

# Master Thesis

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## **International Business**

# **Stakeholder Management On the Example of Accreditation for the FIS Alpine Ski World Cup**

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## **Abstract**

Accreditation is fundamental for every stakeholder group involved in the organization and management of a sport event. In the case of the FIS Alpine Ski World Cup a series of events managed by the International Ski Federation and organized by 31 organizing committees, accreditation requests for TV/Radio and Internet are approved by two different rights holding agencies. Interviews with participants from the three major stakeholder groups show that their perceptions of accreditation and its management are not homogeneous in terms of its definition, the effects of it on the event and the usage of it as control mechanism. However, the author identified accreditation and the analysis of information as possible tool to create value for the stakeholders involved. One of the key findings is that broken trust from past experiences between the stakeholder groups needs to be rebuilt in order to use the resources of accreditation to its maximal potential.

*Keywords: stakeholder management, business relations, accreditation, FIS Alpine Ski World Cup*

## **Declaration of Research Work Integrity**

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature of any degree. This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged by giving explicit references. A bibliography is appended.

By signing the present document I confirm and agree that I have read RU's ethics code of conduct and fully understand consequences of violating these rules in regards of my thesis.

Bolzano, 01/01/2014

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## Introduction

“Providing proactive and responsive information within the organization and to all stakeholders, as well as issuing news, information and stories to promote the sport, events and activities to all available media channels” (Fédération International De Ski, 2011, p. 21).

The content of one of the guiding principles of the FIS (Fédération International De Ski) summarizes the topic of this paper quite well. The aim of this paper is to identify interactive exchange of communication between different groups of stakeholders, involved or affected by the same process (Freeman, 1984), to verify homogeneous interests within and between the different groups in order to reach a common goal of a standardized accreditation system for the FIS Ski World Cup Races.

The UEFA is applying it already and it appears to be functioning well with an overall common database. However, within the FIS Ski World Cup, such a solution seems to be in the distant future. Ongoing discussions and suggestions on how to modify the current system so that it fits the needs of all the different stakeholders involved has not yet lead to a solution. The decision to introduce a simplified accreditation matrix, which is only a small part of the accreditation system, elaborated by the FIS for the 2013/14 season was postponed until the 2014/15 season. What is the challenge in finding one solution for a community formed of different stakeholder groups? Should there not be a homogeneous base of interests within and between the several groups that have the same goal of promoting their sport, their events and their activities? The implementation of a new process requires “internal verification and external communication” (Gable & Shireman, 2005, p. 12). I argue that the external communication should be named first in order to verify the possibility of realization of the needs / priorities of the different stakeholders.

The stakeholders I am targeting are those who are directly involved in accreditation. For the research purpose I will focus on three groups of stakeholders: the FIS, the organizing committees and the holders of TV/Radio and Internet rights.

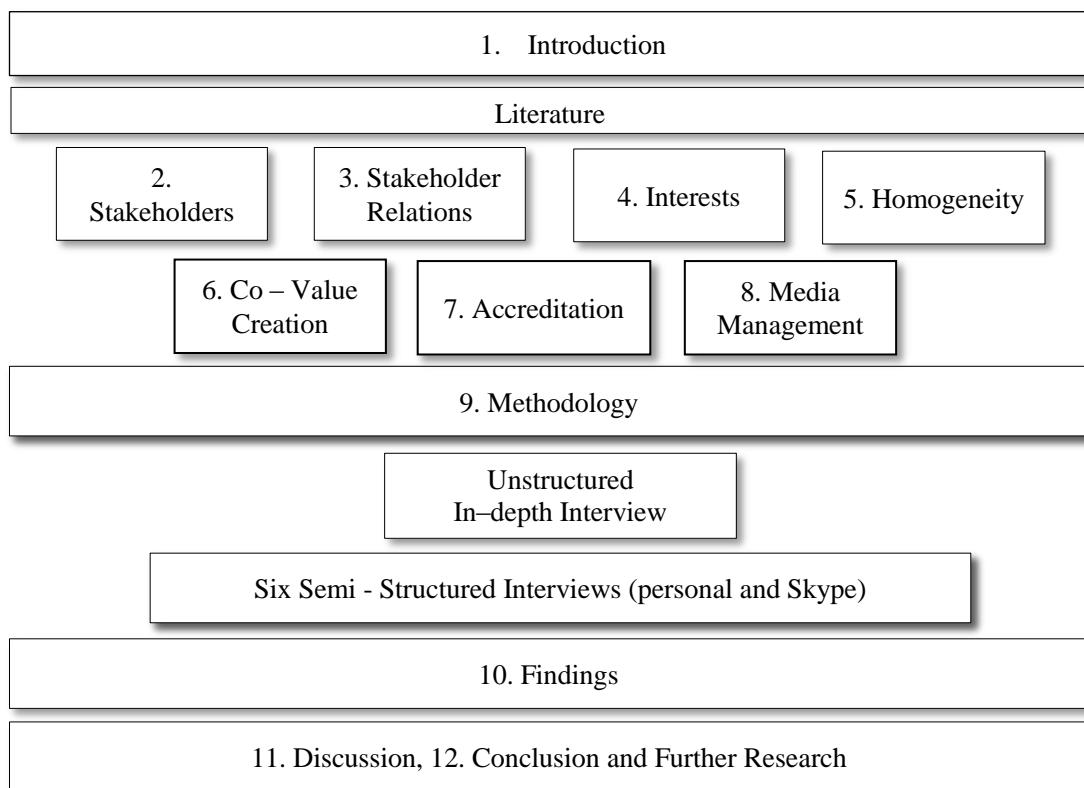
The paper is based on the concept of stakeholder management. Various studies have been conducted in this field, whereby Freeman and his stakeholder theory are consistently cited. The present research will combine aspects of the stakeholder theory

with different concepts of marketing such as co-value creation and apply it to the specific topic of the accreditation system of the FIS Ski World Cup. On the basis of the literature the different stakeholder groups of the accreditation system and their relationships to each other will be defined. Influences, preferences and priorities of the various stakeholders on the accreditation process and possible modifications as a response of these factors will be analyzed, taking in consideration the diverse and dependent connections that are present within the accreditation environment.

The research was conducted out of a special interest in this topic. Working actively in this environment and experiencing daily challenges that stakeholders face with accreditation made it seem necessary to investigate this issue further. Given the importance of this small part in organizing sport events and the missing literature about it was the main motivation to write about the interesting field of accreditation. By doing so it was hoped that it would increase awareness of its importance and to enhance further research about accreditation related to sport events.

### **1.1.Aim and Structure of the Paper**

The present paper tries to link the theories and concepts of stakeholder management, value creation and business relationships with the more practical theme of the accreditation of TV/Radio and Internet representatives for the FIS Ski World Cup,



**Figure 1 Structure of the Paper**

based on existing literature. The second part of the research describes the methodology used to elaborate the theory. To find out more about accreditation for sport events an unstructured Interview was conducted with the owner of an accreditation consultancy company based in Munich. After getting in touch with different stakeholders, six structured in-depth interviews with two representatives of each interest group were conducted. These interviews were coded, analyzed and interpreted to identify homogeneity / heterogeneity within and between the stakeholder groups. The final part includes a discussion and conclusion of the findings and inputs for further research.

## **2.Stakeholders**

As mentioned in the Introduction Freeman's Strategic Management *A Stakeholder Approach* (1984) could be considered a Bible of this topic. Being such an influential work, it serves as a foundation for this study as of others before. His definition of stakeholders as individuals or groups that are affected or affect an organization (Freeman, 1984) is widely spread throughout studies that are engaged within the stakeholder theory. Each individual being a potential stakeholder (Mitchell, Agle, & Wood, 1997) emphasizes the importance of this topic.

Laplume, Sonpar and Litz (2008) conducted an analysis of stakeholder literature from 1984 – 2007. The authors found 179 articles in leading management journals<sup>1</sup> referring to Freeman (1984) and making his pioneering role evident (Laplume, Sonpar, & Litz, 2008). In 2004, Freeman published the article “The Stakeholder Approach Revisited” where he took position towards his original approach considering the feedback and critic that followed his book.

Freeman's initial theory concentrates on management positions and how they should deal with parties that could possibly influence the organization (Freeman, 2004). In contrast Rowley (1997) argues that an organization should focus on “multiple and interdependent interactions that simultaneously exist in stakeholder environments” (Rowley, 1997, p. 887). His approach makes an analysis of the entire stakeholder structure rather than the influence of certain interest groups necessary. Mitchell, Agle and Wood (1997) categorize the field of stakeholders on their power of influence, the

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<sup>1</sup> The authors name the following: Academy of Management Review, Academy of Management Journal, Administrative Science Quarterly, Journal of Management, Journal of Management Studies, Organization Science, Organization Studies, and Strategic Management Journal.

legitimacy of their relationship and the urgency of the claim on the firm on which the management focuses.

Often it is taken for granted that certain groups have specific expectations or values (Freeman, 1984) and therefore we assume that these groups are homogenous regarding their priorities towards a certain organization or process (Wolfe & Putler, 2002). This research will focus mainly on “classifying stakeholders into categories that provide an understanding of individual stakeholder relationships” (Rowley, 1997, p. 889), satisfaction of needs, and long-term stakeholder thinking in a framework of influence and interdependence (Waddock, 2011).

### **3.Stakeholder Relations**

In order to discuss the relationship between stakeholders we have to ask what their nature is (Mitchell, Agle, & Wood, 1997). Relationship can be defined as a “longitudinal, dynamic, interactive set of experiences and activities … within a context, using tools and practices that are partly overt and deliberate, and partly based on routine and unconscious behaviors.” (Payne, Stornocka, & Frow, 2007, p. 85). If that is the case, we can argue that relationships between stakeholders are often taken for granted and that priorities of the other parties are not always known. Coming back to the question asked by Mitchell, Agle, & Wood (1997), we have to ask what the nature of these relationships is.

Philipps (2003) identifies two basic groups of interest and differentiates between normative and derivative stakeholders, whereby the former named are classically mentioned in stakeholder literature as suppliers, customers and employees. This group of stakeholders needs a deep commitment, and active collaboration (Dunham, Freeman, & Leidtka, 2006). Derivative stakeholders on the other hand are those that have no direct influence on a firm’s moral obligation but can indirectly have a positive or negative impact on the organization. These can be for example competitors, activists or media (Phillips, 2003). Media in the context of this paper will be identified as a normative stakeholder, which is directly involved in the value creation process (Jensen & Sandström, 2011) of accreditation. Understanding perspectives and gaining information about preferences of normative stakeholder is a cooperative form of interaction (Dunham, Freeman, & Leidtka, 2006). Therefore, we can say that the relationship is either a collaborative or a cooperative relationship. To strengthen these

forms of rapport and add value to the relationship experience, interaction and dialog are key factors.

Remembering, internalization and proportioning are basic steps in stakeholder learning and understanding their needs. Whereby remembering is associated with attention, and internalization with experiences resulting from emotions generated by specific messages that create product identity. The most important concept for strengthening relationships between the parties and understanding the values of other stakeholders and their priorities might be proportioning. The stakeholder has to think back and evaluate their own processes and how other groups of interest were involved within them. This might lead to a change in behavior and as a result to an improvement in the relationship within and between the different stakeholder groups by applying new practices or dislocating resources in a more productive way (Payne, Stornocka, & Frow, 2007). Similar to proportioning, Johnson (1998) describes emphasis on costumers, in our case stakeholders in general, by gathering information about them, analyzing their priorities and evaluating these in order to initiate changes of the product as well as the process. At the same time stakeholder orientation will lead to a more positive impact of stakeholder satisfaction (Nilsson, Johnson, & Gustafsson, 2001). A relationship can be seen as qualitatively strong when a stakeholder is loyal and has trust in future performance, due to the high and consistent level of service in the past (Crosby, Evans, & Cowles, 1990). Berry (1995) describes trust as the fundament of relationship marketing. Trust is often associated with reliability (SchuRJ & Ozanne, 1985, Bialaszewski & Giallourakis, 1985 and Morgan & Hunt, 1994) and credibility (Doney & Cannon, 1997).

I argue that by strengthening the relationships in the ways described, this will lead to more homogeneity within and between the groups of interest. Nilson, Johnson, & Gustafsson (2001) on the other hand conclude that satisfaction and profitability rise by “Customizing a product to meet or exceed the needs of a heterogeneous population of costumers ...” (Nilsson, Johnson, & Gustafsson, 2001, p. 12).

## **4. Interests**

In literature based on Freeman, the term “stake” is used interchangeably with the term “interest” (Wolfe & Putler, 2002). Looking at it from a linguistic point of view the German translation “Interessengruppe” (LEO Dictionary Team, 2006-2013) would be

equal to the English term “interest group”. The same applies for Italian with “portatore di interessi”, French “partie intéressée” (WordReference.com, 2013), and Spanish “parte interesada” (LEO Dictionary Team, 2006-2013). Therefore, we can assume that “stakeholder” and “interest group” are synonyms, whereby in the above-mentioned languages the term “stakeholder” is a widely used Anglicism in business contexts.

It seems evident that interests vary for each individual, based on their demographic background, financial situation and the personal priorities they might have. A person who has grown up in the mountain may have a predisposition or may be more interested in alpine skiing than surfing. Vice versa, the person raised near an ocean or near recreational water activities might not be as interested in winter sports.

In an article about sports journalism, it says that despite the criteria of objectivity, interest and tradition, journalists chose about 15 percent of their stories according to their individual preferences or self – interest (A. & Elling, 2004). To evaluate how much this preference or self-interest impacts the homogeneity of the group we can ask four questions:

What are the consequences for the individual choosing an article by him or herself? What are the costs and benefits of choosing another article? Could the article have a negative outcome to the journalist or the organization? And finally, does this put the responsibility of writing this article on a third party (Wolfe & Putler, 2002)? According to the authors, these four questions will influence the journalists, their interests and determine the priorities on which they will choose the article. Generally speaking the same principle can be applied to the self-interest of stakeholder groups.

There are different views on the interests of stakeholder groups. Jensen and Sandström (2011) argue that interests can be influenced by the economic strengths of global organizations. According to Rowley (1997) stakeholders have expectations that need to be influenced in order to avoid that they take actions against the organization (Hayibor, 2008). Where these authors use the word influence, Wolfe & Putler (2002) describe knowing the underlying interests within role-based stakeholder groups as essential to meet the objectives of the stakeholder theory. This is a far more cooperative approach. Donaldson & Presten (1995) argue that stakeholders’ interests should at least be considered and the company should act as a coordinator of such interests. An essential question raised by the authors is how to coordinate these diverse interests in order to achieve the best possible result for the organization itself. To do so the person in charge of managing the different interests should be a so-called change enabler who

is not persistently holding on to the status quo. Thorough knowledge of the company, strong diverse thinking and good negotiation skills are mandatory (Gable & Shireman, 2005).

## **5.Homogeneity**

“... simplifies organizational activities necessary to satisfy a stakeholder” (Wolfe & Putler, 2002, S. 66), which seems logical considering that a group with exactly the same needs means less work, spending less time and as a consequence fewer costs in order to satisfy the interest group. Therefore, I argue that a perfectly homogeneous group would be the optimal scenario for an organization. Wolfe and Putler (2002) mention that often within role-based stakeholder groups, similar interests and priorities lead to an assumption of homogeneity. On the other hand, the authors associate symbolic predisposition, based on associations and beliefs acquired at an early age with more heterogeneity within the same group.

The authors conducted their research about homogeneity and priorities to identify the relations between stakeholder groups in the context of intercollegiate athletes. Their concern is that, in the past, stakeholder analysis did not focus enough on relevant interests. In order to create an alliance between the organization and the stakeholder group, their preferences have to be moderately homogeneous, which at the same time simplifies activities to satisfy the people involved. The research was conducted with six role-based stakeholder groups, current and prospective students, student athletes, alumni, faculty, and athletic department administrators. Furthermore, the study investigated four main issues: faculty benefits, tuition increase, emphasis on intercollegiate athletics, and a Nike sponsorship agreement. Wolfe and Putler (2002) came to the conclusion that the widespread assumption in stakeholder research about homogeneity within stakeholder groups might not hold. Moreover, self-interest has only a modest influence on homogeneity and the demographic segmentation is of little value.

I on the other hand argue that an important factor influencing a group's homogeneity is demographics. Wolfe & Putler (2002) did not take that into consideration, since their study focused on intercollegiate athletic programs within the United States. For the FIS Ski World Cup as an international event, it is necessary to analyze homogeneity within the role-based stakeholder groups of the accreditation process including demographics in terms of geographic distance and most of the times

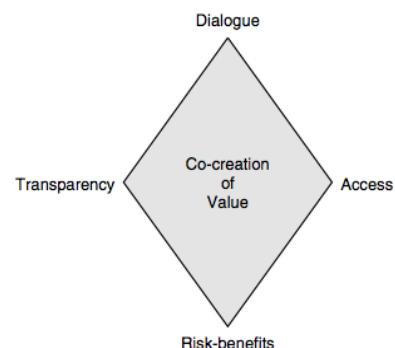
inherent cultural differences. Stakeholders that belong to the same group of interests based in Slovenia might have different needs and priorities than a group with apparently the same interests in Canada. These differences can be based on laws, different time zones or just simply different cultural influences. This aspect needs to be considered especially in a time where globalization is a key term for many businesses.

### **5.1.Distance**

Cultural, administrative, geographic, and economic differences resulting from distance can influence stakeholders or businesses in various ways (Ghemawat, 2001). Advantages of proximity can be a closer relationship, better access, easier information gathering and a positive influence on productivity and innovation (Porter, 1998). One of the most important issues for the argument of accreditation is probably the geographic distance. According to Ghemawat (2001), geographic distance can impact the budgets for transportation and communications. It is crucial for media companies and the authors to identify the cultural differences, as it influences consumers' preferences. The language barrier as a cultural dimension can affect trade between two countries negatively. Also Jensen and Sandström (2011) criticize Freeman's negligence of globalization and the resulting environmental shifts in a wider business context. Asked about the challenges of the accreditation process in a multicultural environment, Mr. Springenschmid names user-friendliness as one such challenge. The process should be understandable to all the people involved no matter the level of education a person has. Further challenges that appear when working in diverse cultural environments are the language a person speaks or writes as well as the data gathering of information.

## **6.The Concept of Co-creation of Value**

I argue that strategic management can borrow heavily from the marketing concept of co-creation, in that the value creating process we substitute the term "customer" with the generic term "stakeholder". Mitchell (1997) describes stakeholder expectations as continuous great value, provided by the partner organization. Freeman (1994) in contrast mentions joint value creation as contractual process among the stakeholders.



**Figure 2 Building Blocks of Interactions for Co-creation of Value (Prahalad & Ramaswamy, 2004, S. 9)**

“Co-creation is about joint creation of value ...” (Prahalad & Ramaswamy, 2004, S. 8) of the company and its stakeholders. This allows interest groups to bring in their experience, which will improve and more aptly suit the service context. Building blocks of interactions are just one part of the creation process. These blocks consist of dialog, access, risk-benefits, and transparency (DART), see Figure 2. For an active dialog it is important that the parties are equal and have the same access and transparency to information. To achieve a positive result when communicating with stakeholders, interactivity, deep engagement (Prahalad & Ramaswamy, 2004), and the ability to negotiate to find a “win-win” situation for all parties involved (Freeman, 2010) are essential.

To share ideas and solutions for joint challenges as equal partners requires established and accepted rules. A wide spread issue is transparency. Not all of the persons involved have the same access to information. However, looking at the DART model, this helps to identify risk and benefits (Prahalad & Ramaswamy, 2004). Clarkson (1994) describes stakeholders as risk bearers. These risk bearers are identified as those investing something of value or finding themselves at risk due to a firm’s potential actions. Mitchell, Agle and Wood (1997) assert: “A stake, in this sense, is only something that can be lost.” Without this risk of a loss, there is no stake (Clarkson, 1994).

Challenges that might have to be faced applying the DART model are conducting time consuming in-depth dialogues and still operate in an efficient manner, finding the right amount of transparency, how to deal with heterogeneous demands of stakeholders and finding a balance between acceptable risks and legal responsibilities (Prahalad & Ramaswamy, 2004).

## 7. Accreditation

The term accreditation is mostly used in the context of educational institutions or medical healthcare. According to the *Technical Manual on Accreditation* of the International Olympic Committee “the purpose of accreditation is to identify people and their roles at the Olympic Games and allow them necessary access to perform their roles” (p. 9 \_120). Furthermore it is defined as “working tool” to coordinate, facilitate, and limit the flow of participants. Accreditation identifies “qualified and eligible” persons for job performances (International Olympic Committee, 2005).

The ISO (International Organization for Standardization) defines accreditation as “... third-party attestation related to a conformity assessment body conveying formal demonstration of its competence to carry out specific conformity assessment tasks” (ISO/IEC, 2004, p. 1). Assessment is therefore described as a process to evaluate competencies and operations at hand, compared against a set of standards that are given for the purpose of the accreditation (ISO/IEC, 2004). Within the framework of higher education this means that once an institution was accredited it stayed on the list without further assessment (Kvam, 1986). However, if a positive approval of an accreditation request is the guarantee for quality of the organization (Davis, et al., 2012) repetitive revision is mandatory (Kvam, 1986). Havighurst and Brody (1994) argue that accreditation done by private organizations is mostly based on good faith, which negatively influences the credibility of certification. To ensure a certain quality resulting from accreditation, seen as an interdependent and cooperative process between several parties, a systematic and continuous flow of information between the different organizations of accreditation is necessary. This necessity has a direct influence on the process, the flow and management of the different stakeholders. Ideally these diverse groups have a common goal (Flynn, Schroeder, & Sakakibara, 1995).

Three major questions associated with the challenge of accrediting the ‘right people’ are: “How should the accreditation procedures be determined? Who should participate in the accreditation process? What are the effects of accreditation?” (Floden, 1980, p. 35)

These questions are reflected indirectly in Freeman’s *Strategic Management Schema*. One of the most relevant issues for Freeman is “How do we get to where we want to go?” (Freeman, 2010, p. 127) This basically conforms to the question of how to determine the process. The second question could easily be rephrased as “Who are the active stakeholders of the accreditation process?” Where Freeman asks for the influence of stakeholders, it can be seen as questioning the effects of the different interest groups.

Floden (1980) believes that the control of quality should be a side effect of accreditation. He mentions also that accreditation as it is, does not guarantee quality. Furthermore he argues that the accreditation process is rather expensive. Included in Freemans strategic management schema is also the budgeting. I argue that the budget is an important concern for some of the stakeholders of the accreditation system for Television, Radio and Internet. In addition, W. Springenschmid from SHS Accreditation in Munich emphasizes the cost factor of accreditation. When asked about

the demand from event organizing committees for the services his agency provides, he states:

*... wir bekommen relativ wenig Aufträge, weil wir Geld kosten und Akkreditierung soll bei den meisten Events einer nebenbei machen und es wird wenig Zeit investiert ...*

The fact that the agency gets relatively few jobs is caused, according to W. Springenschmid, by the cost of implementing the accreditation system. Organizers of events often think of accreditation as something that should be done with the least amount of investment in time and money as possible.

Accreditation procedures vary according to the different contracts between the FIS, National Ski Associations (NSA) and the Organizing Committees (OC). In the case of International TV and Radio the media agencies are the only authorities for accreditation approval. In the case that media agency does not hold the domestic broadcasting right of the country where the race is held, accreditation requests from domestic TV/Radio and Websites with filming activities are managed by the OC/NSA. A representative of the TV and Media Rights Holder has to be on site for each event during the World Cup Season to “ensure a strong and effective planning relationship between the NSA, OC and the host broadcaster, as well as attending and non-attending rights holders” (Looze, 2013, p. 30). Furthermore, the so-called TV and Media Rights Manager is the main contact for TV/Radio and Internet especially for those on site.

Another key person in the management of media is the FIS Media and PR Coordinator, who is mainly responsible for the communication between the athletes and media.

### **7.1.Stakeholders of Accreditation**

This paper does not focus on the stakeholders of a specific company, but rather on the parties that effect or can be effected by the process of accreditation (Freeman, 1984), which will not alter the concepts discussed in this study so far. The mentioned process is intended to assist with the granting of accreditation to TV/Radio and Internet entities for the different host locations of the FIS Ski World Cup. One of the key principles for effective stakeholder engagement is that the procedure is at least as valuable as the performance (Gable & Shireman, 2005), which is also applicable to accreditation for the FIS Ski World Cup. The researcher individualized three major groups of stakeholders that affect or can be affected directly by the accreditation process (Freeman, 1984) for the FIS Ski World Cup. These three major groups are the rights

holders, the organizing committees and the mass media itself. However, also athletes, sponsors, tourism offices etc. can be indirectly influenced by the accreditation process, but were left out for the purpose of this study due to the wide-ranging scope it would presume.

#### **7.1.1.Rights holders**

According to the ISO the rights holders, or rather the accreditation body, should be a legal entity that gives confidence in accreditation by showing lines of authority (ISO/IEC, 2004). In the case of the Olympic Games accreditation requests are checked and approved or rejected by agencies that were appointed by the National Olympic Committees or International Sport Federations. An alternative are for example service providers that have a contract with the organizing committee. In the case of the Olympic Games those entities serve as a guarantee for approved requests (Franzoni, 2013). Furthermore it is “responsible for its decisions relating to accreditation, including the granting, maintaining, extending, reducing, suspending and withdrawing of accreditation.” (ISO/IEC, 2004, p. 4) In order to keep track of the quality of the certification the accreditation body should also document actions taken by its personnel. The ISO has authorized six duties or responsibilities that are given to the top management. These duties include development of policies, supervision of implementation, supervision of finances, decisions on accreditation, contractual arrangements and delegation of authority to committees or individuals (ISO/IEC, 2004).

#### **7.1.2.Organizing Committees**

The organizing committees are in charge of the accreditation system used by them. TV/Radio and Internet accreditation requests have to be forwarded to the rights holders for approval. Once the request is approved the conformity assessment body gets a confirmation of the request either from the organizing committee or the accreditation body.

#### **7.1.3.Mass Media (Conformity Assessment Bodies)**

Conformity Assessment Bodies are parties applying for accreditation. They have certain responsibilities and obligations towards the accreditation body in order to maintain the granted accreditation (ISO/IEC, 2004). In the case of this study the conformity assessment bodies are the media: television, radio and Internet. Broadcasters applying for accreditation for the different FIS Alpine ski races and have to follow the

rules given by FIS, the rights holders and the organizing committee. If they do not respect the regulations the accreditation can be withdrawn from them.

## **7.2.Accreditation and Quality Control**

Accreditation should be seen as guarantee of quality (Davis, et al., 2012). I argue that the accreditation process is a quality control practice, which is “a universal concept, applicable in all contexts and having a large impact on business performance.” (Nilsson, Johnson, & Gustafsson, 2001, p. 8). For the quality practices to be successful the engagement of all the stakeholders in the improvement is essential (Bergman & Klefsjö, 1994). The Conformity Assessment for the ISO states, management should foresee a quality policy. At the same time they should strive to prove their commitment to it (ISO/IEC, 2004).

