations is when a player suffers an injury while on international duty, and the national association does not cover his/her medical services because it lacks a health insurance for their players. For instance the case of the Federación Boliviana de Fútbol (FBF), Bolivian Football Federation, who covers the immediate assistance of an injured football player, however its related medical costs are then transferred to the football club's insurance company. Conversely, there are few federations that not only cover medical expenses, but also go beyond by compensating clubs with the player's salary. This is the case of The English FA, which according to the authors of this research, it is the most ideal scenario for football clubs, national federations, confederations and FIFA to use as a best practice model.

## **Challenges**

The main challenge encountered during the research was the sensitivity of the topic and the gathering of confidential information. Few parties that we contacted refused to disclose any information that could be very substantial to the aim of this project, particularly national federations, confederations and insurance companies. Moreover, it was difficult to cover all 208 FIFA member associations; therefore we focused on twelve national associations from five of six confederations as samples to analyze the different systems that are in place. In terms of the sixth confederation Oceania Football Confederation, more specifically, the New Zealand FA did not respond to our questionnaire; as a result this confederation was not included in the study.

## **Conclusions**

The research conducted on this topic and the meetings with different stakeholders allow the authors to conclude that there are several areas that need to be adjusted such as player's

release regulations and health insurance. Firstly, it is extremely difficult to establish the legal status of the players while on international duty. According to some stakeholders, it could be considered a loan or a secondment agreement. As FIFA states in the Regulations on the Transfer and Status of Players, the clubs as the players' employers are obliged to pay their health insurance during the tenure in national teams.

However, some national federations do cover health insurance for players as a gesture of good will. Nevertheless, this coverage differs from country to country based largely on their financial status. After conducting the 12-NA study, it revealed that there are different approaches that member associations adopt in regards to the financing their player's health insurance coverage which are illustrated below:

- The English FA: fully covers health and salary compensation on any injuries suffered by their players during international duty. After the injured player returns to his/her club, Cobra, The FA's insurance company, continues to cover such expenses until he/she recuperates.
- The Japanese FA: has a health insurance coverage in place for their players and a partially covered salary compensation plan which are paid to the players' respective club's through an insurance company. If a player's injury is prolonged for more than the time spent with the national team, the JFA will fully cover medical expenses. However, football clubs receive salary compensation only for the player's tenure in the national team.
- The Italian, Polish and Ecuadorian FA: fully cover health insurance only during the player's stay with the national team. They have hired an insurance company to bare the risk of injuries. However, the football club will have to incur the salary cost of the player while injured.
- The Saudi and Jordanian FA: do not carry health insurance policies for their players, however its Ministry of Sport covers the risk of injury during the players' stay in the national team. On the other hand, football clubs are responsible for players' salaries if injured on international duty.
- The Trinidadian & Tobagonian FA: does carry health insurance, however its coverage is very limited through an insurance company, ALGICO. Nevertheless, football clubs will cover major medical expenses, for instance if injuries require surgery, as well as covering player's salary.
- The Togolese FA: covers health insurance for the team as a whole and only for two major events, the African Cup of Nations and FIFA World Cups. However, it only covers injuries suffered on the pitch not including extra activities such as the terrorist attacks suffered in 2010.
- The Bolivian FA: does not cover any health insurance or salary compensation, it only covers any immediate medical attention required by the player, however, the relevant costs are then transferred to the football club's insurance company.
- The Irish FA: does not have a health insurance or salary compensation at any instance during the player's stay with his/her national team. The football club who is responsible to insure its players covers related medical costs.

- The Egyptian FA: does not cover any health insurance or salary compensation at any instance during the player's stay with his/her national team. Unfortunately, not even Egyptian football clubs insure their players leaving the responsibility to its players. However there are special cases that the FA or its club member's assist players by covering related medical expenses based on a case-by-case basis.

Cooperation and communication, between the clubs and national team doctors, are very relevant regarding the issue of health. Unfortunately, this is not a common practice in football for both parties to exchange such information. The increasing number of international games as well as the facts analyzed clearly shows why it is a good time to have unified minimum health insurance coverage for players on international duty.

While looking at potential sources of funding needed to finance players' health insurance on international duty, the authors discovered that Liberty Seguros, an affiliate of Liberty Mutual a US based insurance company, has recently become a national sponsor for the FIFA World Cup 2014 Brazil.