## **8.Media Management**

Accreditation is a critical part of media management, which on the other hand is an essential factor for hosts of sporting events. According to a study done by Hudson, Getz, Miller, and Brown (2002) the most important goal for event organizers in North America, Australia, and the United Kingdom is to attract media coverage. The study done by Getz and Fairley (2004) focuses on the impact of media coverage on destination promotion and the direct economic benefits resulting from tourism. I argue that in addition to media coverage, having media personnel on site has an even bigger impact for the organizing committee and as a result for the host location than media that covers the event taking the international signal only. Media management can bias media coverage to achieve objectives of the event organizers, the sponsors and the host destination (Getz & Fairley†, 2004). This involves the collaboration of event organizers, media companies and destination marketing organizers. However, the goals and priorities might not match (Patterson, 2000). Recognizing the importance of the DART model by sharing ideas, risk and transparency may lead to increased value for all of the involved parties. A significant concern might be to find a balance between the costs and the additional time spent on media demands and the benefits occurring through media such as increased sponsorship potential and ticket sales. Therefore, organizing committees often have to be flexible in satisfying media needs (UK Sport, 2005).

Patterson (2000) identified problems verifying the actual media coverage before, during and after the event in terms of geographic coverage, quantity and quality. By

having media representatives on site the organizing committee and rights holders can get an overall idea about the popularity of an event (Patterson, 2000).

### **8.1. Accredited TV/Radio and Internet Representatives 2008/9 – 2012/13**

The table below shows how many TV/Radio and Internet representatives were accredited by Infront Sports and Media<sup>2</sup> for the different ski races during the 2008/9 – 2012/13 seasons. Infront Sports and Media is the current TV and Marketing rights holder for the events and therefore responsible for the approval of the requests. Other press such as written press and photographers are not included in the table. The numbers include journalists, commentators, experts, cameramen, assistants, technicians and other people that work for the different media institutions. The events where Infront Sports and Media is not a rights holder for domestic rights are marked and do not include approved accreditation by the domestic rights holder. Events taking place in Austria do not appear at all, since Infront does not hold the media rights for the Austrian territory. During the last five seasons there were a total of 37 different locations in 16 different countries, hosting the FIS Ski World Cup. Only 16 locations were holding a ski race in each season from 2008/09 until 2012/13. Garmisch Partenkirchen, Lake Louise, Val d’Isére and Zagreb are all listed twice. This is due to the fact that they hold men’s and women’s races on different weekends and their accreditation requests were approved separately.

With  $\sigma$  395.06 and  $S_2$  156076.2 this means that the number of accredited people during the last five years was quite constant. A significant deviation with 540 accredited people less than the Average can be noted in 2009/10. This is explainable by the number of races held during that year, which were 21 compared to the 25 in 2008/09 and the 29 races held in the seasons 2010/11, 2011/12 and 2012/13. No significant deviation from the standard can be observed in 2011/12 when the finals were not managed by Infront. With a peak of accredited people in 2010/11, there is a general tendency for a slight increase.

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<sup>2</sup> Infront Sports & Media is a full service sports marketing company with its headquarter in Zug Switzerland. The organization is leading within this business and operates with 20 offices in 10 countries and 500 employees. Infront Sports & Media has partnerships with 120 rights-holders and an even higher amount of sponsors and media (Infront Sports & Media AG, 2013).

	2008/09	2009/10	2010/11	2011/12	2012/13
ADELBODEN (SUI)*	69	61	67	69	72
ALTA BADIA (ITA)	119	152	143	161	175
ARBER ZWIESEL (GER)*	---	---	28	---	---
ARE (SWE)	113**	52	59	56	65
ASPEN (USA)*	---	23	31	29	25
BANSKO (BG)	38	---	38	53	---
BORMIO (ITA)	44	78	78	92	102
CHAMONIX (FRA)	---	---	108	111	---
CORTINA (ITA)	97	95	95	108	109
COURCHEVEL (FRA)	---	---	110	112	82
CRANS MONTANA (SUI)*	---	---	---	49	---
GARDENA (ITA)	131	154	168	165	172
GARMISCH LADIES (GER)*	81	111**	---	---	44
GARMISCH MEN (GER)*	78	---	---	---	45
KRANJSKA GORA (SLO)	73	93	113	134	90
KVITFJELL (NOR)*	50	19	26	49	37
LAKE LOUISE LADIES (CAN)*	22	24	26	27	25
LAKE LOUISE MEN (CAN)*	24	29	38	21	26
LA MOLINA (E)*	47	---	---	---	---
LENZERHEIDE (SUI)*	---	---	137**	---	155**
LEVI (FIN)*	64	53	47	21	30
MADONNA DI CAMPIGLIO (ITA)	---	---	---	---	100
MARIBOR (SLO)	96	92	107	90	143
MERIBEL (FRA)	---	---	---	---	77
MOSCOW (RU)*	---	---	---	33	26
MÜNCHEN	---	---	43	31	31
OFTERSCHWANG (GER)*	20	---	---	39	28
SESTRIERE (ITA)	93	---	91	---	---
SOCHI (RU)*	---	---	---	40	---
SOLDEU (AD)	---	---	---	121	---
SPINDLERUV MLYN (CZ)*	---	---	58	---	---
ST. MORITZ (SUI)*	50	66	57	46	56
TARVISIO (ITA)	84	---	96	---	---
VAL D'ISERE LADIES (FRA)	---	74	79	85	84
VAL D'ISERE MEN (FRA)	129	125	128	104	100
VAIL / BEVTER CREEK (USA)*	37	36	25	31	30
WENGEN (SUI)*	97	77	91	87	91
ZAGREB LADIES (CRO)	66	44	63	36	51
ZAGREB MEN (CRO)	66	36	63	57	53
Total approved accreditation requests	1788	1542	2454	2284	2341

Table 1 Accredited TV / Radio and Internet Representatives 2008/09 – 2012/13<sup>3</sup>

\*Data without approved domestic accreditation requests

\*\*FINALS Men + Ladies

<sup>3</sup> Data from Infront Sports and Media

As can be seen in Table 1, the organizers of the Finals achieved the highest numbers for approved accreditation requests. These Finals were in Are, Sweden in 2008/09, Garmisch Partenkirchen, Germany in 2009/10, Lenzerheide, Switzerland in 2010/11 and 2012/13 and in 2011/12 in Schladming, Austria (not included in the table). It has to be mentioned and considered that the approved domestic accreditation requests for the finals, except for Are, were not reported to Infront and therefore could not be included in Table 1.

In general, there are tendencies for men's races to attract more media than women's (L'Etang, 2006). Although in terms of media on site this strongly depends on the results of the athletes. In the 2012/13 season for example, it can be seen that Maribor had a high attendance of media representatives explicable by the success of the Slovenian skier Tina Maze.

## **8.2. A Comparison of the Accreditation Procedures for the FIS Ski World Cup 2013/14**

Not having a standardized accreditation system and having different right holders for all the venues means for the media that the person in charge of accrediting the personnel, journalists, commentators, cameramen, technicians, etc. has to track each individual website in order to find out about the accreditation procedure of each venue. To get an overview and to compare the accreditation procedures of the 28 different host location (Austrian races included) of the FIS Ski World Cup 2013/14 the researcher compared all the web sides the week before the World Cup tour 2013/14 started officially in Sölden, Austria October 26<sup>th</sup> and 27<sup>th</sup>. Table 2 below shows that at this stage of the season six out of 28 host venues did not have their website online yet. This means a broadcaster applying for accreditation has to continuously check the websites and / or to remember when the online accreditation opens.

Only the venues that share the same online accreditation system have the same categories for media. Organizing committees that share an accreditation system are the Austrian locations, including also other disciplines as Ski Jumping and Nordic Combined. Not included in this system is Kitzbühel, where media applies via email or phone. Furthermore all the venues with ladies and men races such as Vail/Beaver Creek, Lake Louise, Val d'Isère, Zagabria and Garmisch use the same online form and Gardena and Alta Badia have a common accreditation system. This means that a broadcaster, who is attending all the World Cup races has to fill in 19 different

application forms, upload 13 times the pictures of the crew and send nine times an accreditation request also to the rights holding agency. A broadcaster applying for accreditation for an Austrian race can choose between three categories: press, press agency and magazine. It is not specified who approves TV and Radio accreditation requests. In table 2 can be found different wordings for the so called new media Internet. Some of these categories are web, www, Internet, Internet Switzerland, Internet International or Internet/Video. But how can we classify in the World Wide Web if a website is national or international? And what should a journalist apply for when there exists not only a printed version but also online version of the newspaper? At the same time the same person could do pictures or videos to broadcast the event.

Not only the differences in wording the categories but also the variety of procedures used to apply for accreditation can lead to misunderstandings that can cause an additional workload for all the parties involved, verifying requests and answering questions on procedures.

Online Accreditation					
Location	Categories	Deadline	Shared with other OCs	Picture Needed	TV/Radio and Internet Rights
Altenmarkt/ Zauchensee (AUT)	Press, Pressagency, Magazine	No Information	Alpine: Sölden, Lienz, Flachau, Schladming; Skijumping: Hinzenbach x 2, Innsbruck, Bischofshofen, Tauplitz - Bad Mitterndorf, Nordic Combined: Ramsau am Dachstein, Seefeld	Yes	Not specified
Adelboden (SUI)	Journalist Printmedia, Photographer, Agency, Journalist Internet, Radio, TV	No Information	No	Yes	Accreditation request must be send to the Rights holder for the approval
Flachau (AUT)	Press, Pressagency, Magazine	No Information	Alpine: Sölden, Lienz, Altenmarkt-Zauchensee, Schladming; Ski Jumping: Hinzenbach x 2, Innsbruck, Bischofshofen, Tauplitz - Bad Mitterndorf, Nordic Combined: Ramsau am Dachstein, Seefeld	Yes	Not specified
Wengen (SUI)	Agency, Daily Newspaper, Magazin, Radio, TV, Internet	December 1st, 2013	No	Yes	No Information
Cortina (ITA)	Not Online	No Information	No Information	No Information	No Information
Kitzbühl (AUT)	Not available Media accreditation through e-mail or phone	November 15th, 2013	No	No Information	No Information
Garmisch Partenkirchen (GER)	Online from January 2014	No Information	Garmisch Partenkirchen Ladies and Men Races	No Information	No Information
Schladming (AUT)	Press, Pressagency, Magazine	No Information	Alpine: Sölden, Lienz, Altenmarkt-Zauchensee, Flachau; Ski Jumping: Hinzenbach x 2, Innsbruck, Bischofshofen, Tauplitz - Bad Mitterndorf, Nordic Combined: Ramsau am Dachstein, Seefeld	Yes	Not specified
Maribor (SLO)	Not Online	No Information	No	No Information	No Information
Innsbruck (AUT)	No Website			No Information	No Information
Craus Montana (SUI)	Newspaper, Photo, Magazine, Agency, Radio, Television, Internet, Freelance	No Information	No	Yes	No Information
Kvitfjell (NOR)	Reporter, Photographer, Radio/TV	No Information	No	No	No Information
Are (SWE)	Not available; Media accreditation through e-mail	No Information	No	No	No Information
Kranjska Gora (SLO)	Online from December 15th	March, 5th 2014	No	No Information	Accreditation request must be send to the Rights holder for the approval
Lenzerheide (SUI)	Print, Radio, TV, Film, Photo, Agency, Internet, Freelance	March, 2nd 2014	No	No	No Information

Online Accreditation					
Location	Categories	Deadline	Shared with other OCs	Picture Needed	TV/Radio and Internet Rights
Sölden (AUT)	Press, Pressagency, Magazine	Already Closed	Alpine: Lienz, Altenmarkt-Zauchensee, Flachau, Schladming; Ski Jumping: Hinzenbach x 2, Innsbruck, Bischofshofen, Täuplitz - Bad	Yes	Not specified
Levi (FIN)	News/Photo Agency, Newspaper, Magazine, Web, Television/Radio	No	Levi Ladies and Men Race	No	Accreditation request must be send to the Rights holder for the approval
Vail/Beaver Creek (USA)	Rights-Holding Broadcaster, National Television (non-rights holding), Local or Regional Television, Newspaper, Radio, Magazine, On-Line, Freelance, Writer, Freelance Photographer, Other	November 19th, 2013	Vail/Beaver Creek Ladies and Men Race	No	No information
Lake Louise (CAN)	Newspaper/Journalist, Photographer, Radio, TV/Video, Internet/Video, Commentator	No	Lake Louise Ladies and Men Race	No	Accreditation request must be send to the Rights holder for the approval
Val d'Isère (FRA)	Radio, TV, News Paper, Photo, Communication Agency, Attaché de presse, Sponsors, VIP Guest	No	Val d'Isère Ladies and Men Race	Yes	Accreditation request must be send to the Rights holder for the approval
St. Moritz (SUI)	Agency, Freelance, Internet Switzerland, Internet International, Photo, Print, Radio, TV	No	No	No	No information
Gardena (ITA)	Press & Photo, National Radio, National TV, Local Radio, Local TV	No	Shared with Alta Badia	Yes	Accreditation request must be send to the Rights holder for the approval
Alta Badia (ITA)	Press & Photo, National Radio, National TV, Local Radio, Local TV	No	Shared with Gardena	Yes	Accreditation request must be send to the Rights holder for the approval
Courchevel (FRA)	Presse, Commentator, Media Agency, Journalist, Marketing Agency/Athletes	No	No	Yes	No information
Lienz (AUT)	Managem't, Photographer	No Information	No Information	No Information	No Information
Bormio (ITA)	Press, Pressagency, Magazine	No Information	No Information	No Information	No Information
Munich (GER)	ENG Crew, Photo, Print, Radio, TV, Web (New Media)	December 15th, 2013	No	Yes	Accreditation request must be send to the Rights holder for the approval
Zagreb (CRO)	Print, Photographer, TV, Radio, WWW, Agency, Freelance	December 15th, 2013	Zagreb Ladies and Men Race	No	Accreditation request must be send to the Rights holder for the approval

Table 2 Online Accreditation Websites Organizing Committees

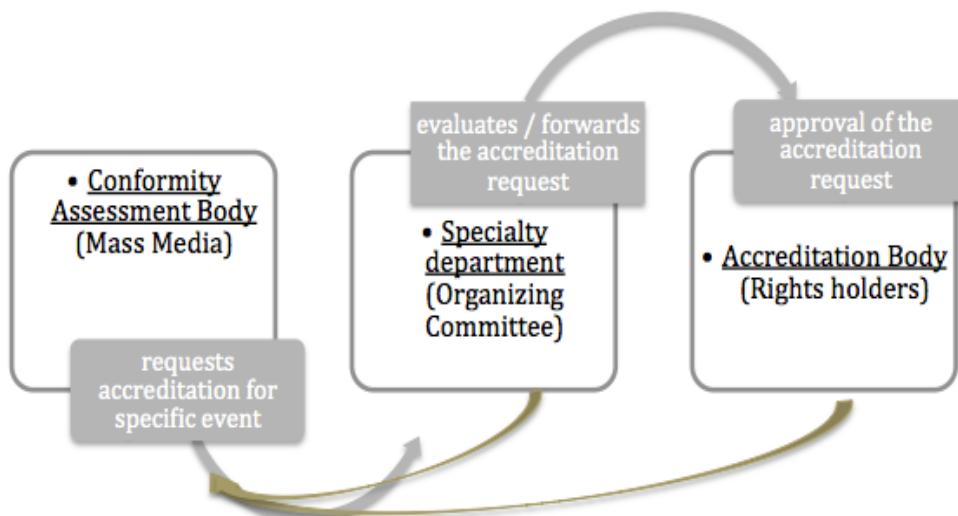
## 9.Method

During the process of writing the theoretical section of this paper a conversational Skype interview was done. The decision to do this kind of interview is based on the lack of literature concerning accreditation and the hope to gain some insights from a different perspective. The interview partner was contacted by email and asked to meet for an informal discussion about accreditation for sport events. Mr. Springenschmid agreed immediately and reacted very positively on the fact that someone showed interest for the topic of accreditation, since as he said it is a topic, which is not popular for all event organizers yet. Because of the geographical distance between the interviewers and the interviewee's residence it was decided to have a video call on Skype. When asked about the experience of having a Skype interview Mr. Springenschmid confirmed that it was nothing new for him, as it is a common tool used for business conversations. Both the interviewee and the interviewer experienced the video call as a natural way of communicating. Furthermore it is often cost friendlier and less time consuming.

Since the interview partner had many different experiences within the field of accreditation in other sports it was expected to get some insights on the working procedures at sport events outside of the FIS Ski World Cup. The interview partner is one of the owners of an event accreditation service company based in Munich. The services offered by the company range from the application form to issuing the accreditation card and include consulting, training support and implementation. The company's portfolio contains the Final Draw and the Africa Cup of Nations 2010 in Angola, Final Draw and FIFA World Cup 2010 in Johannesburg/South Africa, 12<sup>th</sup> IAAF World Championships in Athletics Berlin 2009 in Berlin/Germany, UEFA EURO 2008 in Austria and Switzerland, the British Olympic Association in London/Great Britain and the Ice Hockey World Championship 1993 in Munich/Germany (SHS Event Accreditation Service UG, 2013). The international experience in different summer and winter sports was presumed to bring in wide-ranging aspects.

“We are all stakeholders...” titles Waddrock 2011 in her article about the humanity as a stakeholder of the earth. Mr. Springenschmid has a similar opinion regarding who is affected by accreditation. Accreditation involves everybody that works for the event from the athlete to the cleaning personal. He describes the process as a “3

Building Block – System”, with three components – the conformity assessment body, the specialty department and the accreditation body. The specialty department, which in this case would be the organizing committee, evaluates the accreditation requests from the conformity assessment bodies and forwards the application to the accreditation body, which approves or rejects it. See also Figure 3 below.



**Figure 3 Accreditation Approval Process**

As mentioned already earlier in this paper also Mr. Springenschmid underlines the importance of transparency within this process. A rejection of a request should always be justified and eventual quotas to avoid an “overcrowding” of the event should be communicated to the conformity assessment body.

During the conversation many different challenges within the accreditation process came up. One of the most important issues for the event organizers seems to be the cost factor. Many organizing committees do not recognize the importance of accreditation for a smooth and secure event. Therefore they do not invest money in it and want to spend as little as possible. Often the personnel in charge for accreditation are not trained well enough. Therefore, Mr. Springenschmid stresses the importance of communication within the team and towards the people asking for accreditation.

The three major challenges in this multicultural environment are according to Mr. Springenschmid a user-friendly process that can be understood by everybody, the language (spoken and written) and the data gathering.

In general his idea about a standardized accreditation is that it is doable within the same sport with similar/same access zones. This works for example in soccer spread across different countries.

### **9.1.Qualitative Interviews**

In order to learn about the cross-validate challenges within and between the stakeholder groups that lead to the direction of more homogeneous or heterogeneous point of view six semi-structured interviews with representatives from different stakeholder groups were conducted. The researcher decided to use qualitative research as a first step in order to assess the participants' experiences (Rubin & Rubin, 1995) in the field of accreditation, and to individualize feelings, thoughts, intentions and basic perceptions (Aaker, Kumar, & Day, 2007).

#### **9.1.1.Sampling**

As sampling strategy the snowball sampling (Aaker, Kumar, & Day, 2007) was used. This was decided in order to interview people that are actively involved in accreditation within the FIS Ski World Cup. From each of the four stakeholder groups identified earlier in this paper, two people were selected. During the FIS Ski World Cup 2012/13 these key individuals were asked personally if they would be willing to participate in an interview about accreditation because of their knowledge (Parent, Eskerud, & Hanstad, 2012). All the persons asked agreed immediately and showed a lot of interest in the theme of the paper. After they consented to do the interview they were informed that they would be contacted by to fix an appointment for the interview. The questions were sent to the interviewees beforehand for their pre/review. After sending the questionnaire to the Media Coordinator from the FIS she decided not to participate because of her lack of knowledge about accreditation. The participants were informed that the conversation would be audio-taped and the data used for the research. Participant's names as well as persons mentioned in the interviews are replaced by pseudonyms or left out in order to keep their identity anonymous (Hutchinson & Bennett, 2012).

#### **9.1.2.The Participants**

The participants involved in the study have all more than six years of experience in the field of the FIS Ski World Cup and accreditation. All of them are direct or indirect involved in determining the accreditation process. People that were asked and

agreed to do the interview are the President of the AIJS (Association of Ski Journalists), who at the same time is the responsible person for media of one of the organizing committees of the Audi FIS Alpine Ski Word Cup, an Associate Director of TV and Media Rights and a TV Coordinator of a rights holding company, and the Technical Operations Manager of the men's FIS races as well as the FIS Communication Manager.

The Technical Operation Manager of the men's tour has been working for the FIS Ski World Cup since 1996. He is responsible for the design and planning of the finish area of the Alpine World Cup. Besides the coordination of media, fans, athletes, teams, officials, etc. he is also in charge of the controlling the athletes' race equipment. At the beginning of his career he oversaw advertisement and management of TV and marketing (Fédération Internationale de Ski, n.a.). Since he took over this position he is also actively involved in the development and determining accreditation. About three years ago he initiated an open working group about accreditation, where different groups of stakeholders are invited to share their ideas and thoughts.

The Communication Manager of the FIS worked for the organization for seven years before she decided to give up her role in August 2013 to spend time with her family. Working as Communication Manager she was responsible for coordinating and overseeing media sources and communications of the FIS World Cup.

One of the Associate Directors of one of the main TV / Radio and Internet rights holding companies of the FIS Ski World Cup has been working within the sales department of the agency for ten years now. His role involves the contact with the different broadcasters, which are mainly Television, but also Radio and Internet, from all over the world. He is in contact with them from the moment the contract is closed in order to provide them with information and assist them with any issue they might have. Other than being in charge of winter sports he is also involved in soccer.

The TV Coordinator is in her sixth season with the same rights holding company. Her main duty is the coordination of all TV related issues of the FIS Ski World Cup, with exception of the Austrian races. Being on site at the events the job also requires a good coordination of the FIS, organizing committees and the host broadcaster of the events.

The last interview was conducted with the general director of one of the organizing committees of the FIS Alpine Ski World Cup. As well as the other participants she has many years of experience in the World Cup. Apart from developing

business strategies, coordination and operative issues she has also experience as responsible person for accreditation for the World Championship in Ski Alpine.

## **9.2. Interview Guide**

The underlying questions for the interview are as mentioned earlier in this paper how and who should determine accreditation and what are its effects on the different stakeholder groups (Floden, 1980). The interview partners were asked 13 questions. The first question was an introduction to the interview, where the interviewee was asked about his / her involvement in the FIS Ski World Cup. The following three questions focused on accreditation in general and to which extend the interview partner or his / her organization is engaged in accreditation. The core questions of the interview tackle media accreditation and the communication between the stakeholder groups. It was expected that the question about communication would lead to answers with links to relationships between the groups. Finally the interviewees were asked to add anything not covered by the questions (see Interview Questions Appendix I).

Due to time, financial and geographical constraints four out of the six interviews were done via Skype. The language was chosen according to the interviewees' preference between German, English and Italian in order to avoid language barriers. The time calculated per interview was approximately 30 minutes. Only one interview lasted 90 minutes, since the person gave a lot of additional information for each question. An overview of the interview partners and method can be found in Table 3.

Stakeholder Group	Position	Language	Method
Organizing Committee	President	Italian	Skype
Media / Organizing Committee	President	German	Skype
Rights Holder	TV Coordinator	Italian	In-person
Rights Holder	Associate Director	Italian	In-person
FIS	Technical Operations Manager	English	Skype
FIS	Communication Manager	English	Skype

**Table 3 Interviewee position and interview method. Table adapted from (Parent, Eskerud, & Hanstad, 2012)**

## **9.3. Data Analysis**

The interviews were transcribed verbatim in the language they were conducted in. One interview was done in a German dialect, and afterwards transcribed into the German standard language, since the used dialect is spoken only in a small part of northern Italy. The researcher compared the answers in their original language and

consciously did not translate the interviews into English to maintain their original tone and meaning. Quotations used within the text were translated by the researcher and reviewed by a German/Italian bilingual, English and American Studies graduate currently working as a translator. The transcribed interviews can be found in the appendix. Only one interview is not included because the interview partner wanted to stay anonymous and did not want the interview to be published. Therefore, the researcher compared it to the other interviews and used only key - statements out of it in order to be able to describe and explain theories and concepts.

Tesch (1990) individualizes comparison as the main intellectual tool for qualitative data analysis. The result of comparison is the development of a theory. A reasonably and homogenously chosen sample group forms the basis for concepts, and constant comparison increases the validity (Boeije, 2002).

Therefore, to code and compare the interviews the software MAXQDA was used. Coding is the process of breaking down the data into manageable segments and categorizing those into groups (Schwandt, 2001).

From the five-step analysis procedure derived by Boeije (2002), two steps were chosen as being fundamental for the aim of this study. The first step is the open coding within a single interview, where the interview is coded individually to find out the core message, whether information is repeated and consequently to finalize the opinion on the specific topic / priorities the interview partner might have.

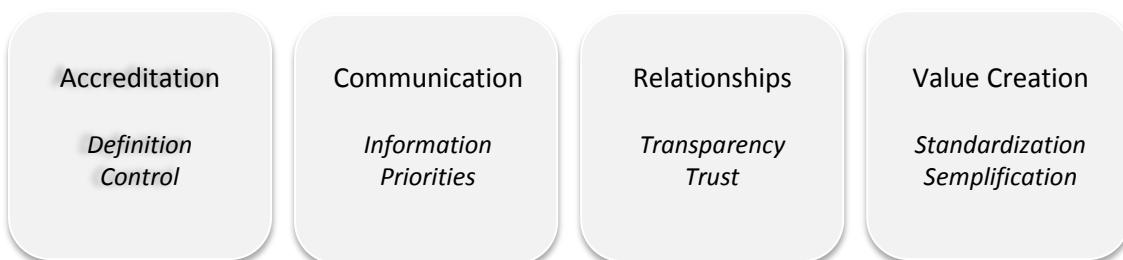
An example of the coding framework		
Interview transcript	Initial coding framework	Final coding framework
[DL] What effect has accreditation on you / your organization?		
[RA] Accreditation is a tool to measure the interest of various broadcaster on site, therefore for us it is a tool to judge and a measurement of interest and in consequence it gives us the possibility to get in touch with potential other broadcasters and with broadcasters I mean all of them or in one or the other way interesting to develop new relationships. Because of course from a contact through accreditation for the location X it can and once in a while it happened that there developed a long lasting relationship.	<ul style="list-style-type: none"> <li>-Measurement of interest</li> <li>-Increase of database</li> <li>-Communication leads to business relationships</li> </ul>	Business relationship

<p>[DL] What do you think is the major problem with the FIS season accreditation? Why is it not possible to have it in the Alpine World Cup?</p>		
<p>[RJ] Credibility. That comes back to my comment about the history of the FIS season accreditation. Let's just focus on the media site of things right now. I think in the past maybe ten years or more, 15 years ago, was not really strictly, let's say evaluated whether or not a certain representative of the media should have a season accreditation. And hence to FIS season accreditation card gained the reputation that wasn't worthy of much. It has no proven to be possible to change that perception, unfortunately.</p>	<ul style="list-style-type: none"> <li>-Season accreditation was not reliable</li> <li>-Stakeholder lost credibility</li> <li>-Abused trust</li> <li>-FIS was not able to change that perception and rebuilt reputation</li> </ul>	<p>Communication Business Relationships</p>
<p>[DL] Are there points where communication can be improved?</p>		
<p>[DS] The sportive part from the FIS site works very well. Also with the rights holding agency it works well, even though, it might be necessary to control the single names well, because if a television sends you 30 names and you don't know if these are really people working or not. And communicating you figure out, look this is the wife, the girlfriend or who it is. On the media side there are no general rules yet. So there the International Federation does not always follow the guidelines. Sometimes we are more severe than the International Federation. But in a positive, constructive sense, because sometimes the mentality is like the more journalists there are on site, the better it is.</p>	<ul style="list-style-type: none"> <li>-Different levels of control between stakeholder groups</li> <li>-Transparency communicating</li> <li>-Quality control</li> </ul>	<p>Communication Value Creation</p>

Table 4 Example of the coding framework adapted from (Burnard, Gill, Steward, Treasure, & Chadwick, 2008)

Since it was decided to have two interview partners per stakeholder group the next step was to correlate the interviews from the different groups. The aim was to compare different viewpoints of people that are involved in accreditation in different ways. This helped identifying common challenges, priorities and homogeneity between the groups. The open coding within a single interview is a tool for creating the code

tree, whereupon the comparison of the different interviews is used to expand the insights and bridge the gaps between the stakeholder groups (Boeije, 2002). As a result the researcher expected to individualize underlying tendencies within a group (Lincoln & Guba, 1985) and whether or not they matched expectations. An example of initial coding shows Table 4. Basic concepts and theories were summarized in short phrases, also called open coding. Passages where the interview partner might have digressed from the topic, also known as dross, were left un-coded (Morse & Field, 1996). Preliminary codes that derived from coding were afterwards summarized into four major categories (see also Fig. 4 below).