## **Recommendations**

As a result of this final project, the authors suggest the following recommendations:

FIFA should establish a document to clarify the legal status of the player while on international duty. This could be considered as a positive step towards the unity of the football family. There is no clear solution in place to determine whether a labor contract exists between players and their football associations as national labor laws differ from country to country. However, it is clear that most players receive remuneration (bonus, salary, per-diem, etc.) by their federations. Taking these facts into consideration and keeping in mind that the revenue of the national football association is mainly based on the national team performances. Therefore the FIFA Regulations on the Status and Transfer of Players (Annex 1), which requires clubs to pay for the players insurance on international duty, should be adjusted to release clubs from the obligation to provide health insurance for players on international duty. A unified minimum standard of the health insurance should be established.

An analysis of the twelve member associations suggests that there is inconsistency between associations with regards to health insurance. FIFA should evaluate if a unified minimum standard of health insurance should be established. Moreover, F-Marc, FIFA's Medical and Research Center, should administer and ensure that, national federations' medical staffs meet with the updated medical advances to improve the relationship between member associations and football clubs.

A sponsorship-in-kind could be an option to help resolve health coverage issues and aid national associations, if any, that are not financially capable to cover related medical expenses; it should be done in an attempt to avoid stakeholders from paying substantial amounts of money. Consequently, FIFA should evaluate a partnership relationship with a health insurance provider. Moreover, FIFA has an existing national supporter role agreement with Liberty Seguros, an affiliate of Liberty Mutual. Both parties will greatly benefit from this partnership that would enable FIFA to continue with the development of football, and permit Liberty Mutual to be established in its new product line of health insurance coverage. At the expiration of the existing contract in 2014, an external reputable consultancy firm should assess how the current sponsorship relationship has evolved to potentially consider Liberty Mutual as a FIFA partner. If the evaluation is feasible, FIFA should give the first-mover advantage to Liberty Mutual to be considered as a partner or an official sponsor. In exchange, Liberty Mutual would aid member associations, by providing a uniform health insurance that insures its football players for all international competitions (world cup, qualifiers, friendlies, etc.). This should not be an issue for an insurance company to insure approximately 30,000 international players for all competitions. Alternatively, if it is not a practical option, FIFA should issue a tender for all interested health insurance parties that want to be involved in the development of football.

## Favela Olímpica: A Feasibility Study on the Organization of a Youth Inter-Favela Games



Bruno Wanderley (Brazil & Portugal), Neikelle Moore (USA & Trinidad and Tobago), Benedikt Nann (Switzerland), Alexandre Almeida (Brazil)

Favelas are characterized by the unlicensed occupation of the land by low-income individuals, precarious urban infrastructure and public services. The historical absence of the State in the provision of basic services has created an environment propitious to the development of a parallel power supported by heavy weaponry financed by the resources coming from drug trafficking. This situation has contributed to the growth of violence in Rio reaching a point where favela inhabitants, predominantly regular citizens, cannot even frequent other favelas that are controlled by rival criminal groups.

In the fight against local organized crime, in 2008 the Government of Rio launched a strict security strategy based on the physical occupation of the city's main slums. The Police Pacification Units (UPPs) recover territories controlled by criminal groups and establish a permanent presence in these communities promoting peace and allowing them to socially interact with other communities. However, the mere presence of the State in the slums cannot solve the violence. The complexity of the issue requires follow-up initiatives aimed at socially engaging this long neglected and marginalized part of the population.

When the International Olympic Committee (IOC) announced Rio as the host city for the 2016 Olympic Games, a wave of criticism swept over the celebratory moment emphasizing attempts to hide the presence of favelas during the bid presentation and the lack of public policy towards social inclusion of these unprivileged communities in the Games. This shortcoming should not go unaddressed.

### Research Aims and Methodology

With the above mentioned needs in mind, the proposed project conducted a feasibility study on the implementation of the inaugural 'Olympic Favela', an inter-favela youth competition in Rio to be run parallel to the 2016 Olympics.