**Figure 4 Final Codes**

## 10.Findings

Data collection gathered four dimensions determining homogeneity/heterogeneity regarding priorities and interests of the three stakeholder groups of the FIS Alpine Ski World Cup accreditation process. These dimensions are:

### 10.1. Perception of Accreditation

One of the underlying and repeated statements of the different stakeholder groups was accreditation as a fundamental tool in organizing events. When the participants were asked what accreditation means for them / their organization their perception varied slightly. Even though all of them underlined the importance of accreditation for an event, and access control to the venue it was evident that they emphasized on different aspects of the topic. For the participants of the rights holding company accreditation is seen as identification and protection of the rights holders, for whom accreditation should create value. Both of the asked participants stated that for the World Cup itself, it was probably more important to regulate the peoples flow on site in order to keep the event safe. Other than that for the FIS it is seen as identification, providing organizing committees with information about the conformity assessment

bodies. The former communication manager of the FIS describes it as follows: “Accreditation obviously again it’s for its carrier, its holder it provides them with certain credentials to enter certain areas of the venue, sometimes it seems to be kind of entitlement.” According to the General Manager of one of the organizing committee the perception of entitlement is unacceptable since “accreditation is a working tool that is given to working people. For people that do not need to work there are other possibilities such as tickets, VIP Tickets and so on.” Also the media representative of the organizing committee defines accreditation as a tool to identify a person’s qualification to be at the event and give those people the best working conditions and services possible. Concepts that were repeated constantly by all the groups were the following: control, use information to improve services and hence to create value to the stakeholders. This on the other hand is of importance to the concerned parties both in economic as well as in promotional terms. “We have rules and regulations, and this regulations are very clear, and if someone does not fulfill them, we won’t let him in, besides when he can prove that he promotes the ski sport in a journalistic manner,” so the Chief of Media of the organizing committee. The two participants of the organizing committee as well as one of the interviewees of the International Ski Federation underlined that accreditation is not a status symbol, an entitlement or a free ticket.

The term accreditation becomes often associated with control. However, when mentioned control it referred to different aspects of the event. „Accreditation is a tool, an authorization, which you give to an entity, a broadcaster or a website in order to enter reserved space and fundamentally to shoot videos,” so the associate director of the rights holding agency. Where the rights holding company focuses on the protection of the rights, FIS controls the access of the people to keep the event organized and safe.

Alpine skiing is high speed sport in an outdoor environment, so obviously safety is the biggest concern for FIS. So only people who know exactly what they are doing and how they are doing and behaving in certain areas of the venue should be allowed to go to those parts of the venue (former Communication Manager FIS).

The organizing committee concentrates on control to provide proper working space for the different stakeholder groups. The participants of the research on the other hand claim that there is also a big gap in control within the group of organizing committees.

This is due to the different demand for the events. Organizers of World Cup Races, which are not that popular, do not prove accreditation requests properly and therefore do not value the control of quality.

Accreditation is according to the General Manager of the organizing committee a dynamic process. “Unfortunately it currently is probably not used to the extend it could be used in terms of continuously enhance the event“ so the former communication manager of the FIS.

You know, it's a whole giant – accreditation is a small, a small little key factor in a much larger machine, but without it the machine doesn't run, it's like the oil of the machine, you know. And you have to have a good design of the finish area, you have to have good security, you have to have good commitment from the organizing committee, you have to have a good company creating accreditation that visually works and physically works and you have to have a list of people who will be receiving accreditation continuously updated, so without that, if you don't have it, then the machine of the event would completely collapse in my opinion (Technical Operations Manager, FIS).

As stated by the Technical Operations Manager of the FIS accreditation seems to be only a small part of the whole event, but it involves everybody that has in one or the other way something to do with it. Or in other words without proper accreditation an event would not succeed.

## **10.2. Communicating and exchange of information**

When it comes to communication and the exchange of information there are still gaps between perceptions of the interest groups. While the participant that is working for ten years for the rights holding company describes the communication flow between the parties due to the long lasting relationship as proper, his younger colleague thinks that interaction with other stakeholders is difficult and too complex for a manifestation in this dimension, which she leads back to the missing homogeneity in the management of the World Cup. The same gap can be seen between the participants of the FIS, one describes the communication flow as fantastic and wide open, while the other participant sees it as somewhat limited, especially communication between the FIS and the organizing committees.

So the number of stakeholders is clearly defined. It's not a very large number and I think if you wanted to find let's say a more universal solution that has a long term perspective, it should be possible to have all this stakeholders, this rights holders, the organizing committee, the FIS find a solution that can be jointly developed further. (former Communication Manager FIS)

According to the TV Coordinator the main reason for this situation is that there does not exist a centralized accreditation system, but every organizing committee collects the requests for the own event. Having access to the same information and being able to exchange it simultaneously between the involved parties, would in her eyes lead to an improvement of the communication flow. The trial to standardize the current accreditation process / system by FIS, encounters especially by the organizing committees skepticism.

... I don't know how far they finally came with the philosophy of what accreditation is. Because if a marketing person takes care about press accreditation I have a problem. The marketing person has to sell something, he ticks completely different. Marketing has to promise that the world is beautiful, while journalism has to tell the truth. And that is in my opinion a considerable difference (Chief of Press, organizing committee).

A similar opinion has the general manager of the organizing committee, saying that it was a mistake of the International Ski Federation to assign accreditation to a marketing person, when there is definitely needed a chief of accreditation. It has to be a person that has knowledge about the topic, the methods, systems and legislation of privacy. This person needs to be a dedicated expert and in straight and close communication with all the parties involved. Also the Technical Operation Manager of the FIS agrees that there should be full a time employee in charge of accreditation that works together with the organizing committees.

The participant of the rights holding company thinks that knowledge leads to independence in the sense that organizing committees that are involved in the Ski World Cup for a longer time are quite autonomous and know which requests need to be forwarded to the rights holding company. On the other hand he sees a need to improve the communication to make them aware of the fact that the rights holding company

needs to verify and approve all requests that are coming in from TV, Radio and Internet. In contradiction the members of the organizing committee think that also rights holding companies need to prove incoming requests more carefully

When the Technical Operator of the FIS was asked about aspects where communication can be improved he mentioned the FIS meetings, which take place twice a year and the difficulty to sit all together und discuss about the topic. This is based on the limited time given during those meetings and that accreditation has little priority in everybody's job description. A further challenge mentioned by the general manager of the organizing committee is that it is already hard to come to a common solution within one stakeholder group. Only the two rights holding companies have such different needs that it almost impossible to come to a final conclusion. Within the organizing committees the different perceptions of what accreditation is sometimes lead to journalists that do not understand why they receive an accreditation in one venue but not in the other venue. To the former Communication Manager it is not understandable why every single organizing committee has its own online accreditation, which makes the representative from a certain media look on 30 different websites for the accreditation form and submit it individually.

### **10.3. Building Relationships through trust**

For the General Manager of the organizing committee the key to build a successful relationship is to "first of all involve all the interested persons and to build the project together". In the case of accreditation this means to have open and severe conversations with all the stakeholders involved and to take all the time needed to develop an accreditation system that works for all the groups involved. The Chief of Press of the organizing committee takes care himself of the accreditation requests to check them carefully and to "reach the aim of being reliable, trustworthy and to give the journalists the feeling that they can trust in the organization". As of now defending the own stake and the fear of losing control is omnipresent within the diverse stakeholder groups. Especially between the International Ski Federation and the organizing committees the issue of control and sharing information seems to have clashed in the past. Asked about the major problem in introducing a FIS season accreditation the answer form one of the participants of the International Ski Federation was

Credibility ... I think in the past maybe ten years or more, 15 years ago, was not really strictly, let's say evaluated whether or not a certain representative of the media should have a season accreditation. And hence the FIS season accreditation card gained the reputation that wasn't worthy of much. It has not proven to be possible to change that perception, unfortunately (Former Communication Manager).

Holders of the FIS season accreditation in the past have seen their credential as privilege rather than a working tool and abused it for private purposes.

When asked if there is anything the former Communication Manager of the FIS would change within the current accreditation system the answer was to make it big picture oriented and similar as the general manager of the organizing committee to involve the different stakeholders more in the various levels of the process in order to produce business benefits. Not directly addressed was this issue by the Technical Operations Manager, but also for him the system in the past was not "functioning exactly the way it should in present day." Asked about the challenges the participant / his organization faces with accreditation one of the issues he pointed out was gaining trust of the organizers. Especially when introducing a new accreditation system that involves 19 different venues, in different countries, with different traditions and contracts they signed already with different accreditation companies in the men's world cup tour alone. Also for the Chief of Press of the organizing committee an accreditation system managed and controlled by the FIS is not an option as of now. Similar as stated by other participants before, FIS in his opinion does not control accreditation properly, this leads to an overcrowded working area with people that are not qualified.

According to one of the participants of the rights holding company especially the relationships to the broadcasters are due to the long lasting engagement of the company well established. Often new business relations develop through accreditation requests of broadcasters for specific events. The Chief of Press of the organizing committee points out an issue that he faced particularly with local TVs and Radios – geographic distance. According to him local TV and Radio channels feel uncomfortable contacting the rights holding company to clear the rights, as they are missing the personal reference.

#### **10.4. Value Creation through use of information**

The use of information given through accreditation has different meanings for the various stakeholders. In general it shows the interest of the broadcasters in the specific events, which for the rights holding company shows an eventual augmentation in the significance of the product. According to the participant this is also of relevance for the International Ski Federation. In the sense, that it should be their intention to make the Ski World Cup more visible, accessible and valuable. When asked what accreditation means for him / his organization the participant of the rights holding company described it as a tool to valorize rights by adding special services to the broadcasters especially those, who cleared the rights for a number of seasons. Those value adding services can be supervision on site through the implementation department. Often the fee requested from broadcasters is simple accepted as an access fee, which is somehow legitimate but is not perceived as additional service offered to the clients. Therefore there exists a further need to sensitize broadcaster for the added value by paying the fee and from the view of the rights holding company it is necessary to evaluate where these services can be improved for example by creating better working spaces, add basic services like heated areas, etc. Furthermore by asking for an access fee from parties with filming intentions and controlling the accesses on site the rights holding company augments the value and protects the broadcasters that have cleared the rights. According to the participant of the rights holding company this protection / creation of value needs further awareness from the site of the organizing committees and the International Ski Federation. In this context the more recent issue of new media (Internet, Smart phones, etc.) comes up with both interview partners of the rights holding company. This new media is hard to categorize and control, and need an even better collaboration with other stakeholders involved.

Not having a unique database, where the organizing committees and the rights holders involved have access to the same information and are able to evaluate the requests simultaneously would facilitate the communication between the stakeholder groups and the application for accreditation, since this would eliminate many passes that slow down the time to the approval and increases the workload. When asked if there is anything the participant would change within the current accreditation system the TV Coordinator of the rights holding company points out four issues: simplification, reduce the general access areas, standardize the areas and categories and centralize the

accreditation system in order to facilitate the process. Similar sees it the Technical Operation Manager of the FIS.

Because we have people traveling all around the world with our tour – the same people – what we use accreditation for. For those people is an identification card, for when they arrive to a country and the organizing committee is trying to determine who they are and what they should receive from the organizing committee, whether it be accommodation, reduced price at the accommodation, whether it be access to the media center or whether it be free lift ticket to work at the event.

Also the former Communication Manager points out increased value for people that travel from one venue to the other by providing them with easy and uncomplicated access to their working spaces. Due to the given technology nowadays it is not necessary to send Excel sheets back and forth, but it is possible to have a database with different accesses for different people, without knowing any contractual agreements.

... I think just knowing who these people are, servicing them as customers rather than as maybe just worker bees or whatever, knowing a certain company comes, you will know that but the organizing committee in each venue obviously needs their information. FIS would benefit from knowing it's Mister X from ORF he will be at six World Cup Venues this season ... maybe FIS should also provide additional information or make them more valued member or provide some value added services in terms of information flow or things like that. I think you could create a whole CRM concept around this. And then it would also remove the need of this people to justify their presence every weekend.

Justifying the presence of media is a major point for the Chief of Press of the organizing committee. Knowing who the journalists are and making sure that their work has an impact on the Ski World Cup means to keep the working space for media controlled and to guarantee the best possible working conditions and increase the value of their presence.

According to the Technical Operations Manager a computerized universal scanning system would simplify the process and avoid misunderstandings. Due to financial constraints this change he would like to see is not possible at the moment; therefore together with people from other stakeholder groups he organizes an open working group to discuss accreditation issues, where everybody is welcome to bring in new ideas.

Information as analyzing tool to evaluate people flows, consumption, etc. in order to see how well the event was conducted and what should be changed, improved or optimized for future races was also mentioned by the former Communication Manager of the FIS. This information is used by the organizing committee beforehand to collaborate with suppliers and order catering, internet, transport, hotels, etc. according to the demand for the event.

The Chief of Press cites an interview from ten years ago that he did with the Race Director of the men's tour, where he stated that

... their duty is to guarantee the best possible conditions for the athletes to achieve their maximum performance. To do that we have to prepare the slopes as secure as possible. At the end we all work for the same reason. The rights holders don't sell without the top performances of the athletes ... The TVs try to show the performance and this performance creates value for sponsors and so on.

## **11.Discussion**

This research demonstrates that stakeholder perceptions on the management of the accreditation process of the FIS Alpine Ski World Cup are in its basics homogeneous, differ however in details which are essential for an effective collaboration in business relationships. One issue that came up from the different interest groups was trust, as belief that partners accomplish their obligations in the existing affiliation (Schurr & Ozanne, 1985; Anderson & Weitz, 1989) with a positive outcome for the other party (Anderson & Narus, 1990). The probability of fulfilling a certain obligation without breaking another stakeholder's trust is more likely, when the cost of being unreliable is higher. Furthermore trustworthiness depends on experience and believes In order for a relationship to be trusted in, one has to be sure that the business partner puts at least as

much emphasis in the interests of the partners as in its own. At the same time parties have to be able to forgive in case of misunderstandings (Blois, 1999). To avoid such situations between stakeholder groups Bandusch, Pate, & Thies (2008) name stakeholder voice to protect their rights by providing information in a timely manner, give them the chance to attend meetings and let them express opinions and concerns outside of those meetings. To be as transparent as possible the provided information should be comprehensible by the stakeholders and the importance of it, needs to be clear. Several technologies facilitate access and analysis of information (DiPiazza & Eccels, 2002) and to advance transparency they give the possibility to comment, criticise or interact and to give feedback on the quality of the service (Tapscott, 2005). In this context Bandusch, Pate, & Thies (2008) name principle-centered leadership to strengthen stakeholder relationships by examining and reacting to information simultaneously, which generates a more ethical behaviour and culture.

Also the concept of value creation that was named several times by all of the participants relies on relationships based on trust and commitment (Morgan & Hunt, 1994). Where the participants of the organizing committee fear a loss of the organizations DNA through a standardized and computerized accreditation system, participants of the FIS and the one of the participants of the rights holding agency see it as a simplification of the process and added value for the stakeholders. Ives and Mason (1990) point out that technology helps to adjust services to special needs rather than standardize them. The introduction of such shared systems means a high investment in the technology and training of the parties involved (Philip & Pedersen, 1997). It needs stakeholders that empower the relationship, accept disadvantages in the short-term and think long-term oriented. This initial investment pays off by bypassing geographical distance and time. Big amounts of information can be exchanged efficiently and time saved by repetitive tasks that are taken over by IT can be used for personal interaction (Ryssel, Ritter, & Gemunden, 2004).

The issue of not having a dedicated person in charge of accreditation with the needed knowledge of the topic is mentioned particularly by the participants of the organizing committees. Previous research found that the value of knowledge supports innovation and comprehension, increases trust (Ballantyne, 2004) and co-creates value (Payne, Storbacka, & Frow, 2008). Since there exist multiple points of interaction which are critical for co-value creation (Prahalad & Ramaswamy, 2004), this means that in terms of the process management of accreditation a person that knows all the

stakeholder groups, procedures, systems and juridical issues that might occur to its perfection. Furthermore, co-creating value by quality control and prove of accreditation requests can be influenced positively by effective process flow management through reduced process variance (Flynn, Schroeder, & Sakakibara, 1995).

## **12. Conclusion**

This paper underlines the importance of homogeneity within and between stakeholder groups, especially when it comes to basic principles. Alone the fact that the definition of accreditation is not perceived in the same way by the different participants of the research leads to the assumption that communication between the parties involved is not as great as stated by some of them. As an underlying issue, trust comes up several times. Broken trust and unreliability in the past still seems to be a boundary in business relations between the stakeholder groups. In order to use the potential of accreditation for value creation strong communication between the parties is needed. And as stated by Prahalad & Ramaswamy (2004) value needs to be jointly created. This means for the accreditation process of the FIS Alpine Ski World Cup that stakeholders involved need to focus on the different dimensions of the DART model described earlier in this paper. They will need to find the time to interact and exchange the information in a more timely and transparent way. The investment stakeholders will have to make initially will pay off in the long run, when the created value for all the parties involved generates economic profit.

### **12.1. Areas for Future Research**

The topic of accreditation in sport events leaves a lot of open space for future research. Sport is a noteworthy industry with a high number of people involved in diverse positions (Hoye, Nicholson, & Smith, 2008) and as stated by the participants of the research accreditation has a fundamental role in the management of the stakeholders involved. In order to define the term accreditation for sport events other than educational institutions, it might be interesting to evaluate the economic impacts of the accreditation process and granting of the credentials to certain stakeholders or stakeholder groups for the specific events.

Furthermore an experiment on the serenity of the interest groups when approving the accreditation requests could be conducted in order to prove the reliability of the parties involved. Such an experiment could involve various and diverse

accreditation requests from non-existing or media that are not primarily interested in alpine ski racing and others from existing national and international media sent to the various organizing committees, rights holding companies or the FIS. By doing so the accurateness, response time and customer service could be evaluated.

Father research on this topic could focus on the transparency level of the involved stakeholder groups and how to adopt it better to the various dimensions of the organizations by using for example the Transparency Measurement Tool (TMT) and apply it to the topic of accreditation (Bandusch, Pate, & Thies, 2008).

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## Appendix A – List of World Cup Venues and their Website

World Cup Soelden	<a href="http://www.skiweltcup.soelden.com">www.skiweltcup.soelden.com</a>
World Cup Levi	<a href="http://www.worldcuplevi.com">www.worldcuplevi.com</a>
World Cup Vail/Beaver Creek	<a href="http://www.bcworldcup.com">www.bcworldcup.com</a>
World Cup Lake Louise	<a href="http://www.winterstartevents.com">www.winterstartevents.com</a>
World Cup Val d'Isére	<a href="http://www.valsport.org">www.valsport.org</a>
World Cup St. Moritz	<a href="http://www.skiworldcup.stmoritz.ch">www.skiworldcup.stmoritz.ch</a>
World Cup Courchevel	<a href="http://www.sportcourchevel.com/skiworldcup">www.sportcourchevel.com/skiworldcup</a>
World Cup Gardena	<a href="http://www.saslong.org">www.saslong.org</a>
World Cup Alta Badia	<a href="http://www.skiworldcup.it">www.skiworldcup.it</a>
World Cup Lienz	<a href="http://www.skiworldcup-lienz.at">www.skiworldcup-lienz.at</a>
World Cup Bormio	<a href="http://www.bormioonline.com">www.bormioonline.com</a>
World Cup Munich	<a href="http://www.skiweltcup-muenchen.de">www.skiweltcup-muenchen.de</a>
World Cup Zagreb	<a href="http://www.vipsnowqueentrophy.com">www.vipsnowqueentrophy.com</a>
World Cup Altenmarkt/Zauchensee	<a href="http://www.weltcup-zauchensee.at">www.weltcup-zauchensee.at</a>
World Cup Adelboden	<a href="http://www.weltcup-adelboden.ch">www.weltcup-adelboden.ch</a>
World Cup Flachau	<a href="http://www.flachau.com/skiweltcup">www.flachau.com/skiweltcup</a>
World Cup Wengen	<a href="http://www.lauberhorn.ch">www.lauberhorn.ch</a>
World Cup Cortina	<a href="http://www.cortinaclassic.com">www.cortinaclassic.com</a>
World Cup Kitzbühel	<a href="http://www.hahnenkamm.com">www.hahnenkamm.com</a>
World Cup Garmisch Partenkirchen	<a href="http://www.skiweltcup-garmisch.de">www.skiweltcup-garmisch.de</a>
World Cup Schladming	<a href="http://www.schladming2013.at">www.schladming2013.at</a>
World Cup Innsbruck	N.A.
World Cup Crans Montana	<a href="http://www.skicm-cransmontana.ch">www.skicm-cransmontana.ch</a>
World Cup Kvifjell	<a href="http://www.worldcup.kvitfjell.no">www.worldcup.kvitfjell.no</a>
World Cup Are	<a href="http://www.worldcupare.com">www.worldcupare.com</a>
World Cup Kranjska Gora	<a href="http://www.pokal-vitranc.com">www.pokal-vitranc.com</a>
World Cup Lenzerheide	<a href="http://www.weltcup-lenzerheide.ch">www.weltcup-lenzerheide.ch</a>

## Appendix B - Interview Questions

1. What is your role within the FIS Ski World Cup?

*General about accreditation*

2. What does accreditation mean for you / your organization?
3. What does accreditation mean for the FIS Ski World Cup?
4. Are you / is your organization actively involved determining the accreditation system?

And if so how?

*Specifically for TV / Radio and Internet*

5. Who should be involved in determining accreditation?
6. How would you describe the communication flow between your organization and the other parties involved in accreditation?
7. Are there points where communication can be improved?
8. Are there any challenges you / your organization faces with accreditation?  
If so, which challenges?
9. What effects has accreditation on you / your organization?
10. What effects has accreditation on the FIS Ski World Cup?
11. Why is accreditation important?
12. Is there anything you would change within the current accreditation system?
  
13. Is there anything else that you would like to tell me about accreditation that is of importance for you that I did not ask about?

## Appendix C - Interview Transcripts

### Wolfram Springenschmid History Interview

Date: 05/04/2013

Location: Munich, Germany / Milan, Italy via Skype

Length: [01:15:07]

Interviewee: Wolfram Springenschmid

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Julia Niederstätter

Language: Questions German; Answers German

Note: [italicized words in brackets were added in by the interviewee for clarification]

[WS] = Interviewee Initials

[DL] = Interviewer Initials

[DL] Seit wann gibt es euch?

[WS] Ich habe angefangen mit Akkreditierungen 1993, bei der Eishockey WM hier in München als bezahlter Volunteer und es war sehr super. Bei mir und meinen Partnern ging es dann los 2005/2006 mit der WM in Deutschland, da haben wir in unterschiedlichen Standorten gearbeitet, dann waren wir alle gemeinsam bei der EURO Österreich/Schweiz und danach haben wir die Firma gegründet und danach haben wir uns in verschiedene Orte verteilt, der eine war bei der Leichtathletik WM, ich und meine Kollegin wir sind nach Südafrika gegangen, meine Kollegin ist dann zurück zur UEFA gegangen und gleich nach Polen, ich war noch bis zum Ende in Südafrika und bin dann nach Polen gegangen. Der bei der Leichtathletik WM war, ist inzwischen zum ZDF gegangen und ist jetzt beim Deutschen Fernsehen zuständig als Eventkoordinator nennt sich das und er ist zuständig für alle Akkreditierungssysteme, wo das ZDF als Fernseh Veranstalter auftritt u.a. waren sie Hostbroadcaster bei der Ski WM in Garmisch ... war wohl angeblich ziemlich katastrophal das System dort, mit 30 verschiedenen Zonen ...

[DL] Ich habe euer Konzept von consulting, developement, ... ziemlich interessant gefunden...

[WS] Also das sind alles Sachen, die wir im Umkreis unserer Jobs machen, wir bekommen relativ wenig Aufträge, weil wir Geld kosten und Akkreditierung soll bei den meisten Events einer nebenbei machen und es wird wenig Zeit investiert, obwohl man mit sehr wenig Aufwand schon sehr viel verbessern könnte. Im Rahmen der Firma warnen wir bei ein paar BIDS mit dabei, haben aber hauptsächlich den Africa Cup in Angola betreut, das war im Jahr 2010 glaub ich und ein Jahr darauf waren wir unterstützend oder auch bis Mitte letzten Jahres beim Volvo Oceans Race, das ist ein Segelrennen, das einmal um die ganze Welt geht in neun Monaten.

[DL] Merken Sie, dass sich zunehmend Organisatoren für Ihr Angebot interessieren?

[WS] Dadurch, dass wir alle drei in festen Jobs sind und dadurch wenig Kunden Akquisen machen ... Also angeschrieben wird man ganz selten. Das meiste, das zustande kommt, kommt irgendwie über Kontakte zu Stande. Also für das Volvo Oceans Race bin ich ganz normal über die Homepage angeschrieben worden. Aber für das Größte, was wir gemacht haben, den Africa Cup in Angola, war es einfach

deswegen, weil einer, der mit mir in Südafrika gearbeitet hat und zwei Schreibtische weiter saß, hat dann die Verbindung hergestellt und so hat sich das entwickelt. Aber, wie gesagt, es kostet Geld und Geld wollen für Akkreditierung relativ wenig Leute investieren, leider.

[DL] Wie sollte Ihrer Meinung nach der Akkreditierungsprozess für TV/Radio und Internet festgelegt werden?