The method of research included both quantitative and qualitative analysis. Much of the core assessment stems from interviews conducted with key stakeholders, such as local community leaders, academic experts, and managers at non-profit organizations. Quantitative data such as violence rates, number of non-profit organizations, number of

schools in the chosen favelas, and budget-related benchmarks were analyzed in order to provide a high-level understanding of the environment in which the project would take place. Moreover, an extensive review of relevant literature on Social Inclusion, Security, Sporting Legacies and Olympic Education formed the basis of qualitative data collected to support the study.

In order to determine to what extent it would be feasible to implement the envisaged sport event, this study called for a profound understanding of six main topics:

1. The benefits the Olympics can bring to neglected and unprivileged youth;
2. The current security situation in these localities;
3. The active stakeholders with the capacity to host, participate in, and implement the Event;
4. The existing sport facilities and infrastructure in the favelas;
5. The means by which to legally use the name 'Olympic Favela' and subsequent implications of doing so;
6. The available sources to fund the initiative.

### **Transmitting the Olympic Values to Adolescents**

According to the IOC Charter it is not only important to ensure the regular celebration of the Olympic Games, but also to encourage and support the organization, development and coordination of sport and sports competitions<sup>1</sup>. Similarly, the main content of the project which is sport, movement, and play can have a positive effect on different developmental aspects of adolescents as demonstrated through the analysis of theories and the existence of practical initiatives and projects. The analyzed examples offer insights into potential pedagogic programs that can be applied in the Olympic Favela. The proposed project focuses on the target group of early adolescents - ten to thirteen years of age - which is the development phase that best allows for teaching values and playing organized team sports. Sport is therefore used as a key component to pass on Olympic values, such as respect and fair play, and to involve marginalized communities of Rio in the 2016 Olympics.

### **The Event: General Overview, Funding, Risk Management and Legal Aspects**

The Event includes educational workshops and competitions of futsal, basketball, handball and volleyball among children from public schools located in the participant slums, and aspires to use the Olympic values to build a long-lasting peaceful relationship among these communities employing sport as a tool to promote social inclusion.

<sup>1</sup> International Olympic Committee, "Olympic Charter." (February 2010), 14.  
[http://www.olympic.org/Documents/Olympic%20Charter/Charter\\_en\\_2010.pdf](http://www.olympic.org/Documents/Olympic%20Charter/Charter_en_2010.pdf)

The Brazilian market is ripe with opportunities to gain access to monetary backing for the project implementation. In anticipation of the upcoming mega sport events, legislation has been boosted in support of increased participation in sport, education and social development through sport. The Federal and State Incentive Law provisions are the primary vehicles currently used by similar projects and the anticipated sources of the Olympic Favela. However, additional resources from private, public, and regional institutions have been identified as viable resources for financing the costs. Moreover, an upward trend of corporate social responsibility (CSR) activity by major corporate and sport organizations has led to increased demand for community development projects such as the opportunity provided by the Olympic Favela.

The involvement of youth participants, community volunteers, personnel, and spectators requires the identification of potential risks and the development of plans to mitigate those risks, which stretch beyond the field of play, extending to prudent venue management, financial risks related to the costs of staging the Event, and risks around safeguarding participant privacy. In addition, given the novelty of interaction between favelas and especially an inter-favela sports competition, transportation and environmental risks are not to be underestimated. In order to address these issues, the Olympic Favela would set in place particular operational procedures and establish security, medical, and athlete and venue safety guidelines. As a supplemental protection, although atypical for a local event of this size in its startup phase, the Olympic Favela would also seek to secure the appropriate insurance coverage.

Finally, the study sought to be diligent around potential legal concerns specifically those related to Olympic affiliation. Because of the recognizable value of the Olympic brand, the Olympic Movement takes deliberate and proactive steps to protect the Olympic marks including the word "Olympic." These efforts become more acute around the host city of an upcoming Olympics as attempts to exploit these marks increase significantly and are of particular importance for the protection of the IOC sponsorship partners. Accordingly, of interest to the proposed project was the assessment of the possibility of using the name "Favela Olímpica" in light of the strict intellectual property right (IPR) protections in place. Although it is unlikely that the Event would be permitted to use the name, the study found that while the inability to leverage the renown of the Olympic name would be a negative, the project could benefit from increased flexibility in selecting international and local partners and from greater autonomy in the management and execution of the Event.