[WS] Also es kommt natürlich immer auf die Größe des Events darauf an und ob ein großes Medieninteresse oder ein kleines Medieninteresse da ist oder ob man sich um potentielle Medieninteressenten kümmern muss. Ich gehe einmal davon aus, dass der Gedanke auch ist, dass ein großes Medieninteresse vorhanden ist, ist für mich das beste System, das ich bisher erlebt habe und am praktischsten ist, ist über online Registrierungsportale, wo man sich als Journalist einen User Account schaffen kann, gerade wenn es nicht nur ein einheitliches Event ist, sondern ein Event, das jedes Jahr da ist oder eine Eventkette, das heißt heute hier morgen da morgen an der nächsten Stelle oder unterschiedliche Events im selben globalen Raum. Es ist natürlich ideal, wenn man als Journalist Nachweis deines Presseausweises und in gewissen Teilen auch deiner Vitae, was du im Pressebereich gemacht hast – also logst dich ein, schickst eine Anfrage, die muss dann natürlich von der jeweils anderen Seite genehmigt werden, in dem Bereich, dann hast du deinen User Account und kreierst deinen Account dahingehend, dass du all deine Daten aufführst, also normalerweise Reisepass, Name, Nachname, Geburtsdatum, Nationalität, ... also das übliche Spektrum, das dann eben je nachdem, welche Sicherheitsstufe das Event hat, für polizeiliche Überprüfung genommen werden muss – also das sollte alles im Profil sein. Und über dieses Profil hast du dann eben die Möglichkeit, eine online Anfrage zu starten für ein gewisses Event. Du sagst jetzt, wenn es zum Beispiel ein Akkreditierungssystem der FIS ist, ich habe mein Profil und danach klicke ich nur noch: ich möchte in Wengen, ich möchte in Garmisch, ich möchte in Kitzbühel dabei sein. In Bormio mag ich nicht, da mach ich dann kein Hacken hin und im Endeffekt ist es dann die Aufgabe des jeweiligen Akkreditierungsmanager oder der Zuteilungsstelle zu entscheiden, okay dafür bekommst du eine Akkreditierung und dafür nicht, weil die Quote des Landes, weil wir allgemein zu viele Journalisten haben, weil ja ... Über eine Onlineplattform mit festgelegten Profilen finde ich, das ist der ideale Weg.

[DL] Ist es besser, wenn jedes Organisationskomitee seine eigene Onlineplattform hat oder wenn der Dachverband diese übernimmt?

[WS] Also aus meiner Sicht ist es natürlich einfacher, wenn es global organisiert ist. Es kommt auf die Perspektive darauf an. Für den Journalisten ist es natürlich einfacher, wenn es nur ein System gibt und je nachdem auf welcher Basis dann die Akkreditierungszulage erfolgt, ob das lokale Organisationskomitee oder zum Beispiel die FIS entscheidet welche Journalisten akkreditiert werden. Falls die Organisationskomitees selbst entscheiden, wäre es natürlich einfacher, wenn sie eine eigene Datenbank haben um auch ihre lokalen Begebenheiten mit einzubringen. Vor allem weil es sehr Sinn macht in so einer Datenbank auch auf andere Bereiche wie z.B. Sicherheitsleute, Putzservicekräfte, Mitarbeiter, ... zu beachten, die ja alle genauso akkreditiert werden müssen und da ist es halt für ein lokales Organisationskomitee einfacher, das in ihrem Bereich zu machen. Es ist halt immer eine Frage des Investitionsvolumens und wie groß die Datenbank ist. Also ich kann dazu nur sagen im Fußballbereich bei der UEFA ist das alles Zentral gesteuert. Da gibt es eine Datenbank, wo alle Events gemacht werden, auch die Kleinen, jetzt zum Beispiel in der Ukraine in Lemberg das Putzteam musste sich genauso in diese Datenbank eintragen wie das ZDF

zum Beispiel. Das läuft eigentlich relativ gut, das ist halt ein großes Monster, das es für die Organisationskomitees schwer macht das Akkreditierungssystem an die lokalen Begebenheiten anzupassen. Es ist halt nicht so einfach zu reagieren, wenn man sagt für diesen Ort brauche ich jetzt noch etwas Spezifische im Akkreditierungssystem wie zum Beispiel Zugangsbereiche, als Zonen oder je nachdem, was es braucht ist es dann halt ein bisschen schwerer, aber so ein globales System ist für mich besser und einfacher.

[DL] Inwiefern ist es möglich, das Akkreditierungssystem für Veranstaltungen mit Austragungsorten in verschiedenen Ländern zu standardisieren?

[WS] Also es ist im Endeffekt möglich, ich habe viel im Fußball gearbeitet und es ist immer dasselbe Grobkonzept, du hast immer Zonen im Stadion, wo du dann vor Ort die Wegeführung machst. Das Entscheidende ist, dass es ein Event gleicher Gangart ist, ich glaube nicht, dass es sehr kompliziert ist – die Olympischen Spiele haben es so – ich kenne das Akkreditierungssystem der Olympischen Spiele ein bisschen, es ist sehr kompliziert und eine Kombination aus verschiedenen Möglichkeiten. Also wenn ich jetzt als FIS jetzt das Akkreditierungskonzept übernehmen würde mit Nordische Kombination und Ski Alpin und ... da müsste man sich genauer damit beschäftigen. Im Endeffekt kannst du es bestimmt auf einen gemeinsamen Nenner bringen, aber idealisiert wäre es dann schon, es auf verschiedene Sparten aufzuteilen. Wie gesagt, ich glaube schon, dass du das Projekt haben kannst und es auf verschiedenen Orte und Begebenheiten anpassen kannst, weil ob das Rennen jetzt in Wengen ist oder in Kitzbühel der Grundaufbau ist gleich. Im Endeffekt du hast überall einen Startbereich, du hast einen Zielbereich, du hast einen Pressebereich, eine Mixed Zone, einen Pressekonferenzbereich, du hast eine VIP oder Hospitality Area. Also diese Bausteine sind ja normalerweise relativ gleich. Wenn man dann wirklich einmal bei einem Rennen ist, wo zum Beispiel kein VIP Bereich ist, kann man den ja ganz einfach raus lassen.

[DL] Welches sind die Herausforderungen, die sich in einem solch multikulturellen Umfeld ergeben können?

[WS] Die größte Herausforderung ist eigentlich, dass der Prozess sich zu akkreditieren user friendly ist. Es muss für den Hochschulabsolventen, für den Journalisten genauso leicht anwendbar sein, wie für den Wachmann – den Sicherheitswachmann, der jetzt vielleicht nicht den größten Bildungsprozess hinter sich hat. Das ist ein wichtiger, ein sehr wichtiger Punkt, also klar verständlich, leicht verständlich, dann muss es, wenn es dann vor Ort zu den Kontrollen kommt - also wenn die Sicherheitsleute dann kontrollieren, muss es leicht verständlich sein. Wie gesagt, die Sicherheitsleute sind meistens nicht die gebildetsten sind, d.h. keine komplexen Zusammenhänge, d.h. du darfst da rein, wenn du das hast und wenn du nur das hast, dann darfst du nicht rein. Es sollte so einfach gestrickt sein wie möglich.

Die zweite größte Herausforderung ist sprachlich. Englisch als zentrale Sprache macht natürlich Sinn, nur man muss dabei bedenken, dass nicht alle Leute Englisch können, gerade im Ausland, das ist eigentlich ein sehr großer Punkt und da kriege ich eigentlich auch immer viele Probleme damit. Dann hast du neben dem Sprachlichen auch immer unterschiedliche Schriftarten. Jetzt war ich in der Ukraine, wo kyrillisch geschrieben wird. Auch das sind Dinge, die man bedenken muss. Wir haben da versucht, einen Weg darum herum zu finden, aber auch da mussten wir feststellen, dass nicht jeder der Kyrillisch kann – also die meisten können es – aber nicht jeder kann auch die lateinische Schrift dazu, oder nicht jeder kann das auch eins zu eins übersetzen oder richtig übersetzen. Also da hatten wir auch Probleme mit. Man hat das Gleiche mit Griechenland und ihrer Schrift, Japan, China – da gibt es Probleme. Dann die unterschiedlichen Datenerhebungen, also bis jetzt hatte ich eigentlich immer die Basis

von fünf verschiedenen Daten, das waren Name, Vorname, Geburtsdatum, Geschlecht, Nationalität und Reisepassnummer. Das sind diese zentralen Daten, die man hat. In all den Ländern, in denen ich bis jetzt war, waren das dann auch die Daten, die von den Sicherheitsbehörden abgefragt werden. Also das glaube ich jetzt nicht, dass das so ein großes Problem ist. Das größte Problem ist für mich die einfache Bedienbarkeit und der einfache Zugriff, also es muss eine Online Webpage sein, wo du weltweit Zugriff hast. Man muss aber auch bedenken, dass nicht jeder einen Computer, nicht jeder Internet hat. Also auch da muss es andere Möglichkeiten geben. Es ist sehr, sehr weit – wie schon gesagt. Es gibt Sprache, dann muss man auch Möglichkeiten haben, dass nicht jeder User sich selber eintragen muss, wenn du z.B. eine Sicherheitsfirma hast, dann macht das meistens ein Hauptverantwortlicher für die ganze Sicherheitsfirma. Das sind bei manchen Veranstaltungen 1000 – 2000 Leute, die da arbeiten und da ist es dann idealerweise, wenn es eine Kombination gibt, eine einfache Excel Liste mit dem System einfach rein zu laden, nicht dass du dasitzen musst und 2000 Leute von Hand in die Datenbank einzugeben, weil das produziert einfach wahnsinnig viele Fehler. Aber das sind für mich die drei größten Probleme.

[DL] Wer sollte in den Akkreditierungsprozess für TV/Radio und Internet involviert werden?

[WS] Du hast auf der anderen Seite natürlich sämtliche Journalisten, sämtliche schreibende Presse als Anfragende und was bei uns eigentlich immer relativ gut funktioniert, ist so eine Art drei Bausteine: Du hast den Antragsteller, du hast eine Fachabteilung in der Mitte und du hast die Akkreditierungsabteilung. Die Fachabteilung entscheidet ok, der und der und der Journalist muss rein kommen oder sagt jetzt z.B. das ZDF kommt an und will 300 Leute akkreditieren und die Fachabteilung kann sagen okay das ist realistisch, schickt uns einen Staff Plan, damit wir sehen, was die Leute machen und die können dann entscheiden, okay 300 Leute ist gut oder nein ihr braucht aber nur 150 Leute um „over-crowding“ ein bisschen einzudämmen. Und dann brauchst du natürlich die Akkreditierungsabteilung, die den Gesamtüberblick hat. Das muss dann einen Gesamtquotenüberblick haben – nein es kann nicht sein, dass ZDF 150 Leute in die Mixed Zone bringt z.B. und vom Competition Bereich sind dann 300 Trainer und Betreuer akkreditiert. Das heißt alleine von diesen zwei Gruppen ist der Pressebereich schon voll und du bringst keine Sportler rein, weil drinnen alles schon überfüllt ist. Also diesen Gesamtüberblick muss die Akkreditierungsabteilung haben, in der Mitte die Fachabteilung und auf der anderen Seite der Antragsteller. Und beim Antragssteller ist dann eben die Frage eben individual bei kleineren Gruppen und z.B. eine Person bei der Sicherheitsfirma für die ganzen Angestellten.

[DL] Auf welche Stakeholder wirkt sich Akkreditierung aus?

[WS] Naja ... alle im Endeffekt. Für jeden, der in gewisser Art und Weise eine Arbeit verrichtet, vom Sportler bis zur Putzfrau. Es ist im Endeffekt so, dass jeder an einen gewissen Ort kommen oder nicht kommen ... eine Reglementierung findet eigentlich für alle, die in irgendeiner Weise mit dem Event verbunden sind, statt.

[DL] Welche Auswirkungen hat es z.B. auf ein Organisationskomitee, ob ein bestimmtes Fernsehen akkreditiert wird oder nicht?

[WS] Für sie bedeutet es die mediale Weiterbringung des Events, also wenn ich ein Kamerateam aus Kasachstan akkreditiere, kann ich davon ausgehen, dass mein Event auf irgendeine Art und Weise in Kasachstan gezeigt oder vermarktet wird. Ein dritter Gedanke geht dann an Sponsoren, okay die Werbebanden werden in Kasachstan gezeigt, was dann wieder mehr Einnahmen generiert. Ein Organisationskomitee muss

die Balance finden auch im Medienbereich, an notwendigen Medienvertretern und keine Medienüberflutung. Also es hilft nichts, wenn von Deutschland 200 verschiedene Medienvertreter da sind, aber kein Platz mehr für den Kasachen da ist. Da muss eine gewisse Quotenregelung gefunden werden.

[DL] Gibt es eine solche Regelung?

[WS] Also in München geht es gerade sehr viel um Akkreditierung, weil es gibt hier gerade einen Prozess – da gab es eine Neonazi Mordserie mit zehn Toten und da wird eine angeklagt, weil die hatten ein Akkreditierungssystem, die ersten 50, die sich eintragen dürfen rein und dürfen zuschauen und da waren nur leider sehr viele ausländische Vertreter zu spät dran und jetzt gibt es einen großen Aufschrei, weil ein sehr großes internationales Interesse da ist. Denen wäre es angeraten, eine gewisse Quotenregelung zu geben. Es gibt – ich weiß nicht ob es Guidelines gibt, es gibt eine Anleitung. Du entscheidest nach Größe der Medien. Einerseits du hast Europa bezogen die fünf großen Länder Deutschland, Frankreich, Spanien, Großbritannien und Italien – das sind die großen Länder mit den großen Medieninteressen, die bekommen natürlich einen größeren Bereich an Medienplätzen, aber wie gesagt an die kleinen Länder muss auch gedacht werden und auch da brauchst du jemanden, der sich darin auskennt, der sich damit beschäftigt. Man muss natürlich auch schauen, dass auf schreibende Journalisten gedacht wird, nicht dass aus Deutschland jetzt nur fünf Journalisten akkreditiert werden, soll jetzt nicht das Lindauer Tagblatt eine Akkreditierung bekommen, sondern die Bildzeitung. Je nachdem, wo das Event stattfindet muss aber natürlich auch ein regionaler Bezug da sein wird. Wenn das Skirennen jetzt in Lindau statt findet, ist es natürlich genauso wichtig, dass einer aus Lindau dabei ist, um auch die lokalen Begebenheit, die direkt berührt werden oder involviert sind, mit einzubauen ... es ist ein schwieriges Thema, man muss in jedem Land eine zuverlässige Informationsquelle bekommen, was die auflagestärksten Zeitungen sind, was der wichtigste Fernsehsender ist, was der wichtigste Radiosender ist oder ob das jetzt mehr international gesehen, welche Sportseiten – Internetseiten international am meisten Beachtung haben.

[DL] In welcher Beziehung stehen Interessensgruppen zueinander? D.h. Organisationskomitees, Medien, ...

[WS] Jedes Organisationskomitee möchte im Endeffekt, dass sein Event möglichst weit verbreitet wird. Nicht nur um Sponsoreneinnahmen, Sponsoren – bessere Sponsoren zu bekommen oder wenn es nicht ein Weltcuprennen, sondern ein Einladungsrennen auch die Sportler für das Event zu bekommen. Jedes Organisationskomitee hat natürlich das Interesse, das Event möglichst global oder möglichst weitgestreut – stark zu promoten und auf der anderen Seite Journalistensicht ist es natürlich interessant, gerade wenn es – die haben dann wieder die Resonanz vom Zuschauer, vom Publikum, sei es beim Fernsehen mit Einschaltquoten und damit verbundenen Einnahmen, als auch schreibende Journalisten mit ihrer Auflage und damit verbundenen Einnahmen. Also im Endeffekt dreht sich alles ums Geld. Je größer das Event und je besser du das Event vermarktest, desto besser kannst du damit Geld generieren.

[DL] Welches sind die Prioritäten der verschiedenen Interessensgruppen in Bezug auf den Akkreditierungsprozess?

[WS] Es ist eigentlich für alle das Gleiche wichtig. Erstens, dass sie den Akkreditierungsprozess möglichst einfach bestreiten können. Ohne viel Aufwand, ohne viel zu tun, das heißt der Prozess von der Anfrage bis zur Abholung der Akkreditierung – möglichst wenig Aufwand möglichst einfach bekommen und auf der anderen Seite ist

es für jeden Journalisten wichtig, dass er überall dorthin kommt, wo er zum Arbeiten hin muss. Ich weiß, dass Journalisten oft sagen, sie müssen überall hin, aber es sind halt diese bestimmten Pressebereiche und da müssen sie schnell und problemlos hinkommen. Im Fußballbereich ist es z.B. wichtig, dass du von der Pressetribüne relativ schnell runter in den Pressekongreßbereich kommst. Dass es ein einfacher, gerader, schneller Weg ist. Weil die Pressekongreß relativ schnell anfängt und du musst von dem Platz wo du schreibst, relativ schnell dort sein. Beim Skifahren ist es dadurch, dass die Athleten nacheinander kommen ist es dann ein bisschen anders ... aber im Endeffekt einfache Erreichbarkeit der Arbeitsplätze.

Von Organisationskomitee Seite auf die Journalisten bezogen ist es wichtig, dass die Journalisten nur überall dahin kommen, wo man sie haben will. Also der Startbereich ist da rausgelassen, die Frage ist, ob man Journalisten im VIP Bereich haben will – meistens auch nicht oder nur in einem bestimmten kleinen Bereich. Also das ist für Organisationskomitee Seite wichtig. Auch dass sie nicht überall hinter die Kulissen schauen können...

*(Phone rings, Interviewee answers the phone and the Interview continues after 30 minutes)*

[DL] Inwiefern wird bei der Entwicklung des Akkreditierungsprozesses auf die verschiedenen Bedürfnisse der Stakeholder eingegangen?

[WS] Im Journalistenbereich ist es natürlich so, dass sehr viele eine Akkreditierung haben wollen, dass da ein sehr großes Interesse vorhanden ist. Für alle anderen ist es ja ein notwendiges Mittel zum Zweck. Putzleute müssen ja akkreditiert werden und reißen sich nicht unbedingt darum, in den Akkreditierungsprozess rein zu kommen. Na ja es wird halt durch eine einfache Anwendbarkeit oder eine einfache Handhabung, indem ich mich leicht akkreditieren kann und einen einfachen durchschaubaren oder klar durchschaubaren Akkreditierungsprozess dann durchlaufe. Also wenn ich als Lindauer Tagblatt weiß, dass es eine gewisse Quotenregelung gibt und dass es vielleicht sein könnte, dass ich keine Akkreditierung bekomme, wenn die Quote schon erfüllt ist, ist es natürlich für den Medienbereich, für den Journalisten natürlich besser, sie werden trotzdem sich beschweren, schimpfen, Sonstiges aber es sollte transparent sein, es sollte einfach sein, also einfach sich zu akkreditieren, einfach kein komplizierter Prozess eine Akkreditierung zu bekommen und es sollte eine gewisse Transparenz im Prozess sein. Nicht nur für Journalisten, sondern auch für andere Bereiche. ZDF sollte dann in dem Bereich klar verstehen, ja klar für das brauchen wir eigentlich keine 300 Leute, das können wir mit 150 auch machen. Aber warum sollen wir - sollen es nur 150 Akkreditierungen sein? Also es muss auch eine gewisse Kommunikation zu der Fachabteilung stattfinden, also die Fachabteilung muss dann auch sagen: wir haben nicht die Größe des Veranstaltungsortes, um so viele Leute zu beherbergen. Das ist das eine und das andere hatten wir gesagt, war auf die Akkreditierungszugangsrechte. Da muss im Endeffekt wieder dasselbe Dreibaustein System stattfinden. Die Fachabteilung, die entscheidet, was muss der Techniker machen, wo muss das Fernsehen hin, wo muss der Medienvertreter hin und dann ganz hinten die Akkreditierungsabteilung, die den Gesamtüberblick hat und sagt: Okay ich kann aber keine 50 Leute in den Zielraum hineinlassen, weil sonst kann der Skifahrer nicht mehr reinfahren in den Zielraum. Ich hoffe das war halbwegs verständlich ausgedrückt. Wichtig ist Kommunikation und Transparenz in den verschiedenen Prozessen im Zuteilungsprozess, also im Prozess für den Akkreditierungsantragsteller als auch in dem Prozess von Akkreditierungsseite in der Zuteilung.

[DL] Erfahrungsgemäß ist dies der Fall oder nicht?

[WS] Es passiert, aber es kann immer besser sein. In den meisten Events, wo ich gearbeitet habe, läuft es eben über dieses Bausteinsystem und da gibt es ganz unterschiedliche Ausprägungen. Es gibt Leute, die viel mit Events zu tun hatten, die kennen die Wichtigkeit der Akkreditierung und wissen auch, dass es Zeit braucht, dass das nichts ist, das man so nebenbei so schnell mal erledigen kann. So ein Prozess braucht immer auch eine gewisse Zeit. Leute, die sehr Event unerfahren sind und eigentlich nie mit Akkreditierungen zu tun hatten, unterschätzen das immer. Sowohl als Antragsteller als auch wenn ich jetzt im Organisationskomitee Seite bin. Wenn die Leute zum ersten Mal für den VIP Bereich zuständig sind bei dem Event, die denken eher es ist unwichtig – ganz egal und dann stehen sie oft während des Events vor Problemen. Also es ist wichtig allen Bereichen die Wichtigkeit und Notwendigkeit der Akkreditierung klar zu machen und was man immer antreiben muss, ist die Kommunikation. Die Kommunikation in allen Mitteln. Also nicht nur schriftlich, sondern auch verbal. Was wir immer sehr viel gemacht haben sind Schulungen für die Fachabteilungen als auch die Suppliers. Auch die müssen trainiert werden. Was wir hatten – wirst du ja auch vielleicht kennen – wir hatten für die Journalisten die einzelnen Firmen Guidelines geschrieben. 50, 60, 70 Seiten, die dich genau durch den Akkreditierungsprozess von Anfang bis zum Ende, bis du die Akkreditierung in der Hand hältst, geführt haben. Das ist auch eine sehr wichtige Sache, aber man merkt mal wieder, dass sehr sehr wenige das lesen. Es ist eben auch wichtig, eine persönliche Kommunikation. Und da ist aus meiner Erfahrung eben immer wieder das Beste, wenn dieses Baustein System beibehalten wird. Für Fragen vom Journalisten ist die Medienfachabteilung, also auch für Akkreditierungsanfragen ist die Medienfachabteilung zuständig oder eine Person innerhalb der Medienfachabteilung, die dann Fragen weiterträgt an die Akkreditierungsabteilung. Also da ist einer drinnen, der geschult ist, der den Akkreditierungsprozess im Groben kennt, der gewisse Fragen von 10.000 oder 1.000 einkommenden Fragen von Journalisten kann er 950 beantworten nach den Schulungen, die 50 die dann übrig bleiben gibt er an die Akkreditierungsabteilung weiter und trägt die dann wieder außen vor. Vorteil ist einfach, dass es die Menge kanalisiert. Man kann nicht alle Fragen direkt an die Akkreditierungsabteilung schicken, weil so viele Fragen normalerweise kommen, dass es sehr schwer ist für eine Abteilung, diese zu beantworten.

[DL] Um welche Fragen handelt es sich speziell?

[WS] Es gibt alles. Also von: ich kann mich nicht einloggen, also alles, was man versucht, in Guidelines den Leuten nahe zu bringen, muss man auch nochmal verbal ... Es gab bei uns Fälle, dass ich wirklich mit einer, die in der Firma für den Sponsor zuständig war, die hat im Halbstundentakt angerufen und ich saß dann beim Telefon und hab gesagt, das ist so und so aber das kannst du auch in den Guidelines auf Seite so und so nachlesen und dann kam die nächste Frage und das ist so und so steht übrigens auch auf Seite 50 von den Guidelines und das ist so und so steht übrigens auch auf Seite drei. Wo du dann eben sagst: lest einfach mal diese Guidelines in Ruhe oder lass sie neben dir liegen, während du den Akkreditierungsprozess machst. Das ist eben der Gedanke, dass 99% der Fragen damit beantwortet sind. Und es bleiben aber immer noch Spezialfragen, das kann alles sein. Ich kann nicht in den Öffnungszeiten des Akkreditierungszentrums vorbei kommen. Ich brauch das und das. Mein System funktioniert nicht, ich hab den falschen Browser. Mit Google Chrome kann ich mich nicht registrieren, wieso nicht? Was ist da falsch? Technisch, logistische Fragen,

finanziell – kostet es was? Steht zwar auch immer, dass es nichts kostet ... Also man hat alle Fragen, die irgendwie mit dem Prozess verbunden sind.

[DL] Wer bekommt diese Guidelines?

[WS] Die Guidelines werden ... im Endeffekt musst du als Akkreditierungsabteilung unterschiedliche machen. Du machst einmal Guidelines und Schulungen für die Fachabteilung, die müssen auch den Akkreditierungsprozess verstehen und sie müssen auch verstehen, was ihre Rolle ist. Die müssen auch verstehen, dass die Akkreditierungsabteilung einfach nicht wissen kann, wie viele von ZDF benötigt werden, das Fernseh Signal zu produzieren. Das muss die Fachabteilung verstehen, dass ihre Aufgabe die Zuteilung ist. Und dann allgemeine Guidelines für Journalisten, wie er sich im Idealfall irgendwo einfach runter lädt, die ihn dann durch den Akkreditierungsprozess leiten. Von der Registrierung, von der Antragstellung bis hin: Wann bekomme ich meine Bestätigungsmitteilung, dass ich akkreditiert bin oder nicht und wo hole ich meine Akkreditierung ab und was darf ich dann damit machen, wo komme ich hin. Also das sind diese zwei unterschiedlichen Guidelines und Schulungen, die gemacht werden sollen. ... Man kann nie zu viel machen in Kommunikation, in Leute schulen usw. Ich habe noch nie irgendwo erlebt, dass ich gesagt habe okay, die haben jetzt genug geschult. Also man muss kommunizieren was geht.

[DL] Welche Vorteile hat es für TV/Radio und Internet vor Ort zu sein?

[WS]... Das ist der Grund weshalb ich ab und zu auch als Zuschauer zu einem Fußball oder einem Eishockey Spiel gehe, weil du abseits auch von dem vorgegebenen Fernsehbild sehen kannst. Du kannst, wenn du bei einem Fußballspiel in einem Strafraum Action ist, kannst du auch sehen, wenn der Torwart hinterm Tor grade sich erleichtert oder so was. Du bist nicht festgelegt auf das Bild, du kannst drum herum Sachen auch sehen und du hast normalerweise immer auch die Möglichkeit des persönlichen Kontakts, persönliche Fragen zu stellen. Ich habe meistens dann auch irgendeine Möglichkeit, in eine Mixed Zone rein zu kommen. Ich kann Sportlern oder Funktionären Fragen zu stellen, die meine Zielgruppe, die mein Fernseh Publikum interessiert oder die sie wissen wollen. Deswegen ist vor Ort immer absolut empfehlenswert oder für mich besser.

R. Antoniani Oral History Interview

Date: 19/07/2013

Location: Milan, Italy

Length: [00:26:47]

Interviewee: R. Antoniani

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Julia Niederstätter

Language: Questions English; Answers Italian

The interviewee was asked the questions in English and had the option to answer in Italian, English or German, depending on the preference.

Note: [italicized words in brackets were added in by the interviewee for clarification]

[RA] = Interviewee Initials

[DL] = Interviewer Initials

The Interview Transcript is not included in this paper, since the interview partner asked not to do so and to use only concepts and theories derived from the interview.

## V. Turri Oral History Interview

Date: 10/09/2013

Location: Milan, Italy

Length: [00:25:07]

Interviewee: V. Turri

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Julia Niederstätter

Language: Questions English; Answers Italian

The interviewee was asked the questions in English and had the option to answer in Italian, English or German, depending on the preference.

Note: [italicized words in brackets were added in by the interviewee for clarification]

[VT] = Interviewee Initials

[DL] = Interviewer Initials

[DL] What is your role within the FIS Ski World Cup?