### **Favela Selection Criteria**

The analysis conducted on examples of sport programs and events in the slums of Rio supports the favela selection criteria mainly obtained from direct consultation with local experts and community leaders. Sport facilities in good condition and a stable environment from a security standpoint have been identified as the preponderant factors for the success of local sport initiatives. The study also suggests that strategic alliances currently established

among different spheres of Government, law enforcement units, local non-governmental organizations (NGOs), and the private sector facilitate the effective implementation of socially oriented projects and represent the underlining conditions for promoting the interaction of different favela communities through sport.

Four favelas - Mangueira, Maré, Cidade de Deus, and Complexo do Alemão – were identified as meeting the stipulated selection criteria and therefore have been shortlisted as potential participants of the 2016 Favela Olímpica. Furthermore, a closer analysis of Cidade Deus, Mangueira and Complexo do Alemão supports the argument that security is strongly supported by the presence of permanent UPPs.

## Challenges

The Event's resulting social effect cannot be entirely measured ahead of implementation. The main challenge mentioned by interviewees on that front was the fear that competition between favelas could be misinterpreted as a new ground for instigating rivalry. However, this concern was addressed through the structure of the competition itself. The Event is organized in a way to take advantage of the particular opportunities presented by the improved situation in the chosen favelas and to protect against the dangers of transmitting an incorrect message. Throughout the Event, the competitive aspect of the tournament is deemphasized and the appreciation of interaction and understanding of the core Olympic values is rewarded.

On the technical front, the challenges lie in three areas. First; because of the attention driven by the Olympics and the World Cup, there are an increased number of initiatives competing for local funding. Therefore, not only will the project have to be presented in a manner to attract attention and a greater allocation of funding, but there is also a risk that more initiatives are adopted shrinking the pieces of the financing pie attributable to each individual bidder. Second; at this stage of the exercise, it is difficult to thoroughly assess and confirm the capacity to manage risk around the Event. Because any unfortunate turn could derail the project, it would be important to gage the potential of this risk in order to establish the proper safety guidelines and, even more challenging, to subscribe to the appropriate insurance cover to address this risk. Third; that the ability to purchase the suitable insurance policy is tied in with the amount of funding secured presents another element of complexity.

## Conclusion

The concept of the Event is an opportune idea by helping to address the need of favelas to confront the historical stigma of violence and criminality; aligning with the willingness of the local government to invest in these communities and showcase the results of these investments; capitalizing on Brazil's tenure as the sports event nucleus through 2016; and

supporting the Olympic Movement in its pursuit to achieve positive social legacies and spread Olympism.

The participant favelas were chosen based on availability of infrastructure to support the Event; existence of public schools in line with the proposed participant base; and environmental stability from a security standpoint. Assessing the overall feasibility of the project has required a multi-faceted and inter-disciplinary analysis.

From an economic angle, the current landscape in Brazil has proven favorable for attaining public funds, and attracting private sponsors and partners. The Federal Sport Incentive Law is the main proposed funding source, but the possibility of combining different sources expands the funding options.

From a sporting infrastructure perspective, feasibility is strengthened by the existence of 'Olympic Villages' and schools with appropriate multi-purpose facilities. Furthermore, the current public security strategy establishes a welcoming environment for the interaction of inhabitants from different favelas.

Finally, the use of the name "Olympic," though valuable, was found to be of little importance in order to achieve the main objectives of the Event. It can be argued that an official affiliation with the Olympic Games would restrict funding options and limit managerial freedom. Although there are benefits from being associated with the Olympics, a concrete conclusion on this aspect can only be obtained by officially submitting the request for an affiliation. Thus, at this stage, it is unlikely that the project would receive approval for affiliation or for use of the Olympic name; however that may be to the project's advantage.

In summary, it can be concluded that the project is feasible and, if implemented successfully, could continue beyond the 2016 Olympics to expand in scope and transmit the Event's message widely across Brazil. Currently, local communities are segregated by a flagrant disparity of wealth which strangles the chances of the 'have-nots' to participate in sport. This is a complete departure from the Olympic message. Should the Olympic Movement truly want to make a lasting impact, the opportunity presented by the current environment is ripe to ensure fusion of all communities through the provision of elements in common - Olympic sport and values.