[VT] Il mio ruolo è TV Coordinator ovvero lavoro per un'agenzia che è rights holder di tutte le gare della Coppa del Mondo di Ski, tranne quelle austriache e mi occupo della gestione di tutta la parte televisiva sugli eventi in relazione ai clienti quindi ai TV e i media che sono sul posto e quelli che prendono l'evento via satellite oltre che gestire il coordinamento tra la Federazione Internazionale Ski, Comitato Organizzatore e l'Host Broadcaster sull'evento. Quindi abbiamo anche una funzione di consulenza poi sul posto per verificare che vengano rispettati tutti i termini contrattuali di acquisizioni dei diritti con le federazioni di vendita nei confronti dei clienti televisivi. [00:01:15]

[DL] Since when are you working there?

[VT] Da cinque anni.

[DL] What does accreditation mean for you / your organization?

[VT] L'accreditto è lo strumento fondamentale sull'evento, attraverso il quale identificare i media presenti sul posto, in primo luogo i rights holders, ma anche distinguerli dai non rights holders, strumento di controllo per l'accesso all'evento e strumento di ordine del flusso per accedere alle diverse aree dell'evento. Quindi per noi sono aree di lavoro dedicate per i media, però è importante che funzionino anche i flussi degli spettatori e di tutti gli altri lavoratori - addetti lavori coinvolti in modo da non intralciarle il lavoro reciproco e il regolare andamento dell'evento. [00:02:31]

[DL] What does accreditation mean for the FIS Ski World Cup?

[VT] Per la FIS penso che abbia lo stesso significato ovviamente più ampio nel senso che per la nostra agenzia sono importanti soprattutto i media e i rights holders mentre per la FIS è importante poter identificare / controllare ordinare il flusso di tutti gli operatori e del pubblico presente a un evento. Non solo a un singolo evento ma ovviamente per la FIS è importante avere degli strumenti di accredito che siano, che diano, che siano standardizzati su tutta la Coppa del Mondo. Questo in realtà è importante anche per la nostra agenzia, la nostra organizzazione. [00:03:40]

[DL] Are you / is your organization actively involved in determining the accreditation process? And if so, how?

[VT] Si, in quanto detentore dei diritti la nostra agenzia determina la possibilità di concedere l'accreditto ai rights holders e ai non rights holders presenti sull'evento. Quindi principalmente le TV, le Radio e la gestione Internet. Poi a seconda dello stato in cui si svolge l'evento di Coppa del Mondo abbiamo dei contratti diversi e a volte deteniamo solo i diritti internazionali e non domestici, dunque possiamo decidere soltanto per i media internazionali mentre su molti eventi abbiamo invece diritti worldwide, quindi sia per i media domestici, sia per quelli internazionali decidiamo se concedere o meno l'accreditto stesso. [00:05:06]

[DL] Who should be involved in determining accreditation?

[VT] Ma should ... Chi dovrebbe essere coinvolto penso l'organizzatore dell'evento e i rights holder dell'evento sono le due figure in consultazione come nel caso della Coppa del Mondo di Sci con magari la Federazione Internazionale nel caso soprattutto delle squadre, degli operatori che poi seguono tutti gli eventi della Coppa del Mondo e non soltanto un singolo evento. [00:05:51]

[DL] How would you describe the communication flow between your organization and the other parties involved in accreditation?

[VT] Ehh... la comunicazione è difficile. Troppa complessa probabilmente, per una manifestazione di questa portata. Al livello internazionale. Questo accade perché non c'è un rights holder unico, come dicevo prima per la Coppa del Mondo di Sci Alpino ma deteniamo 80% dei diritti mentre le gare austriache sono gestite da questo punto di vista da - dall'altra agenzia diritti televisivi. Quindi manca un'omogeneità in questo e d'altra tanto ogni gara seconda della... ogni federazione detiene diritti per le gare che se si svolgono nel proprio paese, quindi non c'è un detentore unico, non c'è neanche un organizzatore unico. La FIS non è organizzatore ma patrocina in qualche modo l'evento e lo gestisce senza essere coinvolto nell'organizzazione ... [00:07:20]

[DL] Are there points where communication can be improved?

[VT] Ehm ... Si. Il problema principale è quello di non avere un database unico e un sistema di raccolta unico delle richieste d'accreditto. Ma ogni comitato raccoglie le richieste per il proprio evento e così viene ribattuto su tutte le tappe di Coppa del Mondo e quindi non c'è un modo per riuscire ad accreditare una volta per tutte gli operatori che seguono l'intera stagione e tutte le gare di Coppa del Mondo e non c'è e poi magari variando alcuni nominativi semplicemente per gara in gara c'è e questo sarebbe sicuramente un aspetto da migliorare. Non c'è neanche la possibilità che tutti gli organizzatori e rights holders abbiano accesso alle stesse informazioni riguardanti alle richieste e possano approvare da un unico sistema le richieste che vengono fatte di accredito. Quindi sarebbe da migliorare sicuramente la possibilità dello scambio d'informazioni e che questa avvenga in modo simultaneo tra le parti. [00:09:30]

[DL] Are there any challenges you / your organization face/s with accreditation? If so, which challenges?

[VT] Come detto ehm ci sia un problema a monte di livello organizzativo rispetto al sistema che viene utilizzato quindi i nostri clienti devono inviare delle richieste per ogni singola tappa della Coppa del Mondo e non c'è un modo di dare loro un accredito unico per tutta la stagione nel caso siano detentori di diritti per l'intera stagione. In più è anche difficile la comunicazione con gli organizzatori che di fatto ricevono alcune richieste soprattutto da media locali in modo diretto, senza che ... e di fatto l'approvazione deve passare poi dalla nostra agenzia. Quindi ci sono molti passaggi sempre per lo stesso motivo vero di non potere avere un sistema, un sistema di richieste che sia condivisibile

dalle parti coinvolte poi nell'approvazione. Quindi questa rallenta i tempi e aumenta la quantità di lavoro per ogni evento. Un'altra sfida è sempre quella di riuscire a identificare la fonte di provenienza delle richieste. Soprattutto nel caso dei nuovi media e dei siti web. Ogni organizzatore tende a classificare i media secondo categorie e criteri diversi avendo anche sistemi diversi d'accreditamento e riferimento. E quindi anche per noi diventa impegnativo sia adottare un criterio univoco nella scelta e dell'approvazione delle richieste e ad andare a ricercare ogni volta la fonte e l'effettiva identità delle persone e delle media che fanno richieste. [00:12:15]

[DL] What effects has accreditation on you / your organization?

[VT] Le conseguenze dell'accreditamento per come adesso l'ho anticipato prima. Quindi comporta un grande lavoro anche ripetitivo nel corso della stagione, perché comunque bisogna valutare caso per caso tutte le richieste che vengono fatte e nel caso della Coppa del Mondo essendoci accordi contrattuali diversi a seconda dell'evento è molto importante tenere sempre in considerazione i confini dei diritti detenuti da noi per ogni evento e eh ... diversi criteri con cui si può arrivare all'approvazione di una richiesta di accreditamento. Inoltre sono coinvolte non solo il nostro ufficio operativo ma i colleghi dell'ufficio vendite che gestiscono poi la parte contrattuale di gestione dei diritti ai broadcaster e quindi a seconda dei casi ci possono essere delle trattative che durano nel tempo mentre dall'altro canto dal livello operativo è sempre richiesta una certa velocità nell'effettuare l'approvazione, però gli accordi vanno rispettati, soprattutto nell'accade con media minori o locali che seguono soltanto alcuni eventi e con i quali bisogna trovare degli accordi ad hoc in volta in volta. [00:14:49]

[DL] What effects has accreditation on the FIS Ski World Cup?

[VT] L'accreditamento è fondamentale. È proprio ... rappresenta la modalità di regolare e determinare l'accesso su un evento e anche in modo immediato il flusso degli operatori e del pubblico che hanno accesso sull'evento in modo che questo avvenga con ordine e che ognuno possa raggiungere le aree di competenza senza creare confusione. Quindi direi che l'accreditamento è uno strumento fondamentale, sicuramente anche per la FIS e la Coppa del Mondo di Sci, come per tutti i grandi eventi di carattere internazionale o qualsiasi tipo di eventi dove sono coinvolte migliaia di persone. [00:16:40]

[DL] Why is accreditation important?

[VT] L'accreditamento è importante per l'identificazione delle persone che hanno accesso ad un evento, per il controllo del loro flusso all'interno delle diverse aree dell'evento, quindi anche per questione di sicurezza e per questioni organizzative anche come servizio che viene dato alle persone che partecipano all'evento. Più il sistema di accreditamenti è funzionale più sarà accessibile e facile la partecipazione all'evento sia per il pubblico che per tutti gli operatori e chi lavora. A partire dalle squadre, dagli atleti fino ai volontari sulla pista. [00:17:56]

[DL] Is there anything you would change within the current accreditation system?

[VT] Ehm si, cambierei sicuramente alcune cose. Innanzitutto sarebbe importante semplificare, ridurre le aree di accesso generale, uniformare questi piani accreditati per tutti gli eventi della Coppa del Mondo nessuno escluso e uniformare le categorie di riferimento attraverso le quali vengono rilasciati poi gli accreditamenti alle diverse persone che lavorano sull'evento, quindi i diversi operatori. Ehm questo è fondamentale anche questo deve essere condiviso da tutti i comitati che organizzano un evento di Coppa del Mondo. Queste due cose sicuramente sono da cambiare rispetto allo stato attuale. In più sarebbe auspicabile poter avere un sistema condiviso tra la FIS, gli organizzatori e le

agenzie detentori dei diritti che possa raccogliere tutte le richieste di accredito attraverso il quali si possano approvare le richieste per ogni evento. Però avere dei dati che siano condivisi secondo i diversi accordi tra le parti per ogni evento. Anche un'uniformazione ovviamente del supporto dei pass a quel punto in modo che per la sicurezza e anche per la gestione operativa. Nel nostro caso sei servizi dedicati e le aree dedicate ai media ci possa essere maggiore chiarezza e una maggiore velocità nell'identificare i rights holders rispetto agli altri. [00:20:44]

[DL] Is there anything else that you would like to tell me about accreditation that is of importance for you that I did not ask about?

[VT] (*Thinks*) Ehm nooo, non mi viene in mente nient'altro.

[DL] Grazie mille [00:21:07]

## K. Michols Oral History Interview

Date: 12/09/2013

Location: Jesper, Canada / Milan, Italy

Length: [00:28:30]

Interviewee: K. Michols

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Nicole Stuckey/Julia Niederstätter

Language: Questions English; Answers English

The interviewee was asked the questions in English and had the option to answer in Italian, English or German, depending on the preference.

Note: [italicized words in brackets were added in by the interviewee for clarification]

[KM] = Interviewee Initials

[DL] = Interviewer Initials

[DL] What is your role within the FIS Ski World Cup?

[KM] Well I am, my title is the Technical Operations Manager for the Men's World Cup Tour and my role as Operations Manager is to ehm work together with all of our organizers at each of our Ski World Cups to consult them on the design and planning of their entire operational program and then at the venue to implement this operational program and by operational mean everything from ehm from kind of the finish line of the ski races downwards or downhill. So everywhere where there is public. How the public moves, where they go, where they are coming from, where they are parking, what their accreditation will be and then also from the teams officials, media side of things and broadcasters, also how they are going to move, where they are going to park, what their accreditation will be like and help the Equipment Controller for the athletes equipment they are competing with and I work together with marketing agencies to manage all of their implementation of their on-hill advertising, to ensure its placed in safe places but also to maximize their coverage that they receive. Ah yeah among other things (laughs) [00:02:00]

[DL] And since when are you doing that?

[KM] This will be season number 16 on the World Cup Tour. Yeah I think number 16; I started in ... My first Word Cup Races I ever working at was in 1996.

[DL] What does accreditation mean for you / your organization?

[KM] Accreditation for me and my company ehm. What accreditation is is a form of identification for the holder, for the pass holder or accreditation holder. And what we see accreditation being is like being an identification card. So we would like to ehm. Because we have people traveling all around the world with our tour – the same people – what we use accreditation for. For those people is an identification card, for when they arrive to a country and the organizing committee is trying to determining who they are and what they should receive from the organizing committee, whether it be accommodation, reduced price at the accommodation, whether it be access to the media center or whether it be free lift ticket to work at the event. This accreditation to me should be a way for this person John Smith from AP whatever to arrive to Vail / Beaver Creek and show his accreditation card and then be able to be identified because maybe the people from the organizing committee may not know who they are. So accreditation is a form of identification and has to be determined by the organizing committee how to use their identification cards properly. [00:04:53]

[DL] What does accreditation mean for the FIS Ski World Cup?

[KM] Well, I'm in the operations business. I'm in the business of designing the finish areas. So what I do is I create work areas for all the different types of people, all the different stakeholders that are coming to our events and accreditation is the way of again identifying who each of the people that want to come to the event are and accreditation in conjunction with the design of the whole finish area we are able to identify different areas. So if you are a TV person, I mean I have the TV area on your accreditation you are identified to all the security people that you have the access to this particular area that I have designed specifically for TV people. So it's a way of kind of organizing people to their different areas with this card. What does accreditation mean for the FIS Ski World Cup? It's a very important tool in managing the thousands and thousands of people (ironic) that are coming to our events from week to week. To keep everybody in an organized fashion a safe situation and also providing them with a proper working space they need to do their job properly. [00:06:34]

[DL] Are you / is your organization actively involved in determining the accreditation process? And if so how?

[KM] Yes, myself and the FIS are actively involved in determining the accreditation process. FIS being the governing body of the Alpine Ski World Cup – FIS Ski World Cup, we obviously being the governing body, we create the rules and regulations that all of our local organizers need to follow and coming in into this job 15 years ago the FIS had already started with what's called a seasons accreditation and this is an accreditation that is for the regular people travelling from race to race throughout the world and it again provides the local organization an identification of who these people really are. And when we started, when I started, I wasn't involved in the process. But as I've gained the experience and I'm also heavily involved in the design of the areas, now I am taking the lead within our organization to, to create proper accreditation, and I've taken it on again as representative of our organization to progress. Ehm the system we have has been the same system for the last 15 years. We are now in the process of trying to change our accreditation system slightly. I think I get to that a little further in the questionnaire, but yeah I am the accreditation King of the FIS. I love it! (ironic) It's a passion of mine because I just see when people arriving into our venues, if the accreditation system doesn't match the design system, the entire thing can fail, and a very chaotic, disorganized and unsecure, unsafe situation depending on the event you are running. [00:08:56]

[DL] Who should be involved in determining accreditation?

[KM] Again, specifically for TV, Radio and Internet now, I think that the International Ski Federation, with regards to ski races, the International Ski Federation should be the top of the decision making process for the accreditation system for all different stakeholders including the TV / Radio and Internet people. We work very closely with a few different rights holder companies that have purchased the rights for the Television, Radio and Internet program and therefore we being / having this fantastic relationships with these companies we rely on and trust the judgment of the key people within those organizations to help us determining who should receive what accreditation when it is revolving around TV, Radio and Internet. So again, back to the question, who should be involved determining accreditation? The FIS together with the rights holding agencies key people, going through the check list and determining who is and who is not deserving of what accreditation. [00:10:34]

[DL] How would you describe the communication flow between your organization and the other parties involved in accreditation?

[KM] I think that the flow is fantastic. Wide open. Really the doors have been open in the last I'm gonna say three years, when I became more involved. After my experience of seeing the old accreditation system from the FIS, not functioning exactly the way it should in present day, have made and had many different discussions, we started a working group with key stakeholders, which include the rights holding agencies representing TV, Radio and Internet. So communication flow is great and I think looking forward to keeping it wide open and you know it's a trust worthy relationship, we need each other in order to make the whole system work again.

[DL] Are there points where communication can be improved?

[KM] I think there is always room for improvement. I think that like any decision making – democratic decision making process, even within the FIS, I am not the final decision, it has to go up the ranks. So the working groups, it starts with kind of casual discussions then it moves to working groups. When the working groups come up with ideas and decisions then they will present them to the committees. The committees will pass forward to the council and council end up making the final decisions based on everything including accreditation. So are there points where communication can be improved? Yeah, I believe that we, there are lots of people working on accreditation systems, but to get everybody in the same room at the same time is very difficult so we just need to keep the flow of communication open and ideas open and be honest with each other on timelines and what's realistic for the future.

[DL] So what you are saying is that it is hard to get all these people together to discuss about it?

[KM] Yeah, the FIS has two meeting sessions a year in the spring and the fall, where most of the key stakeholders that would be involved in accreditation are together and we take every opportunity we can to sit down and discuss during those times about what is going on for the future, but accreditation isn't the only thing that all of these people are involved in, normally ah you know, accreditation and the working group for accreditation is one small point in each person's job description and therefore priorities and time always play a key factor in trying to get people together. Ah yeah I think, if people have ideas and they want to see change, then they have to put a big effort forward to work together and I have put a lot of effort forward, we almost had a new accreditation system in place and unfortunately one of the stakeholders, one of the key stakeholders, the IT department at the International Ski Federation, within our own house was unable to move forward and create the new system that we had brainstormed within our working group. So it's a prime example where everybody finally gets together and finally makes a new system and then there is one missing piece of the puzzle and the whole thing is put on hold for another period of time, so... We are again meeting in Zurich in a couple of weeks at the fall meetings to discuss the plan of how this new system will be implemented with our IT department being present as well. [00:15:16]

[DL] Are there any challenges you / your organization faces with accreditation? If so, which challenges?

[KM] I think I answered that question in the sense that, like I said, we finally get everybody together, we create a working group, we meet three or four times, we come up with a new matrix, we create this whole new accreditation system and then the whole thing collapses when the actual implementation technology department is unable

to implement it due to their work load and what's involved, so... Yea there are challenges and we learn from experience of meeting those challenges and trying to overcome them. We will in the future. Plus a huge challenge we have is with an old system trying to create a new system you have to gain the trusts of each of our organizers as well, that's a very challenging thing. We have 19 different venues, 19 different organizers on the men's World Cup tour alone and we have the women's World Cup and that's just in alpine and we would like to create a system that works with all disciplines of the FIS. So we are talking about different countries, different traditions, different contracts they have already signed with accreditation companies and all of these challenges come together, when you are trying to switch the system and create something new. But again we are working towards, making things better all the time. [00:17:02]

[DL] What effects has accreditation on you / your organization?

[KM] Well again I stated earlier, accreditation is something that helps to organize and maintain, what's the word I'm looking for? Maintain, like a safe and proper working environment. Without accreditation you would have people everywhere and it would be chaos and nobody would be able to function properly in their job and for athletes or teams they would be unable to function if there is no accreditation and people would be walking everywhere and the athletes would be mobbed by their fans and the TV guys would be fighting with the fans to get the athletes interviews and so on and so forth. So, accreditation is a major tool in the organization and balance of keeping our events and any event in a safe and really organized functioning system. [00:18:37]

[DL] What effects has accreditation on the FIS Ski World Cup?

[KM] Again it's had a positive effect in the sense that I think we have very organized events where people do have good working environments and good working spaces. And we are trying to maximize all those spaces and accreditation just allows us to determine who should go where and when and I think the system we have, even though the old system is the way it is, we've been able to use it and function with it and it's been successful. [00:19:14]

[DL] Why is accreditation important?

[KM] Well, again, kinda going back to the same thing. Accreditation is important in order to keep this organization of people function properly and keep this spaces secure. So, absolutely imperative to have it for each place. [00:19:39]

[DL] Is there anything you would change within the current accreditation system?

[KM] Well, if I had unlimited budgets and time I would a) have somebody responsible for the accreditation of the Ski World Cup full time, whereby I would also create some sort of a computerized system, where a person would receive an accreditation card, that had some sort of a scanner system on it, you know, whereby we wouldn't have to eliminate any discussions of who they are and why they don't have the proper numbers and this full time person would be responsible for ensuring that everybody received the proper accreditation that they require. That's the hardest thing about accreditation. You have 5000 people coming to work, well not 5000; you have 2000 people coming to work at your Ski World Cup race. You have 2000 people that need accreditation, how do you determine who John Smith is, if you don't know him and where he should be able to access and so on. If the FIS had a full time employee that worked together with each of the organizing committees to ensure that the system was up to date and we could work on some sort of a, you know, universal scanning system, or you know, when

you go to a ski lift you have a turnstile, we could set up turnstiles into each of the areas, so you put up your accreditation pass and it doesn't allow you to go in, if you don't have the proper number. Whenever you have humans involved, there is area open for discussion and your accreditation system is only as strong as your security system as well, so ehm. Yeah I think that there is lots of room for change, but again budget, time constraints only allow us to progress at a certain rate. [00:22:17]

[DL] So do you think there is a way to solve the budget and time issue?

[KM] Not within the present system we have at the FIS and the present financial situation of the Ski World Cup. There will not be any major changes in a, you know, amazing new system that I would like to see, but again, we are making a change right now, from our matrix, you know this list of different zones and different areas. It's a pretty major change that I've been working together again for the last three years to try to implement and we foresee it being implemented not this coming winter season but the following winter season 2014/2015, whereby we will have a much more efficient numbering system, we will have less zones and the zones we will have, have been discussed within our working group and are more realistic to the existing present day zones. So we got some major change that will make the accreditation system much, much better and I'm hoping that happens within the next year. [00:23:45]

[DL] Who is involved in the working group?

[KM] We have in the working group representatives from the organizers, D. Santer and then, again it's not a formal, you know, you don't have a title, who we invite to come is our partner from Italy, who is one of our TV, Radio and Internet rights holders, the second rights holder, we invited FIS marketing, HE who are another partner of the FIS, we've invited accreditation companies. Farettell, I know has been part of the discussions, one of our major accreditation companies, there is myself, there is the other Technical Cooperation Managers for the Ladies' Tour in Alpine, we have our events manager L. Lang, Communication Manager was R. Jensen, now W. Jenke, and it's a totally open door working group, anyone who wants to come and have the discussions or participate in the discussions, they are more than welcome to. We just try – I started this because I wanted to have wide open comments from everybody, we have organizers, we have stakeholders, everybody in the room having the discussion to see if we can make it better. [00:25:53]

[DL] Is there anything else that you would like to tell me about accreditation that is of importance for you that I did not ask about?

[KM] Ehm no, I think we pretty much touched on everything. Ehm, I think again something really important is, when you have a system that is quite old and it has not – has worked it's tough to change something in our organizing committees, again different cultures, different languages, different countries, and you have to gain the trust of them so the process now. I guess Andy and I being the operation managers for our tours have built that trust within our organizing committees and now we are just trying to sell the new system to these people, so that they know, when they get a list of names, that these names are people that require this accreditation is legitimate. And we also take responsibility on the ground on the field to ensure that people are using the accreditation properly with the design together with the security guards, being on the ground and watching each of the gates all the time and making sure people aren't in the wrong area that they are not supposed to be in, so ... You know, it's a whole giant – accreditation is a small, a small little key factor in a much larger machine, but without it the machine doesn't run, it's like the oil of the machine, you know and you have to have a good design of the finish area, you have to have good security, you have to have good

commitment from the organizing committee, you have to have a good company creating accreditation that visually works and physically works and you have to have a list of people who will be receiving accreditation continuously updated, so without that, if you don't have it then the machine of the event would completely collapse in my opinion. Very key thing, very key factor that we'll continue to work forward and make better for the future.

[DL] Thank you very much for your time.

[KM] You are very welcome. [00:28:30]

## R. Jensen Oral History Interview

Date: 20/09/2013

Location: Gerzensee, Switzerland / Milan, Italy via Skype

Length: [00:25:03]

Interviewee: R. Jensen

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Nicole Stuckey / Julia Niederstätter

Language: Questions English; Answers English

The interviewee was asked the questions in English and had the option to answer in Italian, English or German, depending on the preference.

Note: [italicized words in brackets were added in by the interviewee for clarification]

[RJ] = Interviewee Initials

[DL] = Interviewer Initials

[DL] What is your role within the FIS Ski World Cup?

[RJ] So, I was in the role as the FIS Communications Manager and as such I coordinated or oversaw the media sources and communications site of the World Cup or FIS World Cup and in the case of the Ski World Cup the Alpine Tour I was also the manager of the media coordinators, who were mostly on site and I was on site at times but not all the time. [00:00:44]

[DL] What does accreditation mean for you / your organization in this case the FIS?

[RJ] There are two levels. There is a concept of season accreditation, which is a concept that is currently under review. It has a long tradition, it has existed and it exists currently in the FIS record book framework but in practice accreditation tends to be a local activity. It has been delegated by the FIS to the local organizing committee, also by contract and in terms of accreditation for the FIS accreditation obviously is a certain credential that provides access to certain parts of the venue, but it's also a credential that comes to both rights and obligations and from an event organizational perspective it is also a tool that should allow for analysis but also for control.

[DL] Control in which sense?

[RJ] Control in order to maintain the safety of the event, so far as only allowing certain people access to specifically the field of play, which is the sport areas. Alpine skiing is a high speed sport in an outdoor environment, so obviously safety is the biggest concern for FIS. So only people who know exactly what they are doing and how they are doing and behaving in certain areas of the venue should be allowed to go to those parts of the venue. So I guess that is the main point about control. [00:03:19]

[DL] What does accreditation mean for the FIS Ski World Cup?

[RJ] What it means and what it should mean is perhaps two different things. Accreditation obviously again it's for its carrier; its holder it provides them with certain credentials to enter certain areas of the venue, sometimes it seems to be a kind of entitlement. The more numbers or signs you have the more important you are, but that is not really I think the purpose of it. I think it is an organizational tool. Unfortunately it currently is probably not used to the extend it could be used in terms of continuously enhance the event. [00:04:20]

[DL] Are you / is your organization actively involved in determining the accreditation system? And if so, how?

[RJ] By the rules the FIS is in charge of the season accreditation process, but in practice that can work together only with the local organizing committees. The main premise for the season accreditation has been to allow, what we call the core groups of participants in the World Cup Series an easy way of accessing their working spaces. So accreditation is not the same as a ticket. Accreditation is a working tool and what we are going to do with the season accreditation is to allow those that are always on site, they travel with the World Cup Tour from venue to venue an access, easy access an uncomplicated access for places they need to access for fulfilling their work. Now, that's what FIS still is trying to do. Unfortunately it's a process that requires a cooperation, a collaboration of main parties and especially in the Alpine World Cup the process has been quite let's say over the years and you need to look back several decades, probably two decades at least the FIS season accreditation is probably not as effective as a tool as it could be. It is working in an excellent manner in the Cross Country Word Cup, where the main core groups that we have participating in the organization of the World Cup do have season accreditation. In Alpine World Cup it is a requirement for all this parties to still go and request the local organizer for local accreditation. So the FIS season accreditation is just an, let's say an identification card that allows the holder the request a local accreditation and it gives certain guidelines to the local organizing committee to provide access to predetermined areas or zones of the venue. So the main responsibility for local organization of accreditation is with the local organizer. My responsibility in this area was mostly related to the media. And those includes the journalists, reporters, photographers and to some extend coordination with rights holders, that in the case of the FIS Alpine World Cup is mostly an agency for TV and Radio. And obviously you need to make a distinction between the right holding TV and Radio and the non-right holding or let's say local TV and Radio. So for FIS season accreditation there is a process that allows ... We provide only season accreditation for photographers at this time in the Alpine World Cup. That too is more access control mechanism for the field of play, which underlies a special sheet of paper and rules for behavior on course. [00:08:11]

[DL] What do you think is the major problem with the FIS season accreditation in the FIS Alpine World Cup? Why is it not possible to have it in the Alpine World Cup?

[RJ] Credibility. That comes back to my comment about the history of the FIS season accreditation. Let's just focus on the media site of things right now. I think in the past maybe ten years or more, 15 years ago, was not really strictly, let's say evaluated whether or not a certain representative of the media should have a season accreditation. And hence to FIS season accreditation card gained the reputation that wasn't worthy of much. It has not proven to be possible to change that perception, unfortunately. That is why for two years now we basically have discontinued the FIS Season accreditation for the media because we felt that it is important to basically draw a line to refine or change the concept for FIS season accreditation for media and then restart what the concept is redefined and completely redrawn. So basically you don't have anyone with an old card in circulation and showing up at the local venue claiming to be a holder of the FIS season accreditation although they perhaps don't meet the criteria. Also what I think what's happened and this could be the other side of argument is that the season accreditation holders have used the card as a privilege rather than a working tool. So there has been abuse of the card to just gain access to the venue not for working purposes but just as basically for private purposes. [00:10:35]

[DL] Who should be involved in determining accreditation?

[RJ] I think the main stakeholders in this obviously should be the organizing committees, because they provide the facilities in terms of work on site, the space, the other services, such as beverages or meals or so, or electricity or other logistical services. The rights holder obviously, because TV right, radio rights are a source of income for the whole sport and that's predetermined in the various contracts. And I also think the FIS should be involved, because they also have an overview. The World Cup is a FIS product, FIS lends its name to it and also they have the big picture view of not all the venues but the overall season by season a long term perspective [00:12:01]

[DL] How would you describe the communication flow between your organization and the other parties involved in accreditation?

[RJ] At this time it's barely somewhat limited, because FIS has taken itself out of the question in terms of TV, radio, Internet. FIS is not the rights holder in the World Cup level. So FIS also does not provide seasonal accreditations anymore. Since two years to the representatives TV and radio and internet unless it is just an internet journalist, actually that is also cancelled, sorry I take that back. So we don't do anything here anymore and so the communication right now is very limited in terms of FIS to the organizing committee. It is focused on just on that photographer section. And I think the communication from the rights holders to the organizing committees is something that FIS doesn't even see. [00:13:18]

[DL] Are there points where communication can be improved?

[RJ] I think going forward if this concept is refined and re-launched; I do think that the representatives TV / Radio and their rights holders would also benefit from a season long let's say approach. There are currently only two rights holders that are involved, there is one rights holding agency in the Alpine Ski World Cup and then there is the other which is the rights holder in the Austrian races. So the number of stakeholders is clearly defined. It's not a very large number and I think if you wanted to find let's say a more universal solution that has a long term perspective, it should be possible to have all this stakeholders, this rights holders, the organizing committee, the FIS find a solution that can be jointly developed further. [00:14:34]

[DL] But how can it be improved? By doing what?

[RJ] I think there is a role for technology to play. In my view there is now need for excel sheets being send back and forth by email. That could be a database today's technology allows certain levels of access by certain people, so there is no need for the rights holding agencies or FIS to know what your contractual arrangement of a TV station is. But I think it's a defined group of people that cover the Alpine Ski World Cup Tour representing TV and Radio rights holders. I think we can probably identify that group having 100 to 200 people maximum, that would already include the production people and not just the reporters or journalists in that number and thereby I think just knowing who these people are, servicing them as customers rather than as maybe just worker bees or whatever, knowing a certain company comes, you will know that but the organizing committee in each venue obviously needs their information. FIS would benefit from knowing it's Mister X from ORF he will be at six World Cup Venues this season, you know, maybe FIS should also provide additional information or make them more valued member or provide some value added services in terms of information flow or things like that. I think you could create a whole CRM concept around this. And then it would also remove the need of this people to justify their presence every weekend. [00:16:55]

[DL] Are there any challenges you / your organization faces with accreditation? If so, which challenges?

[RJ] Accreditation (thinks) yeah, I think communication and information flow is the biggest challenge. We don't have the technology and use right now that would help to actually make that process flow smooth. Right now it is a very laborious process. It takes a lot of effort. Lot of resources, I think in many sites, FIS being one, organizer the other and then the rights holder yet another that spends a lot of time and resources. Not to mention the media themselves having to ehm for example I think it's pretty silly that right now every single organizing committee provides its own accreditation. It's usually an online and in fact FIS would probably for the first time provide a full let's say list of links to each of the organizing committees in the current seasons World Cup calendar on one page. Right now what you have to do if you represent a media, you have to figure out where the website of the World Cup the World Cup event X is, you have to go to that website, you have to look for accreditation for media, you have to submit your request for accreditation, if you find it, hopefully it works. They have to do that, this season I think we have thirty venues, so you do that thirty times. If you are ORF for example. It seems a little silly in my view. [00:18:59]

[DL] What effects has accreditation on you / your organization?

[RJ] Ok, ehm. I think accreditation is an exempting tool to let's say guide certain participants in a venue, certain parts of the location the venue itself. And that has a certain value in terms of you know providing guidance. To an extend - to some extend FIS has also managed to use the same numbers for different parts of the venue so the zones have the same categorization in most of the locations, so it provides guidance, it provides direction. If that wasn't there I think it would be difficult to help direct those people that are there for working purposes to the places that they need to go. And actually get their work done. Does that make sense? I think so. [00:20:32]

[DL] What effects has accreditation on the FIS Ski World Cup?

[RJ] Yeah, I think what I said in the previous question, but in addition it comes back to what I said before. It is also a source of information, in terms of an event organization there should be also an analysis afterwards, after each event, after the whole season, from which then an accreditation is a means of getting certain data collected. Basically you should be able to do analysis, just as electricity use or numbers of sandwiches consumed by certain you know by certain groups because if you have done the accreditation properly only x number of people should have been able to access the media center or the sub-media center and then you can analyze the consumption of something was at a certain level in this part of the venue or you can analyze flows of people, you know things like that and I think that kind of numbers could be helpful to see how well your event was conducted and what you might want to change in the future, improve or optimize or things like that. [00:22:17]

[DL] Why is accreditation important?

[RJ] Right now emotionally it's only because it is access control. [00:22:48]

[DL] Is there anything you would change within the current accreditation system?

[RJ] Yes, I would make it more big picture oriented, with certain overall business objectives and a long term perspective and I would make it more holistic in terms of a process that integrates all this stakeholders better on different levels and also produces business benefits. [00:23:30]

[DL] And how would you do that?

[RJ] I think I mentioned this couple of times. I would definitely use technology, modern technology and share more information and also collate this information in such a way that it provides business value to different parties. [00:23:54]

[DL] What do you mean with business value?

[RJ] But I think the business value would be different for different parties, for the rights holder the business value would not be the same as for FIS. For FIS if we now focus on TV and media or media in a bigger, broader concept then I think the FIS could go in direction of let's say see the media as their customers and create a customer relationship management program out of it, if the accreditation system was working properly you could manage it that way. I think for a media representative there are different business values. For them it's you could make the process much more convenient, much more advanced or modern, easier to do it rather than being a hustle and waste of time. Ehm so I think it's the beauty in the eye of the holder and the value, the business value would also be determined by who you represent. [00:25:02]

[DL] Is there anything else that you would like to tell me about accreditation that is of importance for you that I did not ask about?

[RJ] Mmm (thinks), no! [00:25:03]

## M. Grainer Oral History Interview

Date: 23/09/2013

Location: Gardena, Italy / Milan, Italy via Skype

Length: [00:21:07]

Interviewee: M. Grainer

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Nicole Stuckey / Julia Niederstätter

Language: Questions English; Answers German

The interviewee was asked the questions in English and had the option to answer in Italian, English or German, depending on the preference.

Note: [italicized words in brackets were added in by the interviewee for clarification]

[MG] = Interviewee Initials

[DL] = Interviewer Initials

[DL] What is your role within the FIS Ski World Cup?

[MG] Jetzt muss ich denken, ob das in Akkreditierung hineinpasst ... Der Chief of Media hat mehrere Funktionen. Also im ganzen Bereich Medien zu koordinieren, d.h. auf der einen Seite die Information, d.h. alles, was an Kommunikation nach außen geht, also eine PR-Arbeit, wobei PR Public Relation in Öffentlichkeitsarbeit im Sinne von Presse Mitteilungen. Also damit das nicht falsch verstanden wird, Pressearbeit nach außen. Das ist die informative Seite und die organisatorische Seite ist alles organisieren, press operation, Akkreditierungen, Internetredaktionen, Presse-Essen, also all das, was mit Medien zu tun hat. Das kann man einteilen in eine operative, organisatorisch-operative Seite und eine PR-Seite eine informative Seite, d.h. die Kommunikation nach außen vom Weltcup Gröden in diesem Fall. Und die andere ist die Organisation für Journalisten, für die Medienleute, damit da alles passt und da ist der Schwerpunkt, der sich durch all deine Fragen durchziehen wird, um den Journalisten und Medienleuten die bestmöglichen Arbeitsbedingungen zu gewährleisten. Freundschaftlich zu sein und ich habe mir das vor Jahren einmal aufgeschrieben, weil ich mir selber darüber klar werden wollte. Freundschaftlich zu sein und sie bei ihrer Arbeit zu unterstützen, Journalisten sind sozusagen Kunden des Pressebüros oder Kunden der Veranstaltung. Ich sage es mal unter Anführungszeichen, du musst „customer friendly“ sein in dem Sinne. Ja das sind die zwei großen Bereiche und natürlich die Vertretung des OKs in allen Gremien nach außen, z.B. bei der FIS, bei den rights holdern, bei allen Partnern, gegenüber allen Stakeholdern. [00:03:00]

[DL] Since when are you in this role?

[MG] Also Chief of Media seit zehn Jahren jetzt, 2003 / 2004 glaub ich und dabei war ich schon vorher, aber offiziell Chief of Media oder Press Officer oder wie auch immer schon seit 2000 circa. [00:03:28]

[DL] What does accreditation mean for you/your organization? In your case the organizing committee?

[MG] Ich habe hier geschrieben (*reads the notes that he took beforehand*) accreditation knows who comes to you, who comes to us, in dem Fall Medien, ich rede über Medien jetzt, aber es gilt eigentlich für alle Bereiche. Know who comes to us, know if they have credential to determine our goal and our goal is to guarantee best working conditions and offer best services and support to media people to achieve this goal and this goal is to put them in the best working conditions. Das ist dasselbe, wie wenn du in ein

Restaurant gehst. Dort schaut man, dass es dem Kunden gut geht, dass er gut zu Essen bekommt und dass er das vorfindet, was er will. Wenn er eine romantische Atmosphäre will im Restaurant, dann muss man ihm die auch geben im Restaurant. Bei uns muss er eben die bestmöglichen Arbeitsbedingungen haben und damit ich das Ziel von meiner Seite her erreichen kann, muss ich natürlich schauen wer da kommt. Also ich bin verantwortlich für die Journalisten, die müssen Credentials haben, ich muss wissen, dass es Journalisten sind, weil natürlich die Gefahr besteht, dass viele sagen: Ach ich akkreditiere mich als Journalist, d.h. es kann auch der wichtigste Journalist der Welt kommen, der politische, wenn der nicht über Ski schreibt, kriegt er zwar eine Akkreditierung aber als Media Guest und er darf praktisch nicht demjenigen der dort schreibt den Platz nehmen, auch wenn es einer von einem privat Radio ist. Wenn einer von der New York Times ist, aber er ist nur in Gröden Skifahren, will sich akkreditieren, dann mache ich das aus courtesy. Ich informiere mich wer das ist denn es kann jeder sagen er ist Journalist. Dann gibt es verschiedene Checkformen, aber denen traue ich auch noch nicht ganz. Der Presseausweis genügt mir nicht. Die sagen: Sono giornalista mi accredito. Damit ich aber das Ziel erreichen kann, die bestmöglichen Arbeitsbedingungen zu bieten, checke ich die, auch wenn sie einen Presseausweis haben, d.h. ich informiere mich, ist das einer, der mit Ski zu tun hat oder nicht. Einen Journalisten vom Corriere della Sera (*national Italian Newspaper*), der Korrespondent in Amerika ist und den ich sogar persönlich kenne, dem gebe ich nur ein Media Guest, dem gebe ich nicht die Akkreditierung, wo einer von der Dolomiten (*local South Tyrolian newspaper in German language*) oder auch einer kleineren Zeitung, der die Notwendigkeit hat, mit den Athleten zu kommunizieren. Wenn der Journalist vom Corriere, Korrespondent in Amerika, die normale Akkreditierung hat und vorne den Platz weck nimmt und theoretisch den behindert, dann habe ich mein Ziel nicht erreicht, die bestmöglichen Arbeitsbedingungen jenen zu bieten, die wirklich über das Rennen berichten. Also what does accreditation mean for you? Also wichtig zu wissen, das ist glaube ich auch die offizielle Beschreibung, ich weiß nicht ob in Wikipedia oder wo, checkst wer dabei ist, mit dem Event zu tun hat. In meinem Fall mit der Presse. Die Athleten können auch sagen: Ich bin ein Athlet, aber um ein Athlet zu sein brauche ich die FIS ID. Da gibt es verschiedenen Kriterien, die bei Journalisten nicht so klar sind. Es gibt den Presseausweis in Italien und da weiß ich ziemlich genau, wie das funktioniert. In Deutschland kriegt man verschiedene Presseausweise und man kann auch internationale Presseausweise in Thailand kaufen oder im Internet herunterladen. Deswegen spielt die Akkreditierung, die Kontrolle eine ganz wichtige Rolle bei der ganzen Akkreditierung. Zu mindestens bei den Medien. Und eben noch einmal Akkreditierung meint, dass diese die credentials einen Beweis haben, dass sie vor Ort sind, um zu arbeiten und nicht etwas anderes zu machen. [00:08:28]

[DL] What does accreditation mean for the FIS Ski World Cup?

[MG] Ich muss da anders antworten, weil ... Ich habe mir hier einen Satz zusammen geschrieben. Not always the same philosophy. Die FIS hat nicht dieselbe Philosophie wie die Organisatoren. Das, was ich bis jetzt gesagt habe, mag für FIS so nicht stimmen, weil FIS mehr Stakeholder orientiert ist. Ich habe in Dubrovnik (*last FIS Congress in Croatia*) L. Lang gefragt, der das in die Hand nimmt, wer die Kontrollen durchführt, da das das A und O ist. Seine Antwort war: FIS. Dann sind wir wieder beim Punkt Null. FIS hat diese famosen Akkreditierungen, die du kennst – cani e porci. Und wenn ich die alle akkreditiere, dann habe ich als Langlaufjournalist auch die Möglichkeit beim Ski Welt Cup dabei zu sein, schreibe aber nichts, nehme aber dem Journalisten, der über Ski schreibt den Platz. Darum geht es mir. Wenn der Langlaufjournalist kommt, darf er gerne kommen, aber dann akkreditiere ich ihn so,

damit er die anderen nicht behindert. Der Unterschied – FIS versucht ja das zu vereinheitlichen, das ist ja die Theorie wie bei allen Dingen, dass diese Journalisten 30-40, die die ganzen Welt Cup Orte bereisen sich nicht akkreditieren müssen, aber das geht nicht durch bei den Organisatoren. Die Organisatoren wollen auch die Kontrolle haben, wer kommt. Genau aus dem Grund, da es früher einmal 800 Akkreditierungen gab, die jetzt Identification Cards heißen, nicht mehr Akkreditierung und die hat FIS, ich weiß auch nicht wem alles gegeben und das hat für uns nicht gepasst, da das ein totales Chaos zur Folge hatte. Deswegen: Not always same philosophy as organizer, they are more stakeholder oriented. Zum Beispiel, die San Carlo, Mediensprecher von San Carlo. Ok es ist ein Stakeholder, ein Kunde von des rights holders, hilft auch den Skisport zu promoten. Bis hierher stimmt es, aber die Pressefrau von San Carlo damals, es ist schon richtig, dass San Carlo Geld gibt und damit hilft, den Skisport zu bewerben, aber sie muss nicht an diesem Tag beim Athleten sein. Dann gebe ich ein Media Guest, aber nicht die offizielle Akkreditierung, die ihr erlaubt dort zu sein, wo der Journalist von ANSA, der Dolomiten oder sonst wer schreibt. Sonst sind wir wieder beim Punkt, dann garantiere ich dem Journalisten nicht die bestmögliche Arbeitsbedingung. Und genau bei FIS gibt es diesen Widerspruch, da FIS Gott und der Welt die Akkreditierung gegeben hat. Macht gleichzeitig Evaluierungen von Pressebüros, fragt Journalisten was sie wollen, wobei das wichtigste ist, dass sie Zugang zu den Athleten haben aber gleichzeitig schicken sie Mediensprecher von San Carlo, Colmar, die genau diesen Platz wegnehmen. Das ist der worst case natürlich, sodass andere Journalisten, die wirklich schreiben, nicht mehr den Zugang zu den Athleten direkt haben, da die anderen ja auch drinnen sind und diese auch sagen, sie haben das Recht dort zu sein, da sie ja auch die Akkreditierung haben. Und dann hat man dieses Problem. Und deshalb sage ich, dass die Philosophie ein bisschen unterschiedlich ist. Aus meiner Sicht, auch als Journalist, sage ich, ich brauche meinen Bereich, in dem ich arbeiten kann, ich muss meinen Bericht abliefern und das ist das Wichtigste. Das was ihr ja auch macht, ihr schaut ja auch eure Kunden zu betreuen, sodass diese eine geregelten Zugang haben und so weiter. Wenn du jeden hinein lässt, weil FIS sagt, du musst jeden hinein lassen, dann sagst du auch bald, dass das nicht geht, ich muss schauen, dass die gut arbeiten können. Aber auf das komme ich dann später zu sprechen. [00:13:26]

[DL] Are you or is your organization actively involved in determining accreditation? And if so, how?

[MG] Yes, we are actively involved in determining the accreditation system based on a yearlong experience tending to achieve always our goal to offer best working conditions to media people. So all the areas have not to be overcrowded and the media areas are not a place where hangers can show up, PR people or business people or stakeholders. Also wir schauen und da haben wir uns auch verschiedene andere Großveranstaltungen angeschaut, das auch in Zusammenarbeit mit FIS, zum Beispiel Formel 1 oder Fußball oder so. Und da sind wir wieder bei dem Punkt, dass es keine einheitliche Philosophie gibt. Wir haben ein Regelsystem erstellt, Bestimmungen und diese Bestimmungen sind sehr sehr klar und wenn jemand die nicht erfüllt, wird er nicht zugelassen, oder er muss beweisen, dass er wirklich den Skisport promoted auf eine journalistische Art und Weise. Wenn er nur dort ist, um PR zu machen, was auch legitim ist. Eine Firma, die mit Journalisten in Kontakt treten will, gehört auch zum Skisport, aber da gibt es einen eigenen Bereich, der nicht den Working Space der Journalisten stört. Wenn man in Gröden schaut, hinter dem TV und den Journalisten gibt es viel Platz. Dann bekommen die eine Akkreditierung um dort hinten zu sein, getrennt durch eine Transenne, aber sie können kommunizieren und das ist auch ok, für den Skisport ist das auch gut. In der Formel 1 ist das gar nicht möglich. Dort bezahlt man, da geht es nur um Business. Da

bezahlt man, das ist genauso als ob ich Fernsehen machen möchte, dann zahle ich, wenn ich eine bigger company bin und da wird nicht einmal darüber diskutiert. Und hier fehlen diese kleinen Regeln, vielleicht ist der Skisport noch zu klein. Wenn er so groß wäre wie die Formel 1, möchte ich gerne dabei sein in irgendeiner Weise. Und da geht es auch immer darum, dass du deine journalistische Arbeit machen kannst. Das ist ganz ganz wichtig. Ich mach immer das persönliche Beispiel, als ich selbst noch Journalist war, haben sie im Zielraum von Coral die Akkreditierungen fast als Prämie vergeben. Da waren Frauen mit Pelzmänteln und Kinderwagen und die haben sich dann aufgereggt, wenn man zu Tomba (*famous Italian Ski Star*) wollte, sodass man sich fast entschuldigen musste. Aber die haben da drinnen nichts zu suchen. Also es ist ein Working Space, ganz einfach. Und ich komme immer mehr zu dem Schluss, dass es ein Arbeitsbereich ist, wo andere nichts zum Suchen haben. Deutlich und klar definiert. Und Hangers, das ist kein Platz für jemanden, dem ich ein Geschenk machen will. Ich kann jemanden aber einmal hinein lassen. Dann gebe ich ihm ein upgrade und man muss schon strikt sein, aber man muss auch vernünftig sein. Wenn ein ehemaliger Athlet kommt, der hinein gehen will, dann mache ich nicht großes Aufsehen. Aber der stört auch nicht lange und sitzt vorne auf der Transenne und lässt niemanden anders dahin. Früher waren Sponsoren im Medienbereich und haben die Journalisten nicht dazu gelassen, sondern haben gesagt, ich habe das Recht hier zu sein, ich habe die Akkreditierung und der Journalist konnte dort nicht arbeiten, weil irgendein Sponsor sein Kram ins Fernsehen halten musste. Also ich versuche da zu erklären, wie wir auf diese Bestimmungen gekommen sind. Die kannst du nur vom Internet herunterladen. Die sind schon online und sonst schicke ich sie dir. [00:17:25]

[DL] To which extend do you collaborate for example with FIS in this matter?

[MG] Achso ja, da müsstest du die S. Santner fragen, die hat mit R. Jensen und ein paar anderen gemacht. Aber da ist jetzt glaube ich L. Lang federführend, da R. Jensen ja zurück getreten ist, zwar noch arbeitet aber nicht mehr führend in diesem Sinne und diese haben auch noch ihre Regeln ausgearbeitet, noch zusätzlich. Deswegen in Dubrovnik wurde gesagt, das ist keine Akkreditierung von FIS, sondern sie möchten, dass sich die Teams und diejenigen, die immer reisen diese Prozeduren ersparen, aber bei den Median, sage ich als AIJS jetzt, möchte ich schon dabei sein, wenn die Namen fixiert werden, die dabei sind. Nicht, dass einer eine Anfrage macht, weil wir hatten den Fall vom vorigen Jahr, den du kennst, der war ja auch bei der FIS akkreditiert und der hat vor zwei Jahren die FIS angerufen und hat mir in zehn Jahren noch nie einen Artikel vorweisen können. Er hat sich dann aufgereggt, dass er bereits bei den Olympischen Spielen war, wenn er die anderen alle hinter Licht geführt hat, mit mir macht er das halt nicht. Das sage ich dir nachher, weil die Aufgabe der Akkreditierung ist auch, dich nicht hinter Licht führen zu lassen. Die großen Journalisten werden immer anrufen und fragen, ob sie ihre Frau oder ihren Sohn mitnehmen dürfen, aber da findet man eine Lösung. Der, den du kennst versucht halt auf jeden Weg euch und uns hinter Licht zu führen und das geht dann nicht gut. Da ist die Funktion der Akkreditierung, dass man Leute dazu lässt, die einfach vertrauenswürdig sind und ihren Job machen. Wenn ich zu den Medientagen nach München gehe und auch wenn ich jedes Jahr gehe, die wollen jedes Jahr einen Artikel zum Beispiel. Also damit man nachweist, dass du ... weil man kann das anders auslegen auch. Einer will das Ticket nicht bezahlen, dann lässt er sich akkreditieren damit er gratis hinein kommt, oder in eine bessere Position kommt, oder das Gadget bekommt. Das sind ganz viele kleine Faktoren. Und der andere denkt sich, ah ich lasse mich für Kitzbühel akkreditieren. Und hier sind wir, ich habe das schon irgendwo geschrieben, auch zwischen einzelnen Veranstaltern hat nicht jeder dieselbe Philosophie. Wir besprechen das zwar immer bei Club 5, aber eine Akkreditierung ist

nur so gut, so gut die Kontrolle ist. Du kannst Bestimmungen aufstellen, aber wenn sie nicht kontrolliert werden, das ist wie überall, das ist eine wichtige Sache. Durch Akkreditierungen checkt man, ob Leute Anrecht haben, in den Bereich zu kommen, für den die Akkreditierung vorgesehen ist, man stellt Bestimmungen auf, also du musst ein Journalist sein und da gibt es verschiedenen Bestimmungen. Die Formel 1 sagt, die Zeitung muss mindestens so groß sein, du musst mindestens so und so viele Artikel schreiben, aber das muss man an die eigene Realität anpassen. Es gibt Welt Cup Orte, wo weniger Leute hingehen und dann sind die Maschen viel durchlässiger. Die schauen nicht einmal, ob jemand Journalist ist oder nicht, akkreditiert sich und der kommt rein. Und wir sind schon so weit, dass wir international checken und uns nicht mehr an der Nase herum führen lassen. [00:21:26]

[DL] Who should be involved in determining accreditation?

[MG] Also, (repeats the question) in unserem Fall Rights Holders, das seit ihr, Media Office OC to double check. Was wir voriges Jahr gemacht haben. Das ist durch diese Offenlegung ganz interessant. Es ist ja wichtig. Eure Listen zu sehen ist ganz wichtig, damit wir das organisieren können, wenn ihr nur zwei habt, wenn ihr aber 40 habt, müssen wir schauen, ob wir im Pressebüro Platz haben, haben wir genug Catering, also das ist eine ganz wichtige Zusammenarbeit. Right Holder and Media Office, there is a different Culture, ja. Zwischen uns zwei ist vielleicht auch eine unterschiedliche Kultur, one based on payment – das ist bei euch. Zu mindestens die big companies und wir sind auf der Seite von informing and promoting ski to journalists. Das ist ein Medienbüro und bis dato sind bei uns immer noch Journalisten, das sind nicht Reiseveranstalter, weil wir können ja auch sagen es gibt x Reiseveranstalter, die etwas über Ski schreiben. Dann sage ich ok, sind die relevant oder sind sie nicht relevant? Viele sagen der Ski Welt Cup ist nur touristisch, bei uns ist er vor allem sportlich. Wir sind nicht eine Tourismus Organisation sondern eine Organisation, die Rennen organisiert so gut wie möglich und deswegen müssen wir auch so gut wie möglich die Arbeitsbereiche für Journalisten betreuen, durch Freundlichkeit und Support, wie ich schon gesagt habe. Und deswegen (*repeats the question again*) in diesem Fall die rights holding agency und das OC, weil es eben diese Art von Medien sind, aber es muss natürlich involviert sein booking systems Hotels und so, Transportsysteme, Catering, Pressoperation, da die ja alle wissen müssen wie viele Leute vor Ort sind. Also nicht direkt in der Akkreditierung, damit man die Sachen vorbereiten kann. Technology, wie viel Internet brauchen wir, wie viel Kapazität brauchen wir. Transporte müssen involviert sein, die müssen ja wissen wie viele Menschen sie hin und her fahren müssen. Also da gibt es schon mehrere. Die fallen mir so schnell ein. [00:24:43]

[DL] So what you are saying is the OC and the Rights Holders ...

[MG] Ja genau und alles was damit zusammen hängt. Also in der Organisation dann. Aber das kommt dann später. Technology, weil die müssen dann die Akkreditierungssysteme, Juniper zum Beispiel, das ist IT oder Technology oder wie man es auch nennen möchte in dieser Phase. Wir müssen Texte schreiben, anzählen, man muss organisieren, wann das startet, wann es endet usw. usf. Aber in der Anfangsphase die Technology, bei uns Booking Service, Zimmer und so, das Büro und die Geschäftsführung, die über alles informiert sein muss, in der Vorphase. Bei uns muss D Santner, als Geschäftsführerin einen Überblick über alles haben, also auch über Akkreditierung. Und von der Operabilität her in unserem Fall Hotelreservierungssystem, auch wenn das immer mehr abnimmt, weil die Leute direkt Buchungen vornehmen. Das Sekretariat falls Anrufe kommen und dergleichen. So ist es bei uns organisiert, in anderen Fällen vielleicht macht die ganze Akkreditierung das

Sekretariat. Bei uns mache ich das aus dem Grund, den ich dir erzählt habe, um das Ziel zu erreichen reliable zu sein, vertrauenswürdig, die Journalisten müssen einfach wissen, dass sie auch ins uns Vertrauen haben. Genau wie wenn ich in ein Restaurant gehe und weiß dort bekomme ich einen Sitzplatz, ich esse gut und werde gut betreut dort sind sie freundlich. [00:26:41]

[DL] How would you describe the communication flow between your organization and the other parties involved in accreditation?

[MG] Good (*laughs*), das ergibt sich aus der Vorfrage. Wenn du meinst, the rights holding agency und wir, dann sage ich gut soweit, nur wir haben verschiedene Philosophien. Grundsätzlich. Und natürlich wir sind ein Kunde von denen und die haben wiederum viele andere Kunden und da funktioniert das wiederum anders. Ok man kann ein System vereinheitlichen, das für rights holding companies, FIS und die Organisatoren gut geht. Nur das ist nicht so einfach, weil die Organisatoren ... Der Ski Welt Cup lebt ja von den Organisatoren und die sind alle verschieden, weil sie alle eine verschiedene Geschichte haben und wenn man da alles vereinheitlicht nimmt man das Herzstück weg, die Haupttriebfeder. Warum? Ein Dorf oder jemand der ein Rennen organisiert, muss man eine gewisse Autonomie lassen. Also schon versuchen zu vereinheitlichen aber auch eine gewisse Autonomie lassen. Sonst hat man vielleicht ein Problem, denn sonst machen vielleicht nicht alle mit. Das sieht auch FIS, die sind sehr vorsichtig in der Vereinheitlichung. Und wenn du sagst Akkreditierungen, ich sehe die Medienakkreditierung nicht als Business und andere sehen sie als Business. Die sehe ich sehr professionell und wenn du willst auch ethisch wer da hinein gehört. Und nicht jeden hinein lassen, damit dieser zufrieden ist oder ich irgendeinen Sponsor zufrieden stelle. Dann stelle ich zwar den Sponsor zufrieden aber die Journalisten sind unzufrieden. (...) Es wurde geredet, dabei waren die rights holding company, FIS, OKs, ich weiß nicht ob sonst noch jemand dabei ist. IT von FIS ist wahrscheinlich dabei und ich weiß nicht wie weit man letztendlich gekommen ist, mit der Philosophie, was eine Akkreditierung ist. Weil wenn ein Marketing Mensch sich um Presseakkreditierung kümmert dann habe ich ein Problem. Der Marketing Mensch muss ja etwas verkaufen und der tickt ganz anders. Marketing muss versprechen, dass die Welt schön ist und ein Journalist muss sagen wie die Realität ist. Das ist aus meiner Sicht ein wesentlicher Unterschied. Es wurde geredet innerhalb von Club 5, innerhalb von FIS, den rights holdern usw. usf. Ich weiß nur was L. Lang von dieser Idee in Dubrovnik gesagt hat, aber ich weiß nicht wie weit sie dann gekommen sind. Die Punkte, die ich dir hier sage wurden schon angesprochen, aber dann muss man schauen inwiefern die jemand rezipiert oder nicht, weil einem Marketing Menschen ist das vielleicht egal, der sagt es müssen alle hinein, weil die haben mit Medien zu tun. Und da bin ich sicher dagegen, weil ich nicht mehr die bestmöglichen Arbeitsbedingungen garantieren kann und ich muss vertrauenswürdig und reliable sein. Vielleicht ist das ein wichtiger Punkt, wenn ich ein Journalist bin, der alle Welt Cup Orte mitmacht oder mindestens zehn und ich bin gewohnt in einer gewissen Art und Weise zu arbeiten und ich hätte gerne, dass mir das ein jeder Welt Cup Ort garantiert und dass ich nicht in ein Pressebüro gehe und schreiben will weil mein Platz besetzt ist, weil da irgendeiner dabei ist, der dann im Internet surft. Das sind alles Kriterien, die ich kontrollieren muss, damit eben dies gewährleistet ist. Und ebenso muss halt jeder arbeiten können. Im Bereich von Mike dürfen auch nur die gewissen rein, wenn er dann zwischendurch einen Freund hineinlässt, damit dieser sieht wie es funktioniert, sagt niemand etwas. Aber das ist nicht die große störende Masse. Aber wenn ich als OK im Bereich vom K. Michols einen Haufen Leute hineinschicke, einfach so, weil ich sage ach den Bürgermeister und dann den und den, weil er mich dann konventioniert im Sinne von weil er ein Sponsor

ist, dann geht das ja auch nicht. Da muss ich dem Bürgermeister sagen ich gebe dir ein Upgrade, dann kommst du in den Medienbereich und schaust dir den an, aber nicht dort wo die Journalisten sind. Das muss schon ein Kriterium sein. Und diese Vereinheitlichung, ich denke mir, dass es da dann schon Widerstände gibt, wenn es nicht koscher ist. Koscher im Sinne von Durchsichtig. Aber du brauchst nur das Beispiel von den rights holdern hernehmen. Im Unterschied zu uns haben diese zahlende Kunden und die wollen auch nicht, dass da cani e porci drinnen sind. [00:34:27]

[DL] Are there points where communication can be improved?

[MG] Share the same philosophy. Media areas are working spaces nothing else. Not PR Business, VIP places. Wir sind in dem Sinne nicht konservativ, die Formel 1 ist da brutal. Wir haben das auch auf AIJS Ebene diskutiert. Athleten Agent ist für uns Journalisten ja auch interessant, aber der hat wiederrum im Mediakorridor nichts zu suchen. Im Bereich dahinter können diese ja mit dem Fernsehen reden, solange sie sie nicht stören. Bei dem Fernsehjournalisten ist es ein bisschen kritischer, da der live berichten muss. Dass diese in Kontakt kommen ist schon okay und das ist auch mit FIS besprochen worden, dass man diese Bereiche macht, in denen Leute hinein kommen, die auch einen Presseausweis haben, aber der ist für mich in diesem Moment nicht relevant. Ich habe zum Beispiel einen Athleten Manager, die haben versucht und dann auch noch gesagt mi sono fatto accreditare da chi ha il tesserino stampa. Also es ja um Berufsethik auch bei den ganzen Sachen. Ethik heißt anständiges Verhalten und nicht die Leute hinters Licht zu führen. Die sagen: Mi sono fatto fare il tesserino da giornalista damit die dort hinein kommen, um mit den Journalisten reden zu können. Also macht der Business da drinnen. Und das ist keine Business Area, das ist eine Area damit Journalisten schreiben können, und Informationen haben können. Und wenn sie mit dem Athleten Manager sprechen wollen, dieser muss sich über das Rennbüro akkreditieren. Dann sagt das Rennbüro, pass auf der will auch in den Pressebereich hinein. Dann sage ich ja was macht der, schreibt der, nein er schreibt nicht. Der macht zwar einen Internetblog für seinen Athleten, aber den kann er auch nachher machen, er muss nicht dort sein. Der braucht nicht unbedingt einen Arbeitsplatz. Und hier ist die Philosophie ja fast die Selbe die rights holding agency betreut TV und Radio und wir schreibende Presse, Internet solange sie nicht Videos machen, aber wir wollen im Grunde genau dasselbe. Und hier (*repeats the question in English*) kann man von der operativen Seite, das habe ich dann ihnen vorgeschlagen, schreibt den ganzen Privatsendern, damit die aufhören am Tag vorher zu kommen. Zumal diese die Kompetenz von ihnen sind, hätten sie das machen müssen um die Communication zu facilitaten habe ich das einmal gemacht. Ich habe nur geschrieben, passt auf Fernsehen obliegen nicht den OKs sondern der Rechteagentur, also bitte schaut auf die Homepage, akkreditiert euch frühzeitig sonst könnte es Probleme geben und macht das direkt mit der Rechteagentur. Und das hat dann wunderbar geklappt. Und da kann man das natürlich standardisieren und das jedes Jahr gleich machen und nicht ein Jahr schon ein Jahr nicht und dann hat man wieder immer das gleiche Problem, aber das Problem hat nicht nur die Rechteagentur das haben wir ja auch. Die kommen alle zu uns, weil die zu weit weck ist. Eine große Agentur in Mailand und wenn man nicht einen persönlichen Bezug hat, dann tut man sich schwer. Also kommen sie zu uns. Vor kurzem habe ich einen von Radio Vinschgau (*local South Tyrolean Radio station*) getroffen und mich bei ihm bedankt, die wissen nicht wohin, da steht eine Nummer oben, ein Namen, 02 für Mailand, oh muss ich da Mailand telefonieren, das ist eine große Sache. Aber es ist ja sehr menschlich ist, auch wenn es Fernsehen ist und Rechte mäßig nicht uns direkt betrifft, aber wir sind trotzdem immer betroffen und wenn da die Kommunikation gut

funktioniert oder vielleicht auch standardisiert ist. Wenn ich einen Schritt mache und sage, röhrt euch frühzeitig, normalerweise gibt es keine Probleme, sie müssen es nur frühzeitig machen, das heißt nicht, das Radio Vinschgau mit zehn Leuten kommen kann, weil wir haben die Bestimmung, dass zwei Leute pro Redaktion kommen können. Das ist ein Schutz. Vom Osten her kommen sie mit fünf Leuten, da sind dann die Frau und das Kind auch dabei, die Skifahren wollen. Und da bin ich dann ja auch nicht mehr seriös. Das spricht sich ja herum. Ah du lässt dich akkreditieren und bekommst einen Skipass gratis. Das ist nicht der Sinn der Sache, die sollen arbeiten und wenn ich jemanden einen Gefallen mache gerne, aber es soll nicht überhand nehmen. Deswegen Kommunikation jaja, wenn man die gleiche Philosophie teilt, die gleichen Regeln, dann müsste man halt noch ein paar Prozeduren vielleicht vereinfachen. Ich weiß es nicht. [00:40:19] (...) Ich mache Statistiken wie der Akkreditierungsverlauf ist. Wenn wir starten im Oktober, dann zwei-drei pro Tag und das wäre schön auch vom Fernsehen zu wissen. Da haben wir im November auf einmal 50 Leute, dann sieht man da ist es hinauf gegangen und dann sieht man ah das ist die Rechteagentur. Die haben sich an dem Tag akkreditiert an dem Tag das OK gekriegt. Ich habe auch versucht zu checken wie schnell wir sind und ich möchte innerhalb 24 Stunden eine Antwort geben, das ist ja auch Effizienz, Reliability, Seriosität. Das ist ganz ein wichtiger Faktor in der Kommunikation, dass du einfach relativ schnell Antworten gibst. Damit der sich einstellen kann und weitermachen kann usw. usf. Und in der Statistik geht es so schön auf und ab und nach Sölden sieht man, dass wieder alle Gas geben. Die Akkreditierungen kommen immer on Block, im System Juniper sind die immer in der Rennwoche. Auf einmal sind 70 Akkreditierungen da, da die ins System übertragen werden. Also wäre ideal, wenn ihr in unserem System wärt und immer das okay gebt. Dann weiß man genau, wann die Rechteagentur das OK gegeben hat, dann sieht man den Verlauf der Statistik. Das ändert nicht das Leben, es wäre nur interessant. [00:44:01]

[DL] Are there any challenges you/your organization face/s with accreditation? And if so, which challenges?

[MG] Yes, which challenges? Checks, dann sage ich noch einmal not to be bypassed, cheated or be outfanced also nicht umgangen werden. Und das ist ganz wichtig, dass man diese Checks macht und da braucht man ein bisschen Erfahrung. Weil früher hat man immer gesagt, du brauchst den IPS Ausweis, das ist von der internationalen, aber da kann man sich auch nur im Internet einschreiben, also ist das für mich auch nicht das alleinige Kriterium, weil man braucht auch ein bisschen Courage, am Anfang ist man unbeholfen, getraut sich vielleicht nicht und dann hat man das eigentlich ziemlich genau im Kopf, dann nimmt man den Telefonhörer her, ruft an. Schau ich habe letztes Jahr einen Journalisten, einen Freund von mir gecheckt, der zwei Akkreditierungen gebraucht hat, also habe ich ihn angerufen und gefragt ob er nur er kommt. Die zweite Person non mi risulta. Ist es egal wenn die nur ein Media Guest bekommt. Jaja, das macht überhaupt nichts. Der hat noch nicht die Kultur, was eine Akkreditierung ist. In dem ist die Kultur ah, ti accredito io, sono giornalista. Ich mache dir einen Gefallen und du kommst einfach mit mir mit. Das ist die falsche Kultur weil dann bist du ja nicht ehrlich. Und die Ehrlichkeit ist schon ein wichtiger Faktor. Damit du nicht Leute vor Ort hast, die nichts mit der ganzen Sache zu tun haben, sondern nur Zuschauer sind, weil sie irgendwie im Rampenlicht sein wollen. Und deswegen sind Checks ganz wichtig und dazu braucht es Regeln und die Regeln muss man dann checken. Und dann kann man schon Abweichungen in Kauf nehmen. Wir haben immer noch die Regel und das haben wir von der Formel 1 übernommen, dass keine PR Agenturen und keine Marketing Agenturen und Manager usw. weil es ein Arbeitsbereich für Journalisten ist.

Man kommt immer wieder auf das zurück. Wenn mir heute eine Slowenische Zeitung sagt, und bei uns sind ein paar aufgeflogen und da haben wir schon aufgeräumt, aber es werden immer ein paar durch die Lappen gehen. Von einem Fanclub haben sich welche als Journalisten akkreditiert, die sind ein – zweimal durch gekommen und die sind jetzt verbannt. Oder auch Fotografen, die sind die schlimmsten, da ist bald jeder Fotograf. Und das interessante ist, dann gibt es Fotochefs, die sagen nein nein nur große Agenturen und dann kommt der letzte daher gelaufene, redet ein bisschen mit ihnen, ist ihnen sympathisch und dann meinen sie nein nein, den kann man nicht ausschließen. Das heißt sie halten ihre Regeln nicht ein. Es ist viel passiert, aber schön langsam kommt da auch eine Ordnung hinein. [00:47:32]

[DL] What effects has accreditation on you/your organization?

[MG] Costs, time, problems (*laughs*). Accreditation ist ein wichtiger Punkt, genau wie die Athleten, die Rennleitung, ohne Akkreditierung geht es gar nicht. Du musst ein perfektes Rennen garantieren, gerade wegen des Fernsehens. Es muss alles passen. Wenn du ein Chaos hast und die Akkreditierung ist genau, wo diejenigen die Arbeiten müssen egal in welchem Bereich arbeiten können. Der Race Director sagt dir genau wer arbeiten kann und wer nicht und dass Fotografen nichts auf der Piste zu suchen haben, weil es gibt dort ein Rennen und da haben nur diejenigen was zu suchen, die für die Piste verantwortlich sind. Das ist genau dasselbe, da hat kein VIP etwas zu suchen, sei es für die Training wie für die Rennen. Es wird manchmal Ausnahmen geben. Aber damit der reibungslose Ablauf garantiert ist. Das ist ganz ein wichtiger Punkt. Damit der reibungslose Ablauf garantiert ist, müssen die Regeln eingehalten werden, muss der Arbeitsbereich nur für die Leute da sein, die diese Arbeit machen. Im Teambereich müssen nur die Team Manager drinnen sein und nicht die Journalisten. Und bei den Journalisten nicht die Teams und beim Fernsehen nicht die schreibende Zunft oder auch nicht die Trainer, wenn du ihn hineinlässt, weil du ein Interview brauchst, das ist ganz eine andere Sache. Es gehört zum System dazu, damit das System funktioniert – braucht man die Akkreditierung. Sonst kommt jeder, da sieht man das Rennen besser oder man sieht die Stars oder den Parjasek, oder Michael Pfeffer oder den Basmeier und wenn man dort hinein kommt ... Und das ist nicht der Sinn der Sache. Und sonst Kosten natürlich, Zeit und Probleme. Kosten – du musst ein ganzes System IT aufbauen in unserem Fall, das kostet auch wieder Geld, da sind auch wieder Personen involviert. Du hast die Übersicht und tust dich in der Organisation einfacher, du weißt auch wie viele Leute kommen. Das hilft einem alles. Wenn man ein Pressebüro aufbaut ist die erste Frage: Wie viele Leute kommen? [00:51:08] (...)

[DL] What effects has accreditation on the FIS Ski World Cup?

[MG] Wenn wir keine Akkreditierung haben würden, gäbe es Chaos. Ohne Medien gäbe es den Sport nicht, dann würden sie den Sport nicht vertreiben bzw. bewerben. Bewerben, aber nicht mit reiner Werbung, sondern darüber schreiben, darüber reden, fotografieren und so. Der Effekt ist, dass du in einem geordneten System arbeitest, was einfach wichtig ist, damit ein reibungsloser Ablauf des Rennens gewährleistet wird. Es dreht sich im Grunde genommen alles um die Leistung des Athleten. Es geht um Bode Miller, es geht um Hirscher, es geht um Tina Maze, usw. Und damit du im Grunde genommen, das was der Race Director einmal gesagt hat, das was seine Aufgabe ist. Ich habe ihn einmal interviewt vor zehn Jahren circa, wo er gesagt hat unsere Aufgabe ist es den Athleten die bestmögliche Verfassung zu bringen seine Höchstleistung zu erbringen, dafür muss ich die Piste präparieren, mit einer gewissen Sicherheit. Und wir arbeiten alle für das im Grunde genommen. Die Rechteagentur verkauft nicht, wenn die Super Leistung vom Athleten nicht vorhanden ist. Also arbeiten alle um das zu

gewährleisten, das Fernsehen arbeitet, damit man die Leistung sieht und diese Leistung generiert dann Wertschöpfung – über die Sponsoren und so. Also grundsätzlich muss man das reibungslose Funktionieren von einem Rennen garantieren und da gehört die Akkreditierung auch dazu. Da kommen Journalisten, die ich betreuen muss, die Rechteagentur muss deren Leute betreuen, damit diese ihre Arbeit machen können. Und meine Aufgabe ist, dass alles in geordneten Bahnen ist. Das alles in geordneten Bahnen ist, damit das Rennen bestmöglich ablaufen kann. Wenn ich zum Beispiel nicht akkreditiere, vielleicht habe ich einen Haufen Menschen auf der Piste oben. Wenn ich durch Akkreditierung keine Rahmenbedingungen fest setzen würde, dass diese Journalisten nur in dem bestimmten Bereich arbeiten dürfen, wäre es vielleicht auf der Piste oder die Fotografen würden nicht mehr so schöne Bilder machen. Also muss ich das reglementieren. Und letztendlich also geordneten Ablauf und Promotion vom Skisport, in einem mutual einen gegenseitigen Interesse, sagen wir so. Das sind wie kleine Zahnräder, die ineinander übergehen. Die sollen alle reibungslos funktionieren, damit der Athlet seine Bestleistung erbringen kann. So würde ich versuchen das zu definieren. [00:59:30]

[DL] Why is accreditation important?

[MG] To have a control, to be reliable towards journalists – also vertrauenswürdig, to be reliable towards stakeholders, to be serious so that they know, what they can expect from us. Also wiederum das reibungslose Funktionieren, du musst einfach seriös sein und die Sachen nicht vermischen, dann weiß jeder woran er ist. Und um Ordnung hinein zu bringen auch. Kontrolle, Ordnung, wenn das nicht geordnet wäre, würde es das ganze System durcheinander bringen. Aber wenn du weiter denken willst, dann ist es eine Kostenfrage. Du kannst sagen ich habe im Pressebüro für 100 Leute Platz, wenn jetzt 200 kommen, die nichts bringen, weil sie nur Zuschauer sind, hat man sogar ein Defizit. Sie kaufen kein Ticket, schreiben nichts und stören die anderen. Also der Kostenfaktor ist sicher auch wichtig. Das ganze Pressebüro kostet viel Geld, Internet kostet einen Haufen Geld. Akkreditierung ist einfach wichtig, weil du weißt wem du im Haus hast, so kann man es auch sagen. [01:00:17]

[DL] Is there anything you would change within the current accreditation system?

[MG] Dann müssen wir definieren was das System ist, ob es die Bestimmungen sind oder ob es das Akkreditierungssystem ist. Wenn es das technische System ist sage ich, make it easier from the point of view of technology, must be simple and fast. Journalists don't have a lot of time to spend for the accreditation procedure. Das versteht der Techniker meistens nicht. Ich habe immer gesagt, passt auf, macht das einfach. Natürlich muss ein Formular im Internet so gemacht sein, damit du nicht bypassen kannst. Aber es muss total einfach sein, weil genau die wichtigen Journalisten sind mit ihren Berichten befasst und dann fällt ihnen ein, dass sie sich akkreditieren müssen. Jetzt geht der ins Internet und kommt nicht weiter, weil es dort einen Haufen Hindernisse gibt und deshalb sage ich so einfach wie möglich. In diesem System. Und sonst würde ich eigentlich nicht viel ändern, weil checken muss man immer und wenn du einen Pass hast, muss man immer noch checken ob der Pass gefälscht ist oder nicht. Ich könnte sagen, ich übergebe es der FIS, FIS soll akkreditieren wen sie wollen, aber dann habe ich ein Problem. Dann habe ich bald einen Haufen Adabeis, weil FIS ist das egal. Dann sagt FIS oder die rights holders zu mir, dass das Pressebüro zu klein ist. Ich will so und so viele Leute mehr darin haben, ihr übernehmt aber die Kosten. Das ist eine Folge davon. Ich lege meine Strategie oder unsere Strategie nicht aus auf die Kosten, das ist jetzt nebensächlich, aber es muss funktionieren. Das Wichtigste ist, dass die Internetleitungen funktionieren. Wenn die nicht funktionieren können die Mädchen im

Pressebüro noch so freundlich sein, aber der Journalist geht frustriert weck. Das muss alles funktionieren – technisch gesehen. Und wie gesagt, dass ist für das OK nur eine Belastung übergeben wir das alles der FIS oder sogar die Rechteagentur, die will eh expandieren und alles unter Kontrolle haben, dann geben wir es frisch denen – theoretisch. Ich weiß nicht ob das der Sinn der Sache ist, weil dann wird das einen globale Sache, dann sind alle gleich, dann sind wir wieder Formel 1 und dann gibt es keine Charakteristik mehr. Gröden ist Gröden, weil es Gröden ist. Da sich das so entwickelt hat und Kitzbühel ist wieder anders. Innerhalb von Club 5 ist jeder Veranstalter anders. Und es funktioniert nicht überall gleich und jeder hat mit seinen Problemen zu kämpfen. Das alles zu standardisieren ich weiß nicht ob es das bringt und ob das überhaupt möglich ist. Dann nimmt man den Leuten die Freude also auch die Motivation und dann hat auch der Global Player ein Problem. Dann hat er nicht mehr die Einheimischen die Mitarbeiter, sondern dann holt er welche von Mailand oder was weiß ich woher und dann gibt es keinen lokalen Bezug mehr und dann verliert es an Wert, an Motivation, an Triebkraft, Triebfederung, ... Solange immer noch die Bevölkerung beteiligt ist, hat man eine hohe Garantie, dass die Sachen funktionieren. Wenn du sagst du machst am Rittner Horn ein Rennen und der Sportclub arbeitet mit, die Hoteliers arbeiten mit, der Tourismus und jetzt kommt auf einmal nur mehr die FIS oder nur mehr ein großer Sponsor, dann sagt die Skischule bald, die können das selbst machen. Dann fehlt das ganze Flair, dann wird das nicht mehr greifbar und du nimmst die Seele von der Veranstaltung. So würde ich das sagen. [01:05:19]

[DL] So you would change the technology?

[MG] Ja so einfach wie möglich, gut dass du nachfragst. Sie muss einfach sein, aber nur dass wir uns richtig verstehen. Einfach für den der akkreditiert wird, das heißt jetzt nicht durchlässig, sodass sich jeder akkreditieren kann. Das Formular muss einfach sein und es muss auch mir sofort helfen, wenn ich das Formular sehe. Du kannst ja auch sagen Doris Lintner, Corriere della Sera. Das muss ich jetzt checken. Stimmt das überhaupt. Da gibt es wichtige Check Kriterien. Aufgrund von was checkt man? Aufgrund vom Presseausweis? Ich kann ja auch einen falschen Namen eingeben. Ich kann mich auch akkreditieren mit dem richtigen Namen von einem Journalisten von der Repubblica. Telefonnummer kann ich irgendwo heraussuchen, Presseausweis gebe ich einfach irgendeine Nummer an oder ich nehme sie aus irgendeinem Heft heraus. Und dann muss ich in der Lage sein, das zu checken. Dann heißt es der Spiegel – boah, bei mir ist die erste Folgerung, wieso kommt der Spiegel nach Gröden? Dann checke ich was ich schon getan habe. Da muss man ein bisschen eine Ahnung haben. Weil jemand sagt, der Spiegel, die größte Zeitschrift Deutschlands, toll dass die kommen und trauen sich aber nicht den Check zu machen. Und dann kommt irgendeiner vom Spiegel, der vielleicht gar nicht vom Spiegel ist. Wird empfangen, oh sie sind vom Spiegel ... das ist dann blauäugig wieder. [01:07:25] (...) Es wurde ja schon vor einigen Jahren versucht, dass FIS etwas aufbaut oder outsourced und ein gemeinsames Akkreditierungssystem aufbaut. Und dann ist natürlich der Datenfluss, das ist im Grunde genommen Privacy und diese Daten auszutauschen ist immer ein bisschen heikel. [01:18:05]

[DL] Is there anything else about accreditation that is of importance to you that I did not ask about?

[MG] Alles was ich bei jeder Frage noch hinzugefügt habe. [01:18:52]

## D. Santer Oral History Interview

Date: 07/11/2013

Location: Gardena / Milan, Italy via Skype

Length: [00:34:54]

Interviewee: D. Santer

Interviewer: Doris Lintner

Transcriber: Doris Lintner; Proofreading: Julia Niederstätter

Language: Questions English; Answers Italian

The interviewee was asked the questions in English and had the option to answer in Italian, English or German, depending on the preference.

Note: [italicized words in brackets were added in by the interviewee for clarification]

[DS] = Interviewee Initials

[DL] = Interviewer Initials

[DL] What is your role within the FIS Ski World Cup?

[DS] Io sono direttore generale della Coppa del Mondo di Ski Val Gardena. Quindi mi occupo di hm, come dire? Metto in moto la macchina operativa, coordino tutta la macchina operativa, definisco le strategie generali. Mi occupo del controllo e delle strategie generali, nel senso molto generico. Poi chiaro che vado anche sull'operativo. Però coordino la macchina.

[DL] And since when are you doing that?

[DS] Dunque, io ho iniziato full time nell'98, ma li lavoravo solo come segretaria. Questo ruolo non so se c'è, l'ho dal 2000 o dal 2001. Quindi sono dieci – dodici anni che lo faccio. Primo ero anche Presidente, poi non sono più presidente – essendo un Amateursportverein, il presidente non può avere un contratto di lavoro e avevo bisogno anch'io di un contratto di lavoro, quindi sono direttore generale. Però si, sono più di dieci anni che lo faccio. [00:01:12]

[DL] What does accreditation mean for you / your organization?

[DS] Allora accreditamento è uno dei punti più delicati per me, dentro – delicati - in genere in un'organizzazione è un punto più delicati. Perché l'accreditamento è quello che gestisce tutte le persone che nuotano intorno alla manifestazione e che non sono spettatori. Quindi tutti quelli che lavorano in un modo o in un altro sono collegati. Come prima cosa – gestisce i flussi di queste persone, gli spazzi che occupano e gestisce anche le informazioni che riguardano queste persone. Quindi è una sorta di sistema centrale – sistema nervoso centrale – estremamente delicato. Diciamo così. Vulnerabile. Questo è quello che secondo me è in genere e lo è anche nella nostra organizzazione. (*closes the door and greets the president of the organization*) [00:02:21]

[DL] What does accreditation mean for the FIS Ski World Cup?

[DS] Per la coppa del mondo FIS invece, l'accreditamento che dovrebbe avere lo stesso significato non c'è la ancora secondo me. È già stato fatto tantissimo in questi ultimi anni, però diciamo ... Se penso com'era anni fa, anni fa c'era un accreditamento annuale della FIS, che durava due anni tra l'altro e che veniva dato dietro pagamento, di non so quanti franchi svizzeri. Quindi in realtà era uno stato symbol. Ecco! Più che io ho l'accordo FIS, perché sono uno che gira la coppa del mondo. Poi hanno iniziato a tenere sotto controllo tutta la parte sport e li funziona molto bene. Quindi per la FIS

l'accreditamento su quel fronte è uno strumento di gestione e controllo di tutti gli stakeholder che hanno da fare con la parte sportiva e con i campi di gara. Sul fronte media hanno lavorato moltissimo anche lì molto in questi ultimi anni, per cercare di avere un controllo maggiore, però secondo me non ci siamo ancora. Io credo che, diciamo ... io ho partecipato al gruppo di lavoro dell'accreditamento della FIS. In questo gruppo di lavoro all'inizio avevo la percezione che non si avesse la comprensione che l'accreditamento non è solo la tessera che hai al collo, ma quella è solo la punta di un Iceberg, ma un sistema completo. Poi mi sono resa conto che alla FIS interessava poi alla fine dei conti la banca dati. Ma il tema della banca dati è un tema molto sensibile, che bisogna fare attenzione. Quindi credo che dentro la coppa del ... dentro la FIS ... Diciamo che per la FIS l'accreditamento è uno strumento che non è ancora chiarito completamente. Qual è il ruolo e il significato che ha. Nella coppa del mondo come ho detto nel settore sport, invece è molto importante. Perché lì si riesce a gestire e tenere sotto controllo e anche garantire diritti e servizi ai gruppi d'interesse della parte sportiva. [00:04:32]

[DL] Are you / is your organization actively involved in determining the accreditation process? And if so how?

[DS] Proprio perché la Coppa del Mondo di Ski è diversa rispetta alla Formula 1, dove c'è una gestione centrale. Nella Coppa del Mondo ogni comitato si gestisce il suo, poi ci sono alcuni paesi come l'Austria dove c'è una gestione più unitaria, perché è unica, però se no c'è la gestiamo noi. È quindi siamo noi che definiamo il processo. Siamo noi che definiamo tutta una serie di regole ovviamente rispettando diciamo delle regole che non sempre sono scritte internazionali oppure delle esigenze di media etc. etc. Il processo che cosa significa? Se posso fare un breve storico, quando io ho iniziato, alla fine degli anni 90, l'accreditamento in Val Gardena era lo ski pass con sopra un adesivo con scritto pista oppure media, no sport o media o quello che è, ogni adesivo era in un colore diverso. A mono sullo ski pass si scriveva il nome e si consegnava questa tessera. E alla fine degli anni 90 e non eravamo noi vecchi (*referring to the Club 5 members*) erano tutti, quasi tutti gestivano l'accreditamento in questo modo. Poi abbiamo iniziato a cercare di portare dentro un software e di elaborare la cosa in modo un po' più scientifico e quindi siamo arrivati a elaborare il processo. È un processo abbastanza complesso, perché anche qui le categorie sono diverse, i media hanno un trattamento, i collaboratori ne hanno un altro, le squadre hanno un altro ancora. E quindi lì si può sicuramente migliorare. Posso dire che il sistema che noi usiamo di accreditamento che abbiamo creato noi – ci appoggiamo a una ditta esterna – però posso dire che l'abbiamo costruito insieme a questa ditta esterna, perché ogni anno trovavamo delle nuove esigenze e così l'abbiamo elaborato. Ed è questo diciamo il processo – tu hai usato una parola giusta, perché hai scritto accreditation process – l'accreditamento è un processo. Nel momento in cui una persona chiede di potersi accreditare parte un processo. A me è capitato di lavorare per un campionato mondiale di ski, non dico quale, però diciamo che ho lavorato per un campionato mondiale di ski e lì è stato fatto l'errore di considerare software non un processo ma una fotografia. E quindi ti da una scheda statica e non dinamica. E l'accreditamento è dinamico. E noi abbiamo tutto una serie di fasi, che poi vengono spartite. Il software centrale lo decidiamo insieme, però poi c'è il canale media che va verso l'ufficio stampa, il team che va verso l'ufficio gare, ad esempio. (*problems with the internet connection*) Quindi abbiamo elaborato tanto con l'azienda esterna ovviamente. Ti è stata chiara l'idea del processo? [00:07:46]

[DL] Who should be involved in determining accreditation?

[DS] Secondo me uno staff ideale è composto in questo modo. C'è uno staff di operations che si preoccupa di allestire centri accreditati, che definisce cosa serve per far funzionare un centro accreditato. Ci sono poi i responsabili dei settori che devono dare nullaosta, l'ok al accreditare i propri gruppi. Nel senso che non può essere il responsabile del centro accreditato a decidere se quel giornalista va accreditato o no. Certamente ci sono delle regole generali chi deve essere giornalistica etc. etc. Però in certi casi sono delle eccezioni, sono dei freelance che non hanno la tessera. Ci sono dei giovani collaboratori, poi sono un sacco di storie non incastrabili dentro una griglia. In questo caso deve essere assolutamente il responsabile del settore, che decide. Questo vale per la parte sportiva, la parte media, la parte sostanzialmente per tutti settori. E per quanto riguarda i collaboratori, l'esperienza che ho fatto a questi mondiali era molto positiva, perché ogni capo settore mi portava lui le liste delle persone di collaboratori. Il rischio è che ti arriva qualcuno e ti dice mi accrediti e così, che non si può fare. Quindi il processo decisionale si deve per forza spartire, però sulla base di una linea guida generale condivisa. Per me la linea generale condivisa è quella che l'accreditamento è uno strumento di lavoro e viene concesso alle persone che devono lavorare. Chi non deve lavorare ha altre possibilità: biglietto, biglietto VIP o quello che è. Quindi questa è la regola fondamentale. Non è un regalo, ecco l'accreditamento. È come un'uniforme.

[00:09:41]

[DL] How would you describe the communication flow between your organization and the other parties involved in accreditation?

[DS] Ma diciamo così, la comunicazione con le altre organizzazioni dice per esempio la FIS o la rights holding agency o così, intendi queste?

[DL] Si

[DS] Direi che negli anni è sempre migliorata, lavoriamo molto bene insieme, è molto importante che ci sia una comunicazione costante, perché possono accadere storie particolari come quella che è successa l'anno scorso. Ci è successo l'anno scorso con un'agenzia. Noi avevamo un giornalista che da anni provava ad accreditarsi, ed era da anni che non era più giornalista, da anni che non seguiva più la coppa del mondo, però aveva qui suoi amici. Gli abbiamo chiesto di dirci per quale giornale lavorava, non lavorava per nessun giornale, non aveva niente da fare e quindi abbiamo detto, no, non lo accreditiamo. E poi l'abbiamo ritrovato dentro le liste dell'agenzia come assistente cameraman. Quindi aveva trovato un cameraman amico e si è piazzato come assistente cameraman. In questo caso la comunicazione deve essere costante/continua, perché bisogna prendersi tempo di controllare ogni singolo nome, sostanzialmente. E questo funziona solo se noi con la rights holding agency o con la FIS ... la stessa cosa succede con le squadre. Noi controlliamo gli entri form delle squadre, se ci sono cose strane, chiamami diretto la Federazione Internazionale e chiediamo dei chiarimenti. Funziona direi abbastanza bene. Magari si può migliorare in certi aspetti, però credo che funzioni bene.

[00:11:21]

[DL] Are there points where communication can be improved?

[DS] Ma diciamo dipende poi su quale categoria. La parte sport della FIS funziona molto bene. Anche con la rights holding agency funziona bene, anche se lì magari, appunto i singoli nomi bisognerebbe controllarli bene, perché una televisione ti manda trenta nomi e tu non sai se sono veramente persone che lavorano o meno. Ed è comunicandosi che si dice ma guarda questa qua la moglie, la fidanzata o quello che è. Sul fronte media invece, devo dire che non sono ancora delle regole generali. Quindi anche lì con la Federazione Internazionale non sempre segue le linee guide. Noi tal

volte siamo più severi della Federazione Internazionale. Ma questo vuol dire nel senso positivo e costruttivo, cioè è questo perché talvolta c'è la mentalità che si richiede, che più giornalisti che ci sono, meglio è. Questo vale naturalmente per le manifestazioni di scala ridotta. Ma una Coppa del Mondo di ski, dove ci sono anche degli interessi economici molto forti, questa cosa non può valere. C'è chi entra nel box dei giornalisti, deve essere lì per un motivo chiaro e non perché faccia numero. Non abbiamo bisogno, per fortuna una Coppa del Mondo non ha bisogno di questo. Quindi su quel fronte secondo me si può lavorare ancora. Poi piccole cose sono forse interne, non sempre i capi settori si rendono conto dell'importanza dell'accreditamento, non controllano se gli accreditamenti dati ai collaboratori sono giusti. Cose minimali, quindi non sono così importanti.

[DL] And the communication with the other organizing committees and FIS?

[DS] Ecco da questo punto di vista potrei dire che praticamente non c'è comunicazione, c'è né poca. Noi siamo anche membri di Club 5. Abbiamo fatto anche il workshop sull'accreditamento su diverse cose, però ogni comitato ha veramente una percezione diversa di che cosa è l'accreditamento. Questa è la cosa molto difficile, perché ad esempio si va dall'estremo vigore nella definizione delle aree di Kitzbühel all'estrema semplicità o struttura assolutamente base da tutti punti di vista di Kvtfjell. Kvtfjell ha gli accreditamenti a colori. Adesso forse quest'anno cambiamo, forse sono già alcuni anni. Ma perché è una questione di dimensione, non è stata l'esigenza. Kvtfjell a 40.000 persone deve essere molto più severo su certe cose. Quindi è molto difficile creare degli standard tra i comitati, proprio per la dimensione. Poi ci sono dei vincoli che ognuno di noi ha con le proprie federazioni. In Italia meno, ma in Austria è la federazione che definisce gli accrediti si usa a Kitzbühel. Quindi anche lì, cosa facciamo? Prendiamo tutti lo standard austriaco, perché la federazione che lo fa, lì lo fanno tutti. Anche qui è molto difficile. In più c'è proprio una questione culturale, di percezione. Io credo nell'esperienza che ho avuto io lavorando appunto anche nel settore accreditamento in altri manifestazioni, che l'accreditamento sia molto spesso e purtroppo troppo spesso sotto valutato. Si pensa troppo spesso che sia solo una tessera per fare entrare la gente e non si capisce che l'accreditamento è la gestione della banca dati di tutti gli stakeholder operativi legati all'evento, quindi è molto di più. È questo non c'è. È molto difficile avere una comunicazione tra comitati. Noi come Val Gardena lavoriamo con Alta Badia e gestiamo insieme la stampa e quindi qui la comunicazione per forza c'è. Però con gli altri non c'è. Infatti la difficoltà che noi abbiamo talvolta è che ci arrivano e ci dicono, no però a Cortina o a Bormio o a Wengen sono riuscito a entrare, perché non ci sono delle regole condivise. Su questo credo si possa lavorare ancora molto. Con difficoltà, perché la Coppa del Mondo non è la Formula 1, che è proprietà di un'azienda. La Coppa del Mondo si è sviluppata grazie alla visione, passione e l'impegno che hanno messo i singoli comitati da soli. La Federazione Internazionale ha iniziato a gestire diritti economici – diciamo così – solo alla metà degli anni, all'inizio degli anni 90. Prima tutto veniva sviluppato e fatto solo dei comitati. Questo sì uno può dire ma sono ormai venti anni fa un sacco di anni fa, è vero però fa parte del DNA. C'è i grandi elementi d'innovazione nella Coppa del Mondo li hanno portati per decenni i comitati organizzatori, perché la Coppa del Mondo facevamo noi. La FIS dava le regole solo sulla pista, fine. Il resto lo facevamo noi. Quindi è molto difficile con questo DNA così forte nella natura dei comitati riuscire ad arrivare a uno standard. E chi rinuncia cosa? Dall'esterno uno si può dire ma incredibile che non c'è un accreditamento unico, però bisogna tenere conto anche di – del nostro patrimonio genetico, il patrimonio genetico è questo di individualismo di squadra che

però si è sviluppato in questo modo nei decenni. Lavoro c'è né sicuramente tanto. [00:17:06]

[DL] Are there any challenges you / your organization faces with accreditation? If so, which challenges?

[DS] Le challenge che abbiamo noi. Noi abbiamo sfide piccole, devo dire. Forse la sfida che abbiamo, più grande è che noi abbiamo la manifestazione che è divisa su tre paesi. Abbiamo un paese, dove alloggiano le squadre, c'è l'ufficio gare, un paese, dove c'è la stampa e quasi la pista. La pista in realtà è nell'altro paese ma il confine del comune è più di qua perché c'è il fiume proprio a metà e l'altro paese Ortisei dove viene fatto la cerimonia etc. Questo significa che noi non abbiamo un paese unico. Un centro dove tu hai un grande palazzo dei congressi, dove fai tutto gli uffici, la sala stampa etc. Noi dobbiamo cercare di avere un equilibrio all'interno della valle. E quindi abbiamo l'ufficio gare in un paese e gli si accreditano i team, abbiamo il servizio pubblico in un altro paese e si gestiscono il pubblico. E poi abbiamo la sala stampa a San Christina e lì si gestisce. Il mio sogno sarebbe avere un unico grande centro accrediti. Perché il problema che noi abbiamo spesso, è che abbiamo un punto di accrediti solo ufficio gare dove fino all'anno scorso si gestivano anche tutti gli altri accrediti esclusi media, poi però c'è qualcuno che ha un biglietto VIP. E il biglietto VIP è in un posto e poi però quello avrebbe sia un biglietto VIP che un accredito, allora dovrebbe andare lì poi andare su. L'esempio con la rights holding agency è tipico. Gli accrediti di loro sono sempre passati da un ufficio all'altro e su e giù. E li porto su e li porto giù e devo andare su e non funziona. Bisogna avere una centrale e questo è la sfida. Però noi abbiamo una difficoltà oggettiva che tutto viene in tre paesi. E l'ideale sarebbe avere un centro unico, ma per motivi politici non lo possiamo fare, un centro unico. Quindi quest'anno abbiamo fatto un piccolo spostamento per centralizzare il più possibile e quindi come dire delocalizzare solo i media e i teams e tutto il resto raccolgono nello stesso punto, però non è ancora ottimale. Vediamo. [00:19:15]

[DL] What effects has accreditation on you / your organization?

[DS] Io devo dire che noi ci siamo messi a lavorare in tale serietà e impegno questi ultimi anni sia sul software che gestiamo, sia sui processi di verifica di controllo che io mi sento orgogliosa nel dire che noi abbiamo una mixed zone pulita. Dove entra veramente solo chi deve lavorare. Questo costa soprattutto all'inizio molto fatica, perché non era capito e gente che si offendeva, che si arrabbiava, che s'infilava. Oggi è aggettato. Ed io questo ritengo che sia il primo grande effetto di successo. La mixed zone è pulita e ognuno riesce a lavorare con serenità. Credo che è un importante successo, poi si può migliorare appunto creando un centro unico e queste cose qui. Però sulla fase dell'evento credo che funzioni, poi da come lo vedo io anche rispetto delle altre località, da noi c'è ordine. Il controllo funziona. [00:20:24]

[DL] What effects has accreditation on the FIS Ski World Cup?

[DS] Allora proprio perché nella Coppa del Mondo di Ski l'accreditamento non ha ancora una gestione centralizzata e unica sono effetti variati. Sul fronte sport gli effetti sono assolutamente positivi, perché viene gestito centralmente tutti gli accessi per le aree di gara, viene gestito centralmente controllo su tutta la ski industry, perché anche lì è giusto che gli ski men seguono le squadre, però è chiaro che non significa che tutta l'azienda che produce gli sci debba essere presente. E questo è stato codificato molto bene dalla Federazione Internazionale e funziona molto bene. Quindi da questo punto di vista sono effetti positivi. Sugli altri fronti bisogna ancora ragionare. Adesso abbiamo elaborato una matrix comune/standard che da quello che ho intuito dall'anno prossimo

dovrebbe partire, dove sono state stabilite otto basi, otto aree condivise per tutte le località e poi ognuno le può personalizzare. Questo è un'idea che abbiamo partorito discutendo insieme ai grossi gruppi alla rights holding agency, a FIS e anche noi comitati, non tanto al favore nostro, ma nell'interesse della FIS e dei suoi, chiamiamoli clienti in modo che il giornalista che segue tutta la Coppa del Mondo sa che sempre in ogni Coppa del Mondo il 5 è l'area media e non deve imparare ogni volta i numeri. Quindi questo sarà un effetto che si vedrà, deve essere testato e quindi sarà un altro passaggio. Io so che la Federazione Internazionale vorrebbe da un lato assumere maggior controllo sugli accrediti e so ne abbiamo discusso anche della banca dati. E nel gruppo di lavoro io ho espresso anche la mia opinione molto chiara su questo. Sugli effetti. Io non ho nessun problema che ci sia una gestione centrale, però la Federazione Internazionale deve mettere in piedi un dipartimento accreditamento, diviso tra operation e servizi on site, deve lavorare a stretto contatto con i comitati organizzatori, con le agenzie right holders etc. Deve essere presente in ogni gara, come lo è presente il settore tecnico in pista, come il race director in pista, così ci vuole un responsabile accredito della FIS, che controlla ogni singolo nome, che conosce ogni singolo nome che fa monitoraggio l'ora. In questo caso si potrebbe arrivare a una centrale unica con una regolamentazione molto attenta anche nel rispetto delle leggi dei singoli stati sulla privacy dei dati che vengono trattati. E gli effetti qui sarebbero sicuramente straordinari, secondo me. Perché significherebbe avere una gestione centrale, significherebbe sgravare il comitato di un lavoro, che non dico doppio è molto peggio. Ogni singolo comitato, ogni anno riparte da zero – ogni comitato la stessa storia. Quindi invece se ci fosse un sistema unico, chiaro che in quella gara uno ha diritti nell'altra no, però si trovano le formule per gestire queste cose. Ci sarebbero costi ridotti per i comitati organizzatori. Quindi secondo me, quindi sarebbero se tu ... gli effetti positivi di oggi sono quelli dello sport, gli effetti futuri che io vedo, è a condizione che sia uno staff altamente professionale, centrale della FIS a gestire la cosa e che ci semplifica il mondo degli accrediti. Che sia un controllo serio. Le standardizzazioni sono sempre pericolose, però in questo caso secondo me potrebbe avere dei vantaggi.

[DL] What exactly is the problem at this point of time?

[DS] ... In questo momento di accreditamento di FIS si occupano IT dal punto di vista tecnico – tecnologico, e poi c'è la parte sport che si occupa di tutto il tema pista, accessi alla pista srs, poi c'è la parte comunicazione che seguiva il team adesso la stampa. Adesso da quello che ho capito sono passate sotto il settore Marketing di L. Lang e secondo me questo è l'errore. L'accreditamento deve avere un chief of accreditation. Suo! Con una persona che è assolutamente competente del sistema di accrediti, conosce i metodi, i sistemi, conosce le questioni normative sulla privacy. Ovviamente nella Coppa del Mondo è difficile perché con una gara in Austria, una in Italia, una in America con le leggi che sono diversi, quindi bisogna trovare anche un quadro. Tutte le leggi di possesso dei dati sensibili sulle banche dati oggi con tutto queste cose di spionaggio si deve fare più che mai attenzione a questa materia. Deve avere una perfetta conoscenza di che cosa accade all'interno di una mixed zone, di quali sono gli interessi degli stakeholders, dei comitati ai media a blablablabla. Quindi deve avere un contatto con gli uffici stampa, con i right holders, con i comitati, con l'industria dello ski etc. etc. Deve avere uno staff che è presente on site a ogni gara, che gestisca la centrale accredito, deve preparare il pre-accredito con i comitati, perché i comitati hanno comunque un lotto di nominativi che sono locali e quindi bisogna gestire anche gli accrediti locali, bisogna stabilire in che termini. E queste persone quindi devono avere una conoscenza capillare, professionale e un sistema di comunicazione con tutto il sistema. Perché quello che ho detto prima l'accreditamento è la centrale nervosa. Gestire la

centrale nervosa vuol dire avere una persona che faccia solo questo. Oggi nella FIS non c'è. Oggi l'accreditto è spartito tra varie cose. E secondo me, perché non viene ancora percepito come uno strumento di servizio all'evento e questo io diciamo nella presentazione che io avevo fatto in una riunione della FIS, oltre a questo è uno strumento di analisi. Attraverso lo studio delle presenze, dei flussi, dei tempi di accreditto si possono migliorare i servizi. Per fare questo bisogna chiarire bene la gestione della banca dati e bisogna mettere in piedi uno staff molto professionale, molto, molto, molto professionale. Com'è professionale il race director in pista, così ci vuole la stessa professionalità negli accrediti altrimenti abbiamo il caos. Altrimenti non si riesce a gestire. Ed io credo che su questo ci sia ancora, non dico nella FIS ma in genere poca comprensione. La funzione del capo accrediti è una funzione di un esperto in accreditamento. Non basta sapere gestire un po' di process management è molto di più. Io penso che la tendenza deve necessariamente andare lì. Però i tempi sono lunghi ancora. Camino è lento ed è meglio che sia lento in modo che le cose vengano fatte bene, passo per passo. Piuttosto che una roba buttata lì e poi una gestione problematica. Questo non funziona. [00:28:37]

[DL] Why is accreditation important?

[DS] Beh per tutto questo. L'accreditamento gestisce tutte le persone che per motivi di lavoro si recano dentro o all'esterno del campo di gara. Gestisce quindi moltissimi interessi anche economici, perché bisogna dire anche questo. Le televisioni che investono, le nazioni che mandano giornali investono, i comitati che investono e come prima cosa gestisce questo. Come seconda cosa, come dicevo prima un buon sistema di accreditto, permette di analizzare i comportamenti, i flussi ed elaborare una serie di statistiche che ti permettono di migliorare i servizi e di fare analisi mi permetto di dire anche marketing. Perché è molto interessante vedere come cambia la presenza di nazioni negli anni, in che termini, in che modo, in che modalità etc. etc. Anche questo ti consente di fare delle analisi. Quindi non bisogna impostare/basare tutto solo sulle analisi ma sicuramente un sistema di accreditto evento ti da delle possibilità. Banalmente io ho fatto l'analisi alcuni anni fa, com'è cresciuta la quota rosa dentro il nostro comitato. Quando ero entrata, io era lo 0,2 per cento adesso siamo a un 3, 4, 5 per cento. Insomma ... la quota rosa è cresciuta. Sono cose stupide queste, però m'interessava vedere. Anche questo ha da fare con la storia di un comitato e quindi. Io credo molto nell'uso intelligente dei dati, non indiscriminato. Quindi l'accreditamento è anche questo. [00:30:14]

[DL] Is there anything you would change within the current accreditation system?

[DS] Io, a me piace innovare, testare e so che parlo contro l'interesse degli organizzatori, ma io credo che una gestione centrale come ho detto prima a condizione però che ci siano dei veri professionisti a gestirlo e che tutto quanto venga costruito insieme a tutti gli stakeholders. Nel gruppo di lavoro che noi abbiamo avuto con la FIS, e c'era anche le rights holding agencies che è stato per esempio estremamente interessante la discussione sul matrix – le aree della mixed zone per le differenze tra la gestione delle aree tra loro. Lì bisogna arrivare a un sistema unico. Chiaramente una agenzia dei diritti gestisce le radio in modo diverso da come le gestisce l'altra. Quindi il cambiamento dovrebbe essere quello, di arrivare a un sistema unico che però verrebbe fatto chiaramente con un appoggio di assoluta seria e onesta condivisione e di ascolto con dei professionisti. Ascoltare tutte le esigenze in modo molto serio, molto serio, molto serio. Faccio un esempio che non centra niente, però che insegna che cosa significa negoziare e arrivare ad avere dei prodotti di successo. In Italia abbiamo il grande problema della DAF, del treno ad alta velocità, dove non solo i radicali

estremisti della sinistra e anarchici vanno a fare delle proteste, ma ci vanno i preti, le famiglie, i nonni, i zii, i sindaci, per quale motivo? In modo molto arrogante lo stato Italiano dall'alto ha preso una decisione e l'ha calata su un territorio, dicendo adesso qui noi facciamo i tunnel. E non ha costruito il progetto coinvolgendo la popolazione. È successo la stessa cosa alla stazione di Stuttgart mi sembra, dove hanno fatto degli investimenti mega con i soldi pubblici per fare una mega stazione e ci sono state le proteste. E lì, la Germania è un po' diversa dall'Italia hanno detto, ok mai più così. Da lì in poi, quando ci sono grandi progetti si coinvolge prima tutte le persone interessati e si costruisce il progetto insieme. Quindi io credo che siamo un accreditamento unitario, moderno ed efficace debba essere costruito in questo modo. In modo molto sereno, molto aperto, prendendosi tutto il tempo necessario, coinvolgere tutti gli stakeholders, tutti dall'Information Technology, agli allenatori, agli industriali, alle televisioni, ai comitati e iniziare a raccogliere in modo molto serio – per questo ci vogliono i professionisti – tutti i dati e informazioni necessari. E poi iniziare ed elaborare un sistema di accreditamento unico, dove nessuno perde qualcosa, perché la paura che abbiamo noi che ha anche la rights holding agency è di perdere il controllo su qualcosa. In realtà nessuno perde il controllo ma si ottimizza il servizio. Sarebbe per tutti meno lavoro – per tutti. Questo ci vuole tempo. Questo secondo me il cambiamento, diciamo la grande sfida che io vedo sul fronte accrediti. Nella quale credo, ma so che ci vuole tempo. Sono degli ostacoli anche psicologici talvolta e a volte anche diciamo politico, controllo da una o dall'altra parte. Politico nel senso che ognuno vuole difendere il proprio che è comprensibile. Per questo dico è solo apprendo i muri condividendo. Tutti problemi che si riesce secondo me arrivare. Sarebbe una bella cosa. [00:34:12]

[DL] Is there anything else that you would like to tell me about accreditation that is of importance for you that I did not ask about?

[DS] Si quello che ho detto prima, ma se vuoi ti mando poi due link. Sai che io bloggo event management e ho intervistato un mio cha ha fatto l'accreditamento a Londra ... La mia idea di accreditamento è che è uno strumento di lavoro, non è uno stato symbol. [00:34:54]

[DL] Thank you very much for your time.

[DS] You are very welcome